



# **A Sustainability Plan for The County of Lennox and Addington**

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in collaboration with

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## Executive Summary

Although this document describes the first formal Sustainability Plan proposed for the County of Lennox and Addington, this is not the first time the County has identified and implemented sustainability-focused projects. In fact, nearly 30 initiatives have been initiated in the last several years. To a large extent, this Plan calls for completion of those initiatives, with encouragement to take the next logical steps in creating a more sustainable County.

***Sustainability Themes Align with Municipal Official Plan Goals:*** Aligned with the goals articulated in the Official Plans for the local municipalities in Lennox and Addington, this Sustainability Plan has set out sustainability goals for the County of Lennox and Addington in the following areas:

- Environmental
- Economic and Financial
- Resource Management
- Settlement
- Community Improvement
- Servicing
- Transportation
- Community, Cultural and Recreational
- Health and Social Services
- Municipal Coordination
- Corporate Brand.

***Sixty Opportunities to Advance the County's Sustainability:*** Throughout the development process, roughly sixty opportunities were identified to advance the economic, environmental and socio-cultural sustainability of the County of Lennox and Addington.

***Six Criteria Applied to Assess Sustainability Potential:*** In addition to rating each opportunity for its potential contribution to the County's sustainability "sweet spot" (the intersection of economic, environmental, and socio-cultural sustainability), each opportunity was evaluated against the scale of impact or benefits to the County, as well as affordability, "doability", leverage value, and contribution to the County brand.

***One Hundred Projects, Ten Years for Implementation:*** By the time the 60 opportunities were prioritized and sequenced over time, there were 100 projects identified to make the County more sustainable – economically, environmentally, and in socio-cultural terms. The Work Plan set out at the conclusion of the document lays out a ten-year implementation timetable over three timeframes: short term (1 to 3 years), medium term (4 to 6 years) and long term (7 to 10 years).

***Ample Opportunity for Collaboration:*** While the majority of sustainability opportunities identified in this Plan can be implemented by the County independently, many would also benefit from participation by the four local governments in Lennox and Addington. As the County continues to move forward using its “learn by doing” approach, that learning can be shared with local governments and community groups, further fuelling progress toward a truly and fully sustainable County.

***Decision-making Integrated into Regular Operations:*** Most of the projects could be undertaken in the first half of the 10 year timeframe, if the human and financial resources can be brought to bear. Because the Plan is deliberately built around the notion that sustainability principles will be integrated into the everyday decision-making and management of County operations, managing implementation of the Sustainability Plan ought to become part of all managers’ responsibilities. As a result, the Plan does not call for any additional human resources to manage these projects. On the financial front, the Plan concludes with a section summarizing some of the financing/funding options available to enable the County to capitalize on these opportunities.

***Sixty Performance Indicators:*** To enable the County to track progress on sustainability, this Plan identifies roughly sixty performance indicators – the data for which the County already collects. As a result, benchmark data for many indicators are already available. Performance indicator data, which could be shared publicly as part of an annual “sustainability report”, would help County residents understand the progress being made on sustainability within County operations. As the business cases for specific projects come forward, it is anticipated that targets – appropriate for each project – will be included.

***Further Opportunities Will Arise:*** If there are this many opportunities now, how many more will emerge in the next several years? To help County Council and the staff evaluate and prioritize new opportunities as they emerge. An assessment tool, built around the same prioritization criteria as were applied to the initial set of opportunities identified through the development of this Plan, is contained in an appendix to this document.

## Introduction

The Sustainability Plan set out in this report was developed in a series of steps designed to capitalize on previous accomplishments and existing knowledge within the County, then build a focused, practical plan that would translate the identified opportunities into actions designed to advance the County's sustainability agenda. The approach used included:

- A review of documents and data produced by the County, sustainability tools prepared by the Association of Municipalities of Ontario, approved municipal Official Plans, Statistics Canada and other public domain data.
- An online survey of managers to secure additional information on past accomplishments in the sustainability arena, input on the County's sustainability assets, and the areas where the best opportunities for sustainability are perceived to lie.
- Four consultation meetings with representatives of the Townships of Addington Highlands, Loyalist and Stone Mills, and the Town of Napanee – as well as representatives of local not-for-profit organizations – to share information on perceived opportunities, gauge interest in collaborative relationships for sustainability initiatives, and obtain feedback on recommended priorities for the County's sustainability plan.
- Multiple meetings with a four-person Steering Committee of senior County staff to review goals, opportunities and performance indicators, and provide general feedback on development of the Plan.
- Five presentations to meetings of County managers to update them on results of surveys and consultation meetings, present recommended principles and a vision, brief them on identified opportunities, prioritization criteria and ratings, and solicit feedback on the appropriateness of the plan as it developed.
- Input meetings and telephone liaison with individual County managers to validate the opportunities and consider appropriate indicators for tracking progress on implementation of the Plan.
- Consolidation of all information collected and analysed into the Plan presented in this document.

## Sustainability Accomplishments So Far

The creation of this Plan is not the start of the County of Lennox and Addington's sustainability journey. In fact, Lennox and Addington has been pursuing sustainability for several years – undertaking specific initiatives with economic, environmental or socio-cultural sustainability in mind. It can be said that the County has been following a “learning by doing” approach.

This Plan continues the “learn by doing” theme but does so in a deliberately comprehensive and consolidated approach to sustainability. This Plan casts the County's eye forward over the next decade to anticipate the opportunities that will arise, prompting the preparations that will enable the County to move swiftly and with confidence to move forward with its sustainability agenda.

As is set out in the Work Plan later in this report, future action on sustainability will be built on the foundations of those actions already taken – and there are many:

### **Policy and Planning:**

- Capital infrastructure planning
- Data capture to fulfil Federal Gas Tax and provincial Asset Management accountability requirements (setting the stage for performance indicators for a Sustainability Plan)
- Quarterly review of statement of operations to keep the County's operational focus on economic sustainability
- More proactive approach to seeking federal and provincial funding

### **Capacity Building:**

- Internal communications (quarterly meetings of senior staff)
- New team in County Human Resources department
- Professional development opportunities for County staff

### **Economic Development and Tourism:**

- New economic development strategy, including partnership with Information Services group
- Launch of economic development in alternative/renewable energy sector - first solar farm
- Initiation of renewable energy manufacturing program

**Energy and Environment:**

- Introduction of energy management system at the John M. Parrott Centre
- Data collection for County's baseline energy use
- Technology assessment and retrofits (Social Housing)
- Water conservation projects (eg. Social Housing, John M. Parrott Centre)
- Installation of sensors/efficient fixtures (eg. John M. Parrott Centre)
- Purchases of green products (eg. cleaning supplies)
- Introduction of recycling in administration building
- Business case for solar thermal systems (eg. Social Housing)

**Health and Social Services:**

- Establishment of the JMPC Family Council to increase interaction between residents and staff and the families and communities the JMPC serves
- Reorganization of the Social Services department
- Cross-border Emergency Services initiatives
- Ambulance service review
- Peritoneal Dialysis Initiative
- Homeless Study underway

**Information and Communications Technology:**

- Business case for administrative uses of ICT
- County website redevelopment
- Participation in broadband initiatives
- Advocacy regarding cellular coverage

**Transportation:**

- Road Weather Information System for local municipalities
- Roundabout at Highways 2 and 4
- County 41 rehabilitation
- Capital Plan – Roads & Bridges
- Salt Management Plan
- County roads bike lane/trail network (30% complete)
- Advocacy through EOWC to bring the needs of smaller, more rural communities to the attention of upper levels of government (economic and socio-cultural sustainability benefits)
- Recognition of the need for and value of sustainability planning/initiating this process.

**County Corporate Brand:**

- County participation on behalf of local government in the provincial Fiscal Capacity and Service Delivery Review (FCSDR) process
- County participation in EOWC-led broadband advocacy and securing provincial and federal funding
- Initiation of Adopt-a-Highway Program
- Retrofits and introduction of green products & practices to the John M. Parrott Centre

**Service Coordination:**

- County-lower tier municipality pursuit of economies of scale in roads tenders (service/product).



## Principles behind the County's Sustainability Plan

Seven principles – borne of experience in delivering managing and delivering public services – underlie the County's approach to sustainability planning.

- **Recognition of the roots of “sustainability” in environmental, economic, and social/cultural health** (ie. there are three lenses through which the County views sustainability and evaluates progress)
- **Recognition of the interdependence of environmental, economic and social/cultural spheres** (ie. recognizing that impacts and benefits of sustainability initiatives can emerge from any or all three spheres, the County must view its sustainability planning through all three lenses... at the same time)
- **Preference for locally-designed solutions** to sustainability opportunities (ie. sustainability measures need to fit the circumstances of this diverse geographic area)
- **Priority on starting at home** by focusing primarily but not exclusively on the County's own operations
- **Willingness to collaborate** to achieve success on sustainability issues (ie. the County doesn't have to do everything itself or by itself; collaboration applies within and outside the organization; there will be a strong emphasis on researching and sharing best practices – there is no need to reinvent the wheel!)
- **Willingness to lead by example** in what and what the County does (ie. the County will use collaborative approaches inside and outside County operations; by sharing its own experiences, the County will encourage community awareness, education and self-directed action)
- **Practically-minded, focused on outcomes** (ie. unless an action will make the County more sustainable, it will not be undertaken).

## A Vision for the County's Sustainability Plan

Lennox and Addington County's sustainability vision is to be recognized as a local government focused on one overarching goal: **sustainable service** – developing and operating a local government service network is **efficient, easy to access, and responsive** to residents' needs.

Here, **“triple bottom line” sustainability** (economic, environmental, socio-cultural) is an **integral part of our planning and decision-making** processes as well as in day-to-day operations.

On any given day, we are **working seamlessly within and across departments** to achieve success on agreed-upon sustainability initiatives and measures. **New ideas** are welcomed, insights shared, and **new opportunities** vigorously investigated.

We are **relentless in our efforts to learn** from others, apply what we learn by doing ourselves, and **channel new understanding back into the common effort** to move the County further along the path to sustainability.

Known for **leading by example**, we are viewed by local governments, community groups, and ratepayers as being **open to collaborative endeavours** to make county government and our many communities more sustainable.

## Sustainability Goals for Lennox and Addington County:

In many communities, the articulation of sustainability goals is directly related either to the type of integrated community sustainability plan being contemplated or to the specific areas of responsibility mandated to the local government.

In the latter case, sustainability goals tend to be described through the language of an Official Plan.

For this “corporate” sustainability plan, the latter approach has been taken; even though the County does not have an Official Plan, the three townships and town do. All four lower tier municipalities are using their Official Plan as the mechanism through which to address such sustainability requirements as those in place for continued receipt of Federal Gas Tax revenues. As the County moves forward to implement sustainability thinking throughout its organization and operations, framing its goals with an eye to the municipal Official Plan goals provides the basis for coordinated – and in some cases – collaborative action. Productive relationships can be built by using similar language.

### *Examples of Types of Goals in Integrated Community Sustainability Plans:*

- *Diverse and Prosperous Economy*
- *Transportation Network*
- *Energy Conservation and Generation*
- *Liveable Communities*
- *Healthy Natural Environment*
- *Population Growth and Diversity*
- *Vibrant Downtowns*
- *Community Needs and Spirit*
- *Healthy and Active Communities.*

**This Sustainability Plan has set out sustainability goals for the County of Lennox and Addington in the following areas:**

- **Environmental**
- **Economic and Financial**
- **Resource Management**
- **Settlement**
- **Community Improvement**
- **Servicing**
- **Transportation**
- **Community, Cultural and Recreational**
- **Health and Social Services**
- **Municipal Coordination**
- **Corporate Brand.**

All except Health and Social Services and Corporate Brand map to the types of goals found in the Official Plans of L&A’s lower tier municipalities. The two exceptions have been framed to address additional responsibilities at the County level. A table showing the goals in each area of responsibility is set out on the following pages. In developing this Plan, opportunities to advance sustainability have been identified and grouped together in thematic areas which align to these goals.

## Alignment of Proposed County Sustainability Goals with Lower Tier Municipality Official Plan Goals

Comparison of Lower Tier Official Plan Goals and the Proposed County Sustainability Goals	
Official Plan Goal of Lower Tier Municipalities	Proposed Goal for Ten-Year County Sustainability Plan
<b>Environmental Goal</b>	
To enhance/protect the quality of the environment and long-term health of ecosystems while providing for the changing needs of the population. All other goals should attempt to satisfy the requirements of this environmental goal so as to maintain and enhance the biodiversity and improve the quality of life for the people of the Township.	<p>To ensure that in its operations and service delivery, the County protects and enhances the quality of the environment (eg. air, land and water) with a view to the long-term health of ecosystems and the improved quality of life for the people of the County.</p> <p>Where appropriate, to collaborate with lower tier municipalities in advancing their environmental goals.</p>
<b>Economic and Financial</b>	
To develop the Township's economic potential to the fullest to ensure an appropriate commercial, (industrial), and residential assessment balance in order to maintain a healthy tax base by encouraging the continued expansion of economic opportunities and diversification of the economic base (while protecting the environment).	<p>To encourage continued expansion of economic opportunities and diversification of the economic base across the County, while protecting the environmental and socio-cultural health of the County as a whole.</p> <p>To develop sufficient commercial, industrial and residential assessment to sustain the programs and services mandated to local government and to sustain the livelihoods of the residents of the County.</p> <p>To conduct County operations and service delivery as efficiently as possible to ensure optimum benefit to residential, commercial and industrial taxpayers.</p> <p>To work with the lower tier municipalities to develop the economic potential of the County to the fullest.</p>

Comparison of Lower Tier Official Plan Goals and the Proposed County Sustainability Goals	
Official Plan Goal of Lower Tier Municipalities	Proposed Goal for Ten-Year County Sustainability Plan
<b>Resource Management</b>	
To ensure the sustainable development of the Township's natural resources through management based on sound economic, social and environmental guidelines.	<p>To ensure the sustainable management of the County's Forest, thereby contributing to the quality of life of County residents while preserving the long-term value of this asset. Forest.</p> <p>Where appropriate, to facilitate discussions with lower tier municipalities to enable knowledge-sharing related to the sustainable management and/or development of natural resources for which they have jurisdiction.</p>
<b>Settlement</b>	
To provide for a variety of identifiable communities which satisfy people's community settlement needs and for a range of housing types which are accessible, affordable and appropriate.	To work with lower tier municipalities to address the needs of County residents for social housing (accessible, affordable and appropriate to the need).
<b>Community Improvement</b>	
To promote the coordinated implementation of community improvement by way of the maintenance, rehabilitation, and redevelopment of the physical environment in a coordinated and fiscally prudent manner while having regard to improvements to the economic potential and social environment.	<p>To promote community improvement through the renewal (maintenance, rehabilitation and redevelopment) of County-owned structures in a fiscally and environmentally responsible manner.</p> <p>Where appropriate, to collaborate with lower tier municipalities to advance community improvement in communities within these municipalities.</p>

Comparison of Lower Tier Official Plan Goals and the Proposed County Sustainability Goals	
Official Plan Goal of Lower Tier Municipalities	Proposed County Sustainability Goal
<b>Servicing</b>	
To provide and maintain an appropriate level of municipal services to the various areas of the Township in accordance with economic, social and environmental considerations.	To provide and maintain an appropriate level of mandated County services in accordance with economic, socio-cultural and environmental considerations.
<b>Transportation</b>	
To promote continued development of a safe, integrated and efficient transportation system (which consists of a network of roads, people-ways for walking and cycling; transit; ferry) and rail systems all intended to provided for the movement of people and goods consistent with the economic function of the Township and the needs of its residents and in coordination with adjacent communities.	<p>To provide and finance County-mandated roads and bridges in a cost-effective manner while taking into consideration socio-cultural needs and environmental protection.</p> <p>Where appropriate, to work with lower tier municipalities to promote continued development of a safe, integrated and efficient transportation system (which consists of a network of roads; people-ways for walking and cycling; transit; water-based transportation, and rail systems) all intended to provide for the movement of people and goods consistent with the economic function of the County and the needs of its residents and in coordination with adjacent communities.</p>
<b>Community, Cultural and Recreational</b>	
To maximize the use of existing facilities and provide for a range of community institutional, recreational, cultural and emergency services and facilities while eliminating duplication and achieving cost effectiveness in the delivery of human services within the limits of available resources.	To maximize the use of County facilities in support of providing a range of community, institutional, recreational, cultural, heritage, and other services while eliminating duplication and achieving cost effectiveness in the delivery of human services and education within the limits of available resources.
	Where appropriate, to facilitate discussions with lower tier municipalities to enable knowledge sharing on community, cultural, heritage and recreational opportunities and initiatives within Lennox and Addington.

Comparison of Lower Tier Official Plan Goals and the Proposed County Sustainability Goals	
Official Plan Goal of Lower Tier Municipalities	Proposed County Sustainability Goal
<b>Health and Social Services</b>	
	<p>To improve the quality of life of County residents through the delivery of County-mandated Health and Social Services and to meet client needs in an effective, efficient and fiscally responsible manner.</p> <p>To work with other stakeholders (not for profit organizations, institutions, agencies, other social service delivery agents, and the private sector) to improve the availability, quality and access to health and social service opportunities within the County.</p> <p>To provide mandated emergency services in an affordable, accessible way while maximizing use of assets to contribute to quality of life for local residents.</p>
<b>Municipal Coordination</b>	
To promote cooperation and coordination of Township goals and actions with those of member municipalities, surrounding municipalities (and other not-for-profit organizations).	To promote cooperation on and coordination of County goals and actions with those of lower tier municipalities, surrounding municipalities and other stakeholders (i.e. not for profit organizations, institutions, agencies and social services, regional associations, and the private sector.) These efforts will be made in keeping with the shared desire across local government for economic, environmental and socio-cultural sustainability.
<b>Corporate Brand</b>	
	To communicate to ratepayers in an effective and transparent manner concerning the role of County government as well as the County's provision of sustainable services and operations consistent with its Sustainability Vision.

## Description of Opportunities Ahead

### Consultation with County Staff:

Through meetings and the use of an online survey, virtually all County managers contributed to the identification of opportunities for increased sustainability (environmental, economic, and socio-cultural). Through this process (as well as consultation with local municipalities), more than 60 opportunities were identified for consideration in the County's Sustainability Plan. These are set out in detail on the following pages. However, to assist the County in determining how or if opportunities are related and which should be pursued when, these opportunities were grouped into nine thematic areas.

### Opportunities across the Spectrum of Collaboration

Throughout this planning process, opportunities that would help the County address any or all of the three "pillars" of sustainability (economic, environmental, socio-cultural) were categorized in three interaction layers:

- Opportunities that could be undertaken by the County independently (identified as "County corporate")
- Opportunities that might best be undertaken by the County in collaboration with lower tier municipalities – the Townships of Addington Highlands, Loyalist and Stone Mills, and the Town of Greater Napanee ( identified as "County in collaboration with LTMs")
- Opportunities that could be undertaken by the County in collaboration with a broader range of community stakeholders including but not limited to lower tier municipalities; these community stakeholders could be local not-for-profits, institutions, private sector businesses as well as provincial or federal government (identified as "County-community").

These opportunities are shown by category in the following chart, along with the breakdown of opportunities by thematic area. Note that some opportunities could be undertaken either by the County independently or by the County in collaboration with the lower tier municipalities or in collaboration with the broader community. As a result, a few opportunities have been shown in two or more columns. In total, 61 separate opportunities have been identified.



Theme	Number of Opportunities Identified (Corporate)	Number of Opportunities Identified (LTM Collaboration)	Number of Opportunities Identified (Community)
Planning and Policy	6		
Economic Development and Tourism	2	6	2
Energy and Environment	9	4	2
Health and Social Services	7		2
Information & Communications Technology	3	2	2
Transportation	3	3	3
Capacity Building	3	1	2
Service Coordination or Integration	1	5	2
County Corporate Brand	6		1
<b>TOTAL</b>	40	21	16

## Consultation with Townships and Town

In the fall of 2009 and very early 2010, four consultation meetings were held, one each with the Townships of Addington Highlands, Loyalist and Stone Mills, and the Town of Greater Napanee. In each case, the meetings were hosted by the townships/town and the municipalities were encouraged to invite community groups with a known or prospective interest in sustainability within or close to the County's mandate and responsibilities.

Each meeting began with an overview of the opportunities already identified; meeting participants were invited to comment on the comprehensiveness of the list of opportunities identified, the categorization of any opportunity as having potential for County-lower tier municipality collaboration, and the activities under way at the township/town level that might be related to these opportunities. At each meeting, participants were offered with an (anonymous) opportunity to recommend up to six opportunities that the County ought to consider making their priority. The following summary provides an overview of the types of opportunities most often recommended for consideration as the County's priorities:

- **Energy and Environment** – emphasis on alternative/renewable energy, energy from waste, and waste management.
- **Information and Communications Technology** – cell phone, radio, and broadband coverage generally, and especially for home-based businesses.
- **Economic Development and Tourism** – focus on joint marketing, streamlining of processes among multiple players, pursuit of green economy opportunities, alternative/renewable energy, home-based business, tourism development (product and sector).
- **Health and Social Services** – calls for a social housing plan – affordable and for those with mobility challenges or in need of supportive housing, housing strategies for the “working poor”; physician recruitment and more funding for Pine Meadow home.
- **Transportation** – alternatives for seniors, those with mobility challenges; paved shoulders on roadways (emphasis on *use of* transportation systems to move people and goods).
- **Capacity Building** – encouragement for sustainability leadership at County which could be shared with the townships/town, particular interest in accessing expertise related to green energy, flow control studies, green building, and information on funding opportunities.
- **County Corporate Brand** – lower tier municipalities, even the County, are seen by some as too small to market themselves alone (at least cost-effectively).
- **Service Coordination** - no elaborative comment.

## Opportunities for More Sustainable County Operations

### Sustainability Opportunities by Source, Theme, Name and Description

Sustainability Opportunities for the County-Corporate (focused on County mandate and operations)				
#	Source	Thematic Area	Opportunity Name	Opportunity Description
1	Managers Survey; Consultants	Planning and Policy	Support for Sustainability at a Strategic Level in Organization	<b>Support for Sustainability at a Strategic Level in Organization:</b> Develop strategies/methodologies to integrate sustainability across the organization so that it "infiltrates everything we do". Use sustainability as a platform/foundation to align County programs, policies, plans and budgets (ie. strategic priorities, capital budgets, operating budgets, departmental business plans etc.); could include a resolution to that effect by County Council; related to Vision, Principles and Goals as prelude to specific County action plan.
2	Managers Survey; Consultants	Planning and Policy	Mechanism for Ensuring Sustainability Focus	<b>Mechanism for Ensuring Sustainability Focus:</b> Establish a staff-level mechanism/forum through which a cross-disciplinary approach to sustainability can be taken; could be
3	OP Review; Managers Survey	Planning and Policy	County Goal Alignment with Official Plans	<b>County Goal Alignment with Official Plans:</b> Given that all municipalities have the same 10 goals, use applicable goals to develop the framework of the County Corporate Sustainability Plan to ensure alignment with LTMs
4	Managers Survey; Consultants	Planning and Policy	Sustainability Assessment Tool	<b>Sustainability Assessment Tool:</b> Develop a management tool that enables application of a sustainability framework (i.e. triple bottom line assessment) to assist the County in prioritizing projects; could involve a simple checklist of key evaluative questions on sustainability as prelude to decision-making.
5	Managers Survey; Consultants	Planning and Policy	Procurement Policy and Strategies - LCA	<b>Procurement Policy and Strategies:</b> Integrate Life Cycle Costing into County capital and operational budget decision-making. Review Purchasing Bylaw for opportunities to integrate Life Cycle Costing and Sustainability; integrate sustainability into RFPs and including weighting in criteria; in facilities-focused RFPs, build in consideration of ability to achieve LEED certification; buy in bulk (across departments and possibly municipalities), consolidate orders; could include purchasing/managing energy;
6	Consultants	Planning and Policy	Procurement Policy and Strategies - Healthy Buildings	Procurement Policy and Strategies - Healthy Buildings; when the County purchases carpets, paints, etc, could apply some of the same indoor environmental quality options used in LEED (i.e. Low or no VOC paints and carpets). Continued/expanded use of Green Housekeeping may also be an option. This would apply to their own buildings and the social housing buildings that they maintain.
7	Managers Survey; Economic Development Strategy	Economic Development and Tourism	Economic Development - Clean and Green	<b>Economic Development - Green and Clean:</b> Especially that which increases entrepreneurial activity, which leads to employment here in L&A and can contribute to a diversified economy. And which supports target sectors such as clean and green tech, including solar, wind, biomass and small hydro. Need to align infrastructure to support this. May include "policy infrastructure" such as land use planning, zoning, appropriate servicing including grid links, ability to use biofilters; most policy innovation would take place in concert with LTMs

## Sustainability Opportunities by Source, Theme, Name and Description (continued...)

8	Managers Survey	Economic Development and Tourism	County External Audience Brand	<b>County External Audience Brand:</b> Review opportunities to integrate sustainability within the County Brand to communicate the County's sustainability focus to key stakeholders beyond L&A itself
9	Managers Survey; Consultants; Interviews	Energy and Environment	Corporate Energy Plan	<b>Corporate Energy Plan:</b> Recognizing the County's proactivity and substantial work in advancing energy/water retrofits across its corporate buildings and social housing, the various initiatives could be pulled together into a corporate energy plan. This could include a comprehensive baseline inventory (consumption/green house gas emissions/cost) on corporate buildings, fleet, travel and waste) and current actions/impacts are summarized. Additional strategies include integration of energy efficiency within the corporate purchasing bylaw, development and implementation of a green building policy, conservation plan (operational and behavioural), consideration for renewables, fleet review, staff travel and waste reduction measures. FCM-PCP funding and Green Municipal Funding for feasibility studies (ie. advanced retrofits) and capital projects (ie. implementation of retrofits). Access FCM funding 50% for feasibility studies/plans, low interest loans for capital projects.
10	Managers Survey; Consultants	Energy and Environment	Green Technology/Renewable Energy Inventory	<b>Green Technology/Renewable Energy Inventory:</b> Complete an asset inventory to determine the physical and human capital L&A has to offer; could include purchasing green power for our own use, making County "roofs" available for renewable energy generation (eg. via Ontario FIT program), run-of-river small hydro, biomass resources including energy-from-waste, employing business attraction strategies to build critical mass; linked to economic development
11	Managers Survey; Consultants	Energy and Environment	Operations - Energy Conservation	<b>Operations - Energy Conservation</b> - Provide an educational program directed at County staff, tenants in social housing, primarily related to energy use and sustainability; may be applicable to other operational areas as well; could be extended to Ontario Works clients as well as the rest of the community
12	LTM	Energy and Environment	Operations - Stormwater Management	<b>Operations - Stormwater Management</b> - Review existing facilities and roadways to ensure that stormwater is managed to prevent erosion and runoff into any sensitive water bodies or groundwater; mitigates risk associated with flooding; consider retention/reuse and planting strategies
13	Managers Survey	Energy and Environment	Operations - Greening O&M	<b>Operations - Greening O&amp;M:</b> Use environmentally-friendly products and practices ourselves (eg. green procurement practices); Rationale: benefits of health of staff, residents in long term care, those attending County events or events at County facilities. Can include air handling & quality, recycling, energy and water conservation measures
14	Managers Survey	Energy and Environment	Operations - Reduced Materials Consumption and Waste Generation	<b>Operations - Reduced Materials Consumption and Waste Generation:</b> Review County operations (including operation of buildings) and investigate opportunities to reduce the amount of materials consumed and waste produced (eg. road sand, print-on-demand materials).

## Sustainability Opportunities by Source, Theme, Name and Description (continued...)

15	Council Priorities; Consultants	Energy and Environment	Infrastructure - Physical (Green Buildings/Retrofits)	<b>Infrastructure - Physical:</b> The County is benefiting from a Social Housing Renovation and Retrofit Fund and is also involved in a Museums and Archives retrofit and expansion project. The opportunity is to integrate green building design into planning processes associated with these retrofits. Depending on the level of sustainability, additional funds could be sourced.
16	LTM	Energy and Environment	Salt Management Plan	<b>Salt Management Plan:</b> Continue to implement the County's Salt Management Plan.
17	LTM	Energy and Environment	County - Roadside Tree Plan	<b>County - Roadside Tree Plan:</b> Plan to increase the planting of trees on County Roads for aesthetic appeal, to prevent soil or roadway erosion/support ditch and stormwater management, to serve as windbreak (blowing snow) and reduce glare (safety issues); consideration of policy for reclamation.
18	Managers Survey	Health and Social Services	Long-Term Care - Supportive housing/Aging in Place	<b>Long Term Care</b> - Develop and implement ways to maintain people in their homes (eg. supportive housing and Aging In Place funding through SELHIN); could also be pursued as part of County-LTM or County-Community initiatives)
19	Managers Survey; Steering Committee	Health and Social Services	Outreach Services - Mobility and Social Interaction	<b>Outreach Services</b> - Examine opportunities to assist seniors as well as residents with disability or mobility challenges in making a greater contribution to socio/cultural sustainability (eg. could be through programming, transportation or other mechanism)
20	Steering Committee	Health and Social Services	Social Services Delivery - Physical and Program Integration	<b>Social Services Delivery:</b> Examine opportunities for physical and programmatic integration
21	Steering Committee	Health and Social Services	Skills Development to Enable Return to Work	<b>Skills Development:</b> Examine opportunities to enhance education and training of local residents to encourage them to return to work (eg. from social assistance)
22	Managers Survey	Health and Social Services	Social Housing - Energy Efficiency	<b>Social Housing:</b> Continued implementation of energy efficiency measures; may also be development of an affordable housing strategy with follow-up actions
23	Steering Committee	Health and Social Services	Child Care - Service Expansion	<b>Child Care:</b> improve availability of child care services so that employable citizens can enter/return to the labour force
24	Consultants, Interviews	Health and Social Services	Homelessness and Affordable Housing Study and Strategy	<b>Homelessness and Affordable Housing:</b> Conduct a baseline study to understand the issue of homelessness, affordable housing needs and supportive housing needs County-wide. This baseline would identify the current status, the need as well as provide a gap analysis and recommendations (with resource needs and opportunities) to address the gaps.
25	Managers Survey; Consultants; Steering Committee	Information & Communications Technology	Local Public IT Network - County as Information Hub	<b>Local Public IT Network:</b> Libraries and the County museum could become a more integral part of the County's public information system, serving as information hubs, in terms of hard copy and electronic data/internet access; could become part of a tourism-related initiative to enable people to explore their own personal history and their "roots" in the County.

## Sustainability Opportunities by Source, Theme, Name and Description (continued...)

26	Managers Survey; Consultants; Steering Committee	Information & Communications Technology	Improved Access to Services Through ICT	<b>Improved Access to Services:</b> County could lead the process of encouraging greater use of ICT to improve client access to services; linked to availability of broadband, could also involve online applications, registrations and forms submissions
27	Managers Survey	Information & Communications Technology	Operational Efficiencies Through ICT	<b>Operational Efficiency:</b> Continue to develop strategies to increase utilization of technologies to improve efficiencies at the County level in processing applications, analysis and dissemination of information (eg. could include remote monitoring of sites, weather conditions); use of GIS/GPS systems to gain efficiencies and enable superior road and buildings/property asset management.
28	Managers Survey	Service Coordination	Infrastructure - Physical (Consolidation of Services)	<b>Infrastructure - Physical:</b> build on success of long-term visioning and planning related to infrastructure, maintenance and expansion with Courthouse and JMPC to pursue similar outcomes with Museum; possible consolidation of Napanee social services offices.
29	Managers Survey; Steering Committee	County Corporate Brand	Communications and Marketing - County initiatives and successes	<b>Communications and Marketing:</b> Increased media coverage of programs, services and opportunities; options to use electronic media; increased transparency of County level of government to improve ratepayer understanding of its role/value to the community
30	Managers Survey	County Corporate Brand	Financial Capacity - Reserves and Risk Management	<b>Financial Capacity</b> - Formation of reserves and continued development of same to underwrite future capital costs; prohibition against use for ongoing operating costs
31	Consultants	County Corporate Brand	Accountability Reporting - Sustainability Component	<b>Accountability Reporting:</b> As part of regular reporting to ratepayers and other levels of government, production of a simple "annual report" on sustainability-related accomplishments from the past year and opportunities being pursued in the year ahead
32	Managers Survey; Consultants; Small Group Consultations	County Corporate Brand	Advocacy - Mandated Services	<b>Advocacy:</b> via EOWC and other mechanisms - needs of smaller/rural local governments; did not get sufficient attention or recognition in FCSDR process; funding for child-related initiatives such as Best Start; promote economic development and overall sustainability of rural and smaller municipalities
33	Managers Focus Session	County Corporate Brand	County Pride: Adopt a Highway Policy Implementation	<b>Adopt a Highway:</b> Continue the implementation of the County Adopt a Highway policy to engage the private sector and community groups to take pride in the County's roads and environment.
34	Consultants	County Corporate Brand	Financing/Funding Opportunities	<b>Financing/Funding Opportunities:</b> Compile and disseminate funding opportunities to County departments and possibly to the member municipalities; look for opportunities to achieve economies of scale in project execution through multiple-government projects (eg. County and LTMs); examples of success include roads service and supply tenders involving the County and LTMs.

## Sustainability Opportunities by Source, Theme, Name and Description (continued...)

Opportunities for the County-LTM - County has a direct role in coordinating implementation				
#	Source	Thematic Area	Opportunity Name	Opportunity Description
35	Consultants; Managers Survey; Consultants	Economic Development and Tourism	Economic Development - Alternative/Renewable Energy	<b>Economic Development - Alternative/Renewable Energy:</b> explore economic opportunity for County as a whole from renewables; investigate opportunities for FIT, Renewable energy (solar, wind, biomass, and manufacturing) through a Renewable Energy Opportunity Analysis; facilitate discussions to explore potential private sector opportunities related to sustainability/clean tech/products/services
36	Interviews; Managers Survey; Consultants	Economic Development and Tourism	Economic Development - Green Economy	<b>Economic Development - Green Economy:</b> explore economic development opportunities for the County as a whole from "green" sectors other than energy (eg. water, forest and field resources; manufacturing green products)
37	OP Review; Consultants, Interviews; Council priorities	Economic Development and Tourism	Tourism Development - Coordination	<b>Tourism Development - Coordination:</b> County could take a larger role in encouraging place-based marketing and possibly coordinating tourism initiatives across the County - eco-tourism; agri-tourism; history/heritage, culture, county forest, trails, cross-country skiing, snowshoeing; dark skies in cooperation with Land o' Lakes Tourism Association; County and LTMs may need to rethink approaches given the Province's new definition of tourism regions
38	Managers Survey; Consultants	Economic Development and Tourism	Tourism Development - Eco-Tourism Product Development	<b>Tourism Development - Eco-tourism:</b> Work with LTMs to develop eco-tourism product in their communities; could vary across LTMs - dark skies or eco-resort. environmentally-friendly farm stays, tours of alternative energy sites; rejuvenation of heritage sites such as mills; group tours, hiking and cycling
39	LTM	Economic Development and Tourism	Community Revitalization Effort	<b>Community Revitalization Effort:</b> Work with LTMs to develop a coordinated community-main street-storefront revitalization effort on a community-by-community basis (example: Regional Identity - New Brunswick)
40	LTM	Economic Development and Tourism	County-wide Bed and Breakfast Marketing Program	<b>County-wide Bed &amp; Breakfast Marketing Program:</b> As an example, model the "Great Lake & Forested" (Vermont - bed and breakfast program).
41	Consultants	Energy and Environment	Energy Inventories - County-LTM	<b>Energy Inventories:</b> Facilitate discussion related to a County-focused and/or coordinated effort with LTMs to develop energy inventories for each of the four municipalities. Baseline data is needed to underpin energy conservation and management initiatives. This could be 50% funded by the FCM and would position the municipalities favourably for FCM and other capital funding opportunities.
42	Small Group discussions	Energy and Environment	Energy Self-Generation	<b>Energy Self-Generation</b> - Facilitate discussions on how the County and/or LTMs could generate a larger proportion of its own energy/meet more of our own energy needs, especially through "green" energy (i.e. collaboration with LTMs for a more extensive County-LTM roof top solar opportunity for F.I.T.); wind, biomass and run-of-river hydro might also be considered part of this mix



## Sustainability Opportunities by Source, Theme, Name and Description (continued...)

43	OP Review; Consultants	Energy and Environment	Natural Heritage Study	<b>Natural Heritage Study:</b> Create an inventory of the natural heritage assets within the County so they can be a) well managed in the years to come and b) considered as a potential leverage point for increasing economic, environmental, and sociocultural health (eg. resident recreation, tourism – fall colour tours, water-based recreation, trails, historical tours); could also enable stakeholders to integrate utilization of resources into networks and corridors; determine unique or rare features (eg. Karst topography); the renewal of the County Forest Management Plan is part of this opportunity
44	Managers Survey	Energy and Environment	County-LTM (Waste to Energy)	<b>County-LTM Shared Services (Waste to Energy):</b> develop strategy for compost (organics) pickup; could be considered as part of county-wide approach to waste management. Same concept could apply to recyclables and possibly energy-from-waste opportunities (eg. methane gas from landfills).
45	Managers Survey; Consultants; Steering Committee	Transportation	Multi-Use OnRoad Facility Network (Bike Lanes)	<b>Multi-Use On-Road Facility Network (Bike Lanes):</b> Continued implementation of road widening/shoulders and associated signage; now about 30 per cent complete; continue work to link with off-road trails, where feasible
46	Consultants; OP Review; Interviews	Transportation	Transportation Modes & Services Needs Study	<b>Transportation Modes &amp; Services Needs Study (Soft Infrastructure):</b> Compile the existing services/methods (i.e. soft infrastructure) available to move people within the County (does not refer to the physical road infrastructure) and how this maps to needs (i.e.. transportation for employment, for seniors connecting, for medical appointments and/or other forms of health care, access to services etc.); determine gaps and opportunities to address these gaps
47	Consultants	Transportation	Transportation Network Development	<b>Transportation Network Development:</b> Create a multi-modal transportation network in the County to connect people and services, employment locations, as well as raw materials and finished goods. This network could include rail, road and water as well as cycling, hiking and walking. Need to find ways to improve access to services such as medical appointments; can this be turned around to bring the services to the people? Could the County design a corridor transportation system that would serve as a conduit for employment, getting to appointments, enabling seniors or those without transportation to get to social, recreational opportunities; shopping and financial matters. Roads and bridges are key here; what about cycling and walking lanes? Increase safety for delivery vehicles (couriers, Canada Post, service technicians); need to consider role in freight rail, high-speed passenger and lake freighter transportation
48	Consultants; Interviews	Capacity-Building	Sustainability Capacity-Building	<b>Sustainability Capacity-Building:</b> Act as a facilitator for knowledge sharing and best practice exchange for sustainability related issues (i.e. energy efficiency, green procurement, green buildings, conservation plans, GHG inventories); objective is to enhance skill sets of County staff; could be shared with LTMs
49	Consultants	Information Communications and Technology	Libraries and Museums - Electronic Access Sites	<b>Libraries and Museums - Electronic Access Sites -</b> Expand the role of Libraries and Museums - include internet access sites, community services, access to information (ie. implications of broadband)
50	Managers Survey; consultants; interviews; Council priorities	Information Communications and Technology	Broadband - EOWC-led Network and Application Implementation	<b>Broadband:</b> Continue to provide political pressure to ensure progress on Broadband implementation within the County and develop/deliver training programs to enable the County to make use of Broadband once available. Education could include training around the development of home-based business, educational opportunities, engagement of seniors, impact on health sector, and social services. Could/would be pursued in collaboration with LTMs



## Sustainability Opportunities by Source, Theme, Name and Description (continued...)

51	Managers Survey	Service Coordination	County-LTM Shared Services (ICT)	<b>County-LTM Shared Services (ICT):</b> Facilitate discussions for shared IT services across member municipalities; most important IT support across local government may be all-encompassing GIS; first priority for County is getting County's systems functioning optimally
52	Managers Survey; Interviews; OP Review	Service Coordination	County-LTM Shared Services (Health and Social Services)	<b>County-LTM Shared Services (Health and Social Services):</b> explore ways to improve response time (may involve first responders); may also be service opportunities for paramedics (eg. assisting at clinics if not busy)
53	Managers Survey; Interviews; Steering Committee	Service Coordination	County-LTM Shared Services (Economic Development)	<b>County-LTM Shared Services (Economic Development):</b> joint marketing efforts with LTMs and County; there could also be an advocacy opportunity for the EOWC via the County
54	Managers Survey	Service Coordination	County-LTM Shared Services (Other)	<b>County-LTM Shared Services (Other):</b> Facilitate discussions to explore interest in shared services across the County; seek opportunities to achieve economies of scale
55	Interviews	Service Coordination	Accessibility Policies and Practices	<b>Accessibility Policies and Practices:</b> Continue to work with the Accessibility joint committee (involving the County, four LTMs and hospitals) to address accessibility legislation and to enhance the quality of life for all people in L&A County.
<b>Opportunities for the County-Community - County provides leadership, acts as a facilitator</b>				
	<b>Source</b>	<b>Thematic Area</b>	<b>Opportunity Name</b>	<b>Opportunity Description</b>
56	County Managers	Service Integration	Health and Long-Term Care - Joint Planning	<b>Health and Long Term Care -</b> Joint planning exercise between JMPC and L&A County General Hospital to identify integration opportunities and possible opportunities to reduce discharges from JMPC to CG Hospital, reduce wait times and number of Alternative Level of Care non-acute beds at CG Hospital through use of community alternatives (eg. supportive housing and Aging In Place funding through SELHIN. Also considering possibility of sharing registered staff to benefit of both organizations, especially JMPC's LTC expertise to assist hospital with complex continuing care beds.
57	Managers Survey	Service Integration	Service Integration Opportunities - Health Care	<b>Service Integration Opportunities -</b> especially in health care... FHTs, emergency services, clinics
58	Managers Survey; Consultants	Information Communications and Technology	Broadband - EOWC-led network and application implementation	<b>Broadband:</b> Continue to support implementation of broadband across the entire County; work through EOWC broadband initiative as well as encouraging local ISPs to participate; work with townships/town to support utilization of municipally-owned tower locations; <i>Rationale</i> : broadband is vital infrastructure for any form of economic activity --- public or private; opens up opportunities for home-based businesses, increased tourism activity, provides access to intra-firm networks, provides the mechanism for improved access to public services such as health care, education and training, and social supports; generally: improved access to information
59	Small Group Consultations	Information Communications and Technology	Advocacy - Cell Phone and Radio Coverage	Advocacy - <b>Cell Phone and Radio Coverage</b> - Continue to explore (short-term) alternatives to broadband to extend communications capabilities in areas where introduction to broadband is difficult to achieve; could enable another form of mobile and/or remote access for County staff as well
60	County Managers; Small Group Consultation Meetings	Capacity-Building	Highly-Qualified Personnel (HQP) - Health Care	<b>Highly-Qualified Personnel (HQP) -</b> Develop strategies to support recruitment of health services professionals, including but not limited to family physicians; would also include staff for local health care facilities
61	Steering Committee, Small Group Consultations	Capacity-Building	Sustainability Capacity-Building	<b>Sustainability Capacity-Building:</b> Act as a facilitator for knowledge sharing and best practice exchange for sustainability related issues (i.e. energy efficiency, green procurement, green buildings, conservation plans, GHG inventories)

## Opportunity Ratings and Prioritization

To shape the work plan – and in particular to shape the timeframes over which particular opportunities might be pursued – six criteria were identified by which each opportunity could be rated. Three of these criteria, Proximity to the “Sweet Spot”, Scale of Impact/Benefits to the County, and Contribution to the County Brand, are the criteria through which the relative contribution of a particular opportunity to the County’s sustainability agenda is established. Three criteria are more closely related to implementation: Affordability, “Doability”, and Leverage Value. A more detailed explanation of each criterion is presented on a following page.

These ratings were used to prioritize more than 60 opportunities identified in this planning process. For each of the six criteria, a three-point scale was applied for each opportunity. Using this approach, each opportunity could potentially achieve a “score” of 18 points; this quantitative approach enables comparison of quite different opportunities on the same scale. The total score was used to group opportunities into three groups as summarized below.

Rating Category	Range of Scores	Number of Opportunities
High	15.5 to 18	31
Moderate	12.5 to 15	26
Low	0 to 12	4
<b>TOTAL</b>		<b>61</b>

Receiving a low or moderate score should automatically be taken to assume that the opportunity need not be pursued in the near term. In some cases, a high priority opportunity cannot be pursued until an initial step has been taken. An example would be undertaking the development of an energy plan before introducing energy conservation or self-generation measures. However, the scoring will be a cue to which opportunities the County might move on most easily and with greatest impact on sustainability.

Note that a few of the opportunities could be pursued by the County independently or in conjunction with the lower tier municipalities. These are shown separately in the spreadsheets in the appendices to this report but are consolidated in the summary tables presented later in this section of the Plan.

## Description of Prioritization Criteria

The six prioritization criteria used in rating opportunities identified through this planning process are defined as:

- **Proximity to “sweet spot”** (intersection of all three pillars)
  - Delivers economic benefits to the County
  - Delivers environmental benefits to the County
  - Delivers socio-cultural benefits to the County
- **Scale of Impact/Benefits to County**
  - Scale of direct and/or indirect benefits
  - Scale of internal ROI (benefits to County government) [somewhat speculative before a project plan is developed]
  - Scale of total benefits across multiple spheres at once (consider all together)
- **Affordability**
  - Low-cost or no-cost – net (eg. using same resources or assets differently)
  - Can self-fund (eg. finance out of savings)
  - Can find resources to undertake (eg. funding or financing programs suggest attractive ROI)

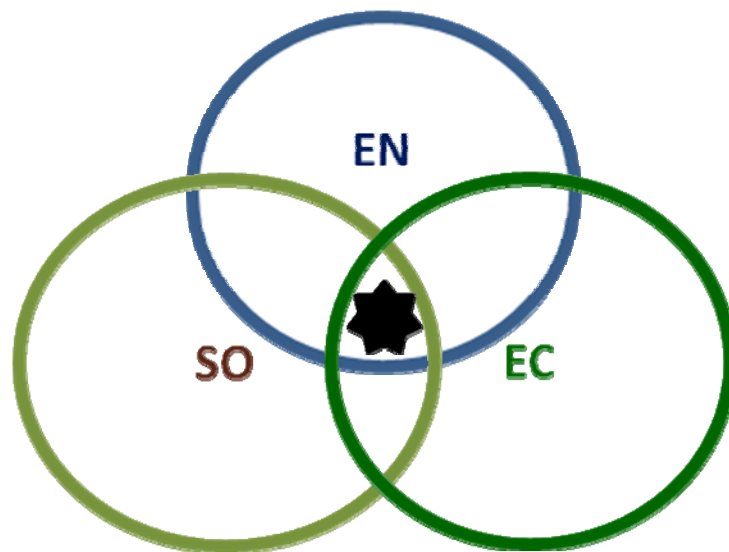
*Taken together, this criterion helps assess manageability of risk.*

- **Doability**
  - Necessary preconditions are in place
  - Essential stakeholders are supportive
  - Regulatory climate is in place or neutral
- **Leverage Value**
  - Uses existing assets (physical, financial strength, human resources and relationships)
  - Adds value to existing assets
  - Sets stage for pursuit of future opportunities (eg. makes further steps ‘doable’)
- **Contribution to County Brand**
  - Internal (contributing to citizen/ratepayer understanding of County government and commitment to sustainability)
  - External (contributing to external understanding of County’s commitment to sustainability and benefits of same to residents, businesses and institutions)
  - Supports County’s role as leader by example.

*These definitions were used to assess each opportunity and to assign a maximum of three points for each criterion.*

## The Sustainability “Sweet Spot”

Opportunities – or initiatives structured to capitalize on them – that address all three aspects of sustainability (economic, environmental and socio-cultural) are described in this Plan as being in the Sustainability “sweet spot”. Pursuing initiatives of these types would generate benefits in all three spheres; the impact of these particular initiatives is expected to be far-reaching and of particularly large scale.



Opportunities – or initiatives structured to capitalize on them – that address one or two aspects of sustainability ought not to be ignored. Even within a single sphere, dramatic impact can be achieved with long-term ripple effects.

## Sustainability Opportunities with Prioritization Criteria Applied

### Sustainability Opportunities Grouped by Priority:

Opportunities Rated “High” Priority (number in brackets link to spreadsheets)	Total Rating (out of 18)
Support for Sustainability at a Strategic Level (1)	16.0
Mechanism for Ensuring Sustainability Focus (2)	16.0
Sustainability Assessment Tool (4)	16.0
Procurement Policies and Strategies – Life Cycle Analysis (5)	15.5
Economic Development – Clean and Green Sector (7)	15.5
County Brand – External Audiences (8)	16.0
Energy Inventories – County-Lower Tier Municipalities (41)	16.0
Energy Self-Generation (42)	17.0
Corporate Energy Plan (9)	15.5
Multi-Use On-Road Facility Network (Bike Lanes) (45)	15.5
County-Lower Tier Municipality Shared Services (Health & Soc. Services) (52)	15.5
Transportation Network Development (47)	17.5
Health and Long-Term Care – Joint Planning (56)	16.0
Operations – Energy Conservation (11)	16.0
Operations – Greening Operations and Maintenance (13)	16.0
Infrastructure – Physical (Green Building/Retrofits) (15)	16.5
Social Housing – Energy Efficiency (22)	16.5
Homelessness and Affordable Housing Study/Strategy (24)	15.5
Operational Efficiencies Through ICT (27)	16.0
Broadband - EOWC-led Network & Application Implementation (50/58)	15.5
Communications and Marketing – County Sustainability Initiatives (29)	16.0
Financial Capacity – Reserves and Risk Management (30)	16.0
Accountability Reporting – Sustainability Components (31)	16.0
Advocacy – Mandated Services (32)	17.0
County Pride – Adopt a Highway Policy Implementation (33)	16.5
Financing/Funding Opportunities (for Sustainability Initiatives) (34)	17.0
Economic Development- Alternative/Renewable Energy (35)	15.5
Sustainability Capacity-Building (County staff) (48/61)	16.5
County-Lower Tier Municipality – Waste to Energy (44)	15.5

Opportunities Rated “Moderate” Priority	Total Rating (out of 18)
County Goal Alignment with Official Plans (3)	14.0
Procurement Policy and Strategies – Healthy Buildings (6)	14.0
Green Technology/Renewable Energy Inventory (County; LTMs) (10)	14.0
Operations – Reduced Materials Consumption/Waste Generation (14)	15.0
Salt Management Plan (16)	14.5
County – Roadside Tree Plan (17)	15.0
Long-Term Care – Supportive Housing/Aging in Place (18)	14.0
Outreach Services – Mobility and Social Interaction (19)	14.0
Social Services Delivery – Physical/Program Integration (20)	15.0
Skills Development to Enable Return to Work (21)	14.5
Child Care – Service Expansion (23)	15.0
Local Public IT Network – County as Information Hub (25)	12.5
Improved Access to Services Through ICT (26)	15.0
Infrastructure – Physical (Consolidation of Services) (28)	15.0
Economic Development – Green Economy (36)	15.0
Tourism Development – Coordination (37)	14.0
Tourism Development – Eco-Tourism Product Development (38)	14.0
County-wide B&B Marketing Program (40)	14.0
Transportation Needs Study (46)	14.5
Libraries and Museums – Electronic Access Sites (49)	14.0
Natural Heritage Study (43)	13.0
County-Lower Tier Municipality Shared Services (ICT) (51)	14.5
County-Lower Tier Municipality Shared Services (Other) (54)	13.0
Accessibility Policies and Practices (55)	14.0
Highly-Qualified Personnel (HQP) – Health Care (57/60)	14.5

Opportunities Rated “Low” Priority	Rating (out of 18)
Operations – Stormwater Management (12)	12.0
Community Revitalization Effort (39)	10.5
County-Lower Tier Municipality (Economic Development) (53)	10.0
Advocacy - Cell Phone and Radio Coverage (61)	11.5

## Detailed Ratings for Each Sustainability Opportunity

### Sustainability Opportunities – County “Corporate” (Focused on County Mandate and Operations)

[yellow indicates rollup score of at least 15.5 putting that opportunity in the “high priority” category]

Sustainability Opportunities for the County-Corporate (focused on County mandate and operations)							Contribution to County	
Opp Number	Opportunity Description (High Level)	Proximity to Sweet Spot	Scale of Impact/Benefits (to County)		Doability	Leverage Value (County Assets)	Brand	Total Rating
			Affordability					
1	Support for Sustainability at a Strategic Level in Organization	3.0	2.0	3.0	3.0	2.0	3.0	16.0
2	Mechanism for Ensuring Sustainability Focus	3.0	3.0	3.0	3.0	2.0	2.0	16.0
3	County Goal Alignment with Official Plans	3.0	2.0	3.0	2.0	2.0	2.0	14.0
4	Sustainability Assessment Tool	3.0	3.0	3.0	2.0	2.0	3.0	16.0
5	Procurement Policy and Strategies - LCA	3.0	2.5	3.0	2.0	2.0	3.0	15.5
6	Procurement Policy and Strategies - Healthy Buildings	2.0	2.0	3.0	3.0	2.0	2.0	14.0
7	Economic Development - Clean and Green	2.5	3.0	2.0	2.0	3.0	3.0	15.5
8	County External Audience Brand	3.0	3.0	2.0	2.0	3.0	3.0	16.0
9	Corporate Energy Plan	2.5	2.0	3.0	3.0	3.0	2.0	15.5
10	Green Technology/Renewable Energy Inventory	2.5	1.0	3.0	2.5	3.0	2.0	14.0
11	Operations - Energy Conservation	3.0	3.0	2.5	3.0	2.5	2.0	16.0
12	Operations - Stormwater Management	2.0	2.0	2.0	2.0	2.0	2.0	12.0
13	Operations - Greening O&M	2.5	2.0	3.0	3.0	3.0	2.5	16.0
14	Operations - Reduced Materials Consumption and Waste Generation	2.5	2.0	2.5	3.0	3.0	2.0	15.0
15	Infrastructure - Physical (Green Buildings/Retrofits)	3.0	3.0	2.5	3.0	3.0	2.0	16.5
16	Salt Management Plan	2.5	2.0	3.0	2.0	3.0	2.0	14.5
17	County - Roadside Tree Plan	1.5	2.0	3.0	2.5	2.0	2.0	13.0



### Sustainability Opportunities – County “Corporate” (Focused on County Mandate and Operations)

[yellow indicates rollup score of at least 15.5 putting that opportunity in the “high priority” category]

Opp Number	Opportunity Description (High Level)	Scale of				Leverage Value (County Assets)	Contribution to County	
		Proximity to Sweet Spot	Impact/Benefits (to County)	Affordability	Doability		Brand	Total Rating
18	Long-Term Care - Supportive housing/Aging in Place	1.5	3.0	2.0	2.0	3.0	2.5	14.0
19	Outreach Services - Mobility and Social Interaction	1.5	3.0	2.0	2.0	3.0	2.5	14.0
20	Social Services Delivery - Physical and Program Integration	1.5	2.5	2.5	2.5	3.0	3.0	15.0
21	Skills Development to Enable Return to Work	2.0	2.5	2.0	2.0	3.0	3.0	14.5
22	Social Housing - Energy Efficiency	3.0	2.5	2.0	3.0	3.0	3.0	16.5
23	Child Care - Service Expansion	2.0	2.5	2.5	2.5	2.5	3.0	15.0
24	Homelessness and Affordable Housing Study and Strategy	2.0	2.5	3.0	2.5	2.5	3.0	15.5
25	Local Public IT Network - County as Information Hub	1.5	1.5	2.0	2.0	3.0	2.5	12.5
26	Improved Access to Services Through ICT	3.0	2.5	2.0	2.0	2.5	3.0	15.0
27	Operational Efficiencies Through ICT	2.5	2.5	2.5	2.5	3.0	3.0	16.0
28	Infrastructure - Physical (Consolidation of Services)	3.0	2.0	2.0	2.0	3.0	3.0	15.0
29	Communications and Marketing - County initiatives and successes	3.0	2.0	3.0	3.0	2.0	3.0	16.0
30	Financial Capacity - Reserves and Risk Management	2.0	3.0	3.0	3.0	2.0	3.0	16.0
31	Accountability Reporting - Sustainability Component	3.0	2.0	3.0	2.5	2.5	3.0	16.0
32	Advocacy - Mandated Services	2.5	3.0	2.5	3.0	3.0	3.0	17.0
33	County Pride: Adopt a Highway Policy Implementation	2.0	3.0	2.5	3.0	3.0	3.0	16.5
34	Financing/Funding Opportunities	3.0	3.0	2.0	3.0	3.0	3.0	17.0

## Sustainability Opportunities – County in Collaboration with Lower Tier Municipalities

[yellow indicates rollup score of at least 15.5 putting that opportunity in the “high priority” category]

Opportunities for the County-LTM - County has a direct role in coordinating implementation								
Opp Number	Opportunity Description (High Level)	Proximity to Sweet Spot	Scale of Impact/Benefits (to County)			Leverage Value (County Assets)	Contribution to County	
			Affordability	Doability			Brand	Total Rating
35	Economic Development - Alternative/Renewable Energy	2.5	3.0	2.0	2.0	3.0	3.0	15.5
36	Economic Development - Green Economy	2.5	3.0	2.5	2.0	2.0	3.0	15.0
37	Tourism Development - Coordination	2.5	2.5	2.0	2.0	2.0	3.0	14.0
38	Tourism Development - Eco-Tourism Product Development	2.5	3.0	1.5	1.5	2.5	3.0	14.0
39	Community Revitalization Effort	1.0	2.0	1.5	2.0	1.5	2.5	10.5
40	County-wide Bed and Breakfast Marketing Program	1.5	2.0	2.5	2.5	2.5	3.0	14.0
41	Energy Inventories - County-LTM	2.5	2.0	2.5	3.0	3.0	3.0	16.0
42	Energy Self-Generation	2.5	2.5	3.0	3.0	3.0	3.0	17.0
43	Natural Heritage Study	2.5	1.5	2.0	2.0	2.0	3.0	13.0
44	County-LTM (Waste to Energy)	3.0	2.0	2.0	2.5	3.0	3.0	15.5
45	Multi-Use OnRoad Facility Network (Bike Lanes)	2.5	2.0	2.0	3.0	3.0	3.0	15.5
46	Transportation Modes & Services Needs Study	2.5	3.0	1.0	2.0	3.0	3.0	14.5
47	Transportation Network Development	2.5	3.0	3.0	3.0	3.0	3.0	17.5
48	Sustainability Capacity-Building	2.5	1.5	2.0	3.0	3.0	2.0	14.0
49	Libraries and Museums - Electronic Access Sites	1.5	2.0	2.5	2.5	2.5	3.0	14.0
50	Broadband - EOWC-led Network and Application Implementation	2.5	2.0	2.0	2.5	3.0	2.5	14.5
51	County-LTM Shared Services (ICT)	2.0	2.5	2.0	2.0	3.0	3.0	14.5
52	County-LTM Shared Services (Health and Social Services)	2.0	3.0	2.5	2.5	2.5	3.0	15.5
53	County-LTM Shared Services (Economic Development)	2.5	1.5	1.5	1.0	1.5	2.0	10.0
54	County-LTM Shared Services (Other)	2.5	2.0	2.0	2.5	2.0	2.0	13.0
55	Accessibility Policies and Practices	2.0	2.0	1.5	2.5	3.0	3.0	14.0
Opportunities for the County-Community - County provides leadership, acts as a facilitator								
Opp Number	Opportunity Description (High Level)	Proximity to Sweet Spot	Scale of Impact/Benefits (to County)			Leverage Value	Contribution to County	
			Affordability	Doability			Brand	Total Rating
56	Health and Long-Term Care - Joint Planning	2.0	3.0	2.0	3.0	3.0	3.0	16.0
57	Service Integration Opportunities - Health Care	2.0	1.5	3.0	2.0	2.5	2.5	13.5
58	Broadband - EOWC-led network and application implementation	2.5	2.0	3.0	3.0	2.0	3.0	15.5
59	Advocacy - Cell Phone and Radio Coverage	2.5	1.0	2.0	2.0	2.0	2.0	11.5
60	Highly-Qualified Personnel (HQP) - Health Care	2.0	2.0	2.5	2.5	2.5	3.0	14.5
61	Sustainability Capacity-Building	2.5	3.0	3.0	3.0	2.0	3.0	16.5

## Performance Indicators

For this sustainability plan to be a useful tool for County Council and managers – and to provide a set of measures by which the County can track its progress toward sustainability goals, performance indicators have been developed for each set of opportunities (by theme). By so doing, the County can focus on a relatively small set of indicators which might be expected to show progress from a number of initiatives or projects undertaken under each theme. (Specific targets can be set for each specific project) The specific performance indicators are set out in the following pages but can be summarized as follows:

Theme	Number of Performance Indicators
Planning and Policy	3
Economic Development and Tourism	7
Energy and Environment	11
Health and Social Services	8
Information and Communications Technology	8
County Corporate Brand	8
Transportation	5
Capacity Building	4
Service Coordination	4
Service Integration	2
<b>TOTAL – All Themes</b>	<b>60</b>

In selecting performance indicators, four factors have been kept in mind:

- Considering the ultimate outcomes that the County is striving for in its sustainability planning
- Zeroing in on the aspects of those outcomes over which the County actually has some significant opportunity to influence or control by virtue of its decisions, and
- Identifying those indicators which the County may already be tracking, often to fulfill accountability requirements with either the provincial or federal government (to limit any additional workload for staff in tracking progress on the County plan).
- Identifying new indicators for which data can be collected easily and efficiently.

**Proposed Performance Indicators for Sustainability**

<b>Theme: Planning and Policy</b>	<b>Data Available?</b>	<b>Baseline Data?</b>	<b>Desired Direction</b>
<ul style="list-style-type: none"> <li>Degree to which sustainability is integrated into departmental business plans</li> </ul>	Would be part of regular planning	No	Up
<ul style="list-style-type: none"> <li>Pervasiveness of application of sustainability assessment tool in project development, project prioritization and decision making</li> </ul>	Would be part of any reports coming forward	Yes	Up
<ul style="list-style-type: none"> <li>Extent to which information prepared for County Council and decisions made by County Council incorporate sustainability considerations.</li> </ul>	Yes; use of sustainability icon	No	Up
<b>Theme: Economic Development and Tourism</b>	<b>Data Available?</b>	<b>Baseline Data?</b>	<b>Desired Direction</b>
<ul style="list-style-type: none"> <li>Net new jobs overall and in clean and green sector</li> </ul>	No; would need survey	No; would need survey	Up
<ul style="list-style-type: none"> <li>Net new jobs in tourism sector</li> </ul>	No; would need survey	No; would need survey	Up
<ul style="list-style-type: none"> <li>Net new green and clean businesses (can include tourism)</li> </ul>	Can do anecdotally	Can do anecdotally	Up
<ul style="list-style-type: none"> <li>Percentage of aggregated revenues of firms derived from clean and green sector</li> </ul>	No; would need survey	No; would need survey	Up
<ul style="list-style-type: none"> <li>Percentage of labour force working in the County (rather than outside)</li> </ul>	Yes; census; historical only	Yes; census; historical only	Up
<ul style="list-style-type: none"> <li>Net change in tourism marketing expenditures</li> </ul>	Yes; could supplement	Yes; could supplement	Up
<ul style="list-style-type: none"> <li>New capital investment in green and clean businesses and related infrastructure (can include tourism)</li> </ul>	Can do anecdotally <sup>1</sup>	Can do anecdotally	Up

<sup>1</sup> Economic development staff will almost certainly know about these investments due to their day-to-day work in this sector. It will be necessary to keep a tally of this information over the course of the year.

Theme: Energy and Environment	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Total Emissions (in eCO<sub>2</sub> tonnes) (GHG, NO<sub>x</sub>, Sox, Other)</li> </ul>	Yes; some calculations required	Yes; some calculations required	Down
<ul style="list-style-type: none"> <li>County's Total Energy Use (all types aggregated and reported in common measure : i.e. in Gigajoules or similar)</li> </ul>	Yes	Yes	Down
<ul style="list-style-type: none"> <li>Percentage of Total Energy use from sources with little or no environmental impact (i.e. biodiesel blends, low sulphur fuel, renewable energy)</li> </ul>	Yes; some calculations required	Yes; some calculations required	Up
<ul style="list-style-type: none"> <li>Total cost of consumables (eg. paper, cleaning supplies)</li> </ul>	Yes; some definition and calculations required	Yes; some definition and calculations required	Down
<ul style="list-style-type: none"> <li>Total volume of water (m3) used in County-owned/ operated facilities</li> </ul>	Yes	Yes	Down
<ul style="list-style-type: none"> <li>Percentage of consumables (by cost) with little or no environmental impact (ie. green and clean)</li> </ul>	Yes; some calculations required	Yes; some calculations required	Up
<ul style="list-style-type: none"> <li>Number of bags of garbage sent to landfill from County-owned/operated facilities</li> <li>Number of lifts of recycled material from County owned/operated facilities</li> </ul>	Yes; relatively easy to calculate Yes, relatively easy to calculate	Yes; relatively easy to calculate Yes, relatively easy to calculate	Down Viewed in relation to other indicators
<ul style="list-style-type: none"> <li>Percentage of resurfaced roads (kms) that use recycled asphalt</li> </ul>	Yes; relatively easy to calculate	Yes; relatively easy to calculate	Up

Theme: Energy and the Environment (continued)	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Percentage of total kilometres of work-related travel that use environmentally-conscious modes (carpooling, train, conference calls instead of travel)</li> </ul>	Yes; some calculations required	Yes; some calculations required	Up
<ul style="list-style-type: none"> <li>Percentage of County roads (counted by length/kms) having been improved to minimize environmental and/or hazard effects of adverse weather or other conditions</li> </ul>	Yes; some calculations required	Yes; some calculations required	Up
<ul style="list-style-type: none"> <li>Numbers of ratepayers and tourists utilizing natural heritage features</li> </ul>	No; survey <sup>2</sup> required	No; survey required	Up
Theme: Health and Social Services (note some health care indicators found under Service Integration Theme)	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Affordable Housing: Performance indicators to be set for affordable housing after study is complete (multiple strategies possible)</li> </ul>	To be determined	To be determined	Depends on performance indicator(s) chosen
<ul style="list-style-type: none"> <li>Number of licensed day care spaces per 1000 workforce against similar community (need to choose appropriate benchmarks)</li> </ul>	No; survey required; benchmark communities required	No; survey required; benchmark communities required	Comparison to benchmark
<ul style="list-style-type: none"> <li>Percentage of seniors and/or persons with mobility and support challenges receiving service in their own homes</li> </ul>	No; survey required (service providers)	No; survey required (service providers)	Up

<sup>2</sup> Would be relatively easily done with a web-based/on-line survey inviting direct feedback from residents on a seasonal or an annual basis.

Theme: Health and Social Services (continued)	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Attendance at day programs for seniors and/or persons with mobility challenges</li> </ul>	Could be obtained; SOS/programs at former Lenadco	No but could be obtained	Up
<ul style="list-style-type: none"> <li>Levels of participation in activation programs operated by County (eg. at JMPC)</li> </ul>	Yes	Yes	Up/comparison to benchmark
<ul style="list-style-type: none"> <li>Number of events where outside persons engage with residents in long term care</li> </ul>	Yes	Yes	Up/Comparison to benchmark
<ul style="list-style-type: none"> <li>Average number of visitors per day to JMPC (approximate measure)</li> </ul>	Yes; could be calculated	Yes; could be calculated	Up
<ul style="list-style-type: none"> <li>Percentage of Ontario Works recipients with employment income</li> </ul>	Yes; need to extract L&A only	Yes; need to extract L&A only	Up
<ul style="list-style-type: none"> <li>Percentage of Ontario Works recipients exiting program to employment</li> </ul>	Yes; need to extract L&A only	Yes; need to extract L&A only	Up
Theme: Information and Communications Technology	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Percentage of County programs for which applications/forms are handled online</li> </ul>	Yes; as programs are migrated	Yes	Up
<ul style="list-style-type: none"> <li>Return on Investment (staff time, paper, GHG etc.) from use of ICT in County administrative work</li> </ul>	Yes; methodology developed by vendor	Yes; methodology developed by vendor	Up
<ul style="list-style-type: none"> <li>Number of County programs using GIS to improve service delivery and gain efficiencies</li> </ul>	Yes; as programs adopt use	Yes	Up

Theme: Information and Communications Technology (continued)	Data Available?	Baseline Data?	Desired Direction
• Average number of visitors to library and transactions each month; include participants in educational events	Yes	Yes	Up
• Hours of use of computer stations in libraries	Yes	Yes	Up
• Average number of visitors to museum each month	Yes (swipe card)	Yes (swipe card)	Up
• Average number of enquiries to museum each month (phone, email, mail)	Yes	Yes	Up
• Percentage of County “dwellings” (households and places of employment) with broadband coverage	Yes	Yes	Up
Theme: County Corporate Brand	Data Available?	Baseline Data?	Desired Direction
• Number of times the local media covers County programs/ services/opportunities/decisions with link to County sustainability plan	Could be tracked on future basis	No	Up
• Number of times County is recognized externally for its leadership in Sustainability (eg. invitations to speak, success in awards/funding applications, others adopting L&A sustainability initiatives, Council/staff representation on external sustainability bodies such as AMO).	Could be tracked on future basis	No	Up
• Level of ratepayer satisfaction with County government	Web-based response mechanism	No; would need first year baseline	Same or up
• Level of ratepayer understanding of County’s sustainability initiatives		Survey?	Up
• County debt burden per household (FIR)	Yes	Yes	Down
• Total County reserves and discretionary reserve funds as percentage of municipal operating, capital expenditures (FIR)	Yes	Yes	Up



Theme: County Corporate Brand (continued)	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Number and dollar value of sustainability-related funding opportunities realized by the County (including any with LTM participation)</li> </ul>	Yes	Yes	Up
<ul style="list-style-type: none"> <li>Level of recognition and funding provided to the EOWC and/or County from federal and provincial governments in response to advocacy efforts related to sustainability issues (eg. cell phone coverage, funding for rural municipalities)</li> </ul>	Yes	Yes	Up
Theme: Transportation (additional measures are found under Energy and Environment)	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Percentage of potential County roads upgraded/rebuilt with multi-use on road facility network (bike lanes); measured in kilometres</li> </ul>	Yes	Yes	Up
<ul style="list-style-type: none"> <li>Environmental measures contained in Federal Gas Tax Report (eg. reduced material disposal, increased material reuse; reductions in GHG emissions)</li> </ul>	Yes	Yes	Up for recycled materials; down for disposal, GHGs
<ul style="list-style-type: none"> <li>Percentage of County roads without a seasonal load restrictions</li> </ul>	Yes	Yes	Up
<ul style="list-style-type: none"> <li>Percentage of community residents (including seniors, persons with disabilities) reporting that they are able to look after daily transportation needs (work, appointments, shopping, banking etc.)</li> </ul>	No; survey required <sup>3</sup>	No; survey required	Up
<ul style="list-style-type: none"> <li>Percentage of businesses and institutions reporting that they are able to move goods and people to accomplish daily tasks.</li> </ul>	No; survey required <sup>4</sup>	No; survey required	Up

<sup>3</sup> As with other survey requirements, this could be done online through the County website.

Theme: Capacity Building	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Numbers of participants in Sustainability Capacity Building knowledge-sharing and best practice exchange activities (tally both County and LTM participation)</li> </ul>	Yes	Yes	Same or increasing
<ul style="list-style-type: none"> <li>Evidence of County staff integrating sustainability into day to day operations and decision-making (cross-department team approaches, business case explicitly addresses sustainability)</li> </ul>	Yes	Yes	Up
<ul style="list-style-type: none"> <li>Number of net new health care professionals</li> </ul>	No; survey of service providers required	No; survey of service providers required	Increasing
<ul style="list-style-type: none"> <li>Numbers of ratepayers/members of the public receiving information on sustainability; may be sustainability pick-ups at public consultation meetings; website hits and downloads</li> </ul>	Could be; data collection mechanisms exist	No; limited given early stages of planning	Up
Theme: Service Coordination	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"> <li>Average emergency response time (Health)</li> </ul>	Yes	Yes	Down
<ul style="list-style-type: none"> <li>Number of agreements between County and LTMs concerning shared/joint services</li> </ul>	Yes; easy to calculate	Yes; easy to calculate	Evaluate based on "share of opportunities"
<ul style="list-style-type: none"> <li>Percentage compliance with accessibility regulations</li> </ul>	Yes	Yes	Up
<ul style="list-style-type: none"> <li>Percentage of persons with accessibility challenges expressing satisfaction with the County's implementation of accessibility measures</li> </ul>	Customer Service Feedback and Feedback from committee	Customer Service Feedback and Feedback from committee	Up

<sup>4</sup> As with other survey requirements, this could be done online through the County website.

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Theme: Service Integration	Data Available?	Baseline Data?	Desired Direction
<ul style="list-style-type: none"><li>Number of short-term visits to the Emergency Department at L&amp;A County General Hospital from JMPC</li></ul>	Yes; via SELHIN	Yes; via SELHIN	Down
<ul style="list-style-type: none"><li>Degree to which admissions to types of long term care are appropriate to individual needs</li></ul>	In consultation with other service providers, SELHIN	In consultation with other service providers, SELHIN	Degree of match

## Work Plan for Implementation

To help organize for implementation, the opportunities have been translated into a series of projects organized into three timeframes:

- Short-term (the next one to three years)
- Medium-term (four to six years out)
- Long-term (seven to ten years out).

The following work plan sets roughly 100 projects in the context of sustainability work already well begun or now finished. Adding the work already under way or completed is a reminder that Lennox and Addington County started its sustainability journey years ago. It's "learn by doing" approach will continue in the projects included in this more formal plan.

These projects are grouped together by theme, beginning with key initiatives under the Policy and Planning umbrella. These overarching initiatives – and those which are part of the Capacity Building theme – are the mechanisms through which sustainability thinking will become deeply embedded in the day to day operations of the County. County Corporate Brand initiatives are intended to convey the County's efforts on the sustainability front to audiences within and outside of Lennox and Addington.

The heart of the Sustainability Plan is the collection of initiatives that can be pursued in each of the main areas of County service: health and social services, economic development and tourism, transportation, and libraries and museum (considered as part of the information and communications technology theme). Within the energy and environment theme, the County can make its own operations more sustainable, showcase these sustainable approaches to the broader world, and encourage enjoyment – and protection – of natural resources by citizens of Lennox and Addington.

Many of these projects can be undertaken in collaboration with lower tier municipalities; these are identified in within individual theme areas as well under the Service Coordination theme.

## High-Level Work Plan:

Progress So Far	Short-Term (1-3 yrs)	Medium-Term (4-6 years)	Long-Term (7-10 years)
<i>Policy and Planning</i>			
County (Corporate) Sustainability Plan	Opportunity Description (High Level)	Continued Description of Opportunities As They Arise	
	Support for Sustainability at a Strategic Level in Organization		
Development of Sustainability Rating Tool	Mechanism for Ensuring Sustainability Focus		
	County Goal Alignment with Official Plans		
Development of Sustainability Assessment Tool	Sustainability Assessment Tool	More Extensive Use of Assessment Tool and Possible Refinement	
	Procurement Policy and Strategies - LCA	Full Implementation of Healthy Building Policies and Strategies	
<i>Capacity Building</i>			
JMPC Energy Management System	Sustainability Capacity-Building (Energy Management, Green Buildings)		
Technology Assessment (Social Housing)	Social Housing (Energy Efficiency & Safety)	Sustainability Capacity-Building (Environmental Footprints)	
	Tenant Education Program Capacity-Building	Sustainability Capacity-Building (Other)	
	Highly-Qualified Personnel (HQP) - Health Care		
Initial Database of Funding Opportunities	Financing/Funding Opportunities (Sustainability Initiatives)	Further Diversification of Financing/Funding Opportunities	
<i>County Corporate Brand</i>			
	Communications and Marketing - County Initiatives	Utilization of County Website and Other Mechanisms for Obtaining Stakeholder Feedback	
	Financial Capacity - Reserves and Risk Management		
Identification of Performance Indicators	Accountability Reporting - Sustainability Component	Broadening of Accountability Reporting Opportunity to LTM's and Community	
Role in FCSDR, Broadband	Advocacy - Mandated Services		
Initial Adopt-A-Highway Collaborations	Implementation of Additional Adopt-A-Highway Collaborations		
<i>Economic Development and Tourism</i>			
Economic Development - Solar Farm	Economic Development - Alternative/Renewable Energy	Economic Development - Other Clean Tech/Green Economy	
	County Brand - External Audience		
Renewable Energy Manufacturing Project	Economic Development - Alternative/Renewable Energy		
	Economic Development - Infrastructure for Clean and Green		
	Tourism Development - Coordination		
	Tourism - Eco-Tourism Product Development	Tourism - Heritage Asset Product (Re)Development	
	Economic Development - Clean Tech/Green Economy		
	Community Revitalization Effort		
	County-wide Bed and Breakfast Marketing Program		

## High-Level Work Plan (continued...)

Progress So Far	Short-Term (1-3 yrs)	Medium-Term (4-6 years)	Long-Term (7-10 years)
<b>Energy and Environment</b>			
Baseline Energy Use Data Collection	Development of Energy Use Inventories & Corporate Energy Plan		
	Green Technology/Renewable Energy Inventory		
Energy Conservation (Retrofits, New Constr.)	Operations - Finish Retrofits/Energy Conservation (Social Housing)	Operations - Energy Conservation (Social Housing)	
	Infrastructure - Physical (Green Buildings/Retrofits)	Continued Implementation of Measures for Infrastructure - Physical (Green Buildings/Retrofits)	
Installation of Sensors, Efficient Fixtures	Operations - Energy Conservation (Administration & Operations Facilities)		
	Business Cases for Energy Self-Generation Opportunities	Energy Self-Generation	Energy Self-Generation
Purchasing Green Products	Develop Proposals for Operations - Greening O&M	Implementation of Proposals for Operations - Greening O&M	
Introduction of Recycling in Administrative Areas	Business Cases for Reduced Materials Consumptions	Implementation of Measures for Operations - Reduced Materials Consumption	
Develop Paperless Administrative Office Strategy	Operations - Waste Reduction (Office Consumables)	Operations - Paperless Office	
	County - Roadside Tree Plan	Continued Implementatino of County - Roadside Tree Plan	
	Next Projects for Operations - Stormwater Management	Additional Projects for Operations - Stormwater Management	
	Operations - Reducing Waste to Landfill and Maximize Reycling		
	Natural Heritage Study	Sensitive Natural Heritage Utilization by Residents and Visitors	Renewal of County Forest Management Plan
<b>Health and Social Services</b>			
	Social Services Delivery - Physical and Program Integration	Strategy Implementation	
Social Housing Retrofits	Social Housing - Energy Efficiency (Education Programs)	Education Program Extension to Broader Community	
Homelessness Study	Affordable Housing Study and Strategy	Strategy Implementation	Homelessness Initiatives
	Long-Term Care - Supportive housing/Aging in Place	Ongoing Implementation of Strategies to Reconfigure or Extend Services	
	Outreach Services - Mobility and Social Interaction	Ongoing Implementation of Strategies to Reconfigure or Extend Services	
	Highly-Qualified Personnel (HQP) - Health Care	Ongoing Implementation of Strategies to Attract and Generate from Within	
	Skills Development to Enable Return to Work	Ongoing Implementation of New/Reconfigured Initiatives to Enhance Skills and Upgrade Local Labour Force	
	Child Care - Service Expansion	Ongoing Implementation of Strategies to Reconfigure of Extend Services	
<b>Information and Communications Technology</b>			
Business Case for Administrative ICT	Operational Efficiencies Through ICT (Collaborative Software)		
	Operational Efficiencies Through ICT (GIS)	Additional Programs/Services Using GIS	
County Website Redevelopment	Libraries and Museum - Electronic Access Sites	Local Public IT Network - County as Information Hub	
	County-LTM	Shared Services (ICT)	
	Improved Access to Services Through ICT	Additional Programs/Services with ICT Enabled Uses (Registrations, Applications etc.)	
Participation in Broadband Initiatives	Broadband - EOWC-led Network and Application Implementation	Additional Broadband-Based Applications Implemented (eg. Healthcare)	
Cellular and Broadband Advocacy	Cell Phone and Radio Coverage (Ongoing Advocacy)		

High-Level Work Plan (continued...)

Progress So Far	Short-Term (1-3 yrs)	Medium-Term (4-6 years)	Long-Term (7-10 years)
<i>Transportation</i>			
Bike Lanes Network Developed, 30% Complete	Multi-Use OnRoad Facility Network (Bike Lanes)	Further Implementation on Total 15 Year Timeline	
Capital Plan (Roads and Bridges Component)	Transportation Modes & Services Needs Study	County Leadership in Implementation of Study Findings	
Complete Salt Management Plan	Continue to Implement Salt Management Plan Recommendations	Transportation Network Development	
	County - Roadside Tree Plan		
<i>Service Coordination</i>			
County-LTM Roads Economies of Scale Tenders	Continue to Seek Opportunities of Economies of Scale for Purchases of Goods and Services - Potentially Expand to Other Departments		
	Emergency Services - Distributed System Enhancements		
	Infrastructure - Shared Use of Physical Space	Infrastructure - Physical (Consolidation of Services)	
	County-LTM Shared Services (Health and Social Services)	Implementation of Opportunities Identified In Study Stage	
	County-LTM Shared Services (Economic Development)		
	County-LTM (Waste to Energy)		
		County-LTM Shared Services (Other)	
First Set of Accessibility Standards	Accessibility Policies and Practices (Standards)	Accessibility Policies and Practices (Implementation)	
<i>Service Integration</i>			
	Health and Long-Term Care - Joint Planning		
	Implementation of Service Integration Opportunities - Health Care		

## Financial Commentary

As is indicated in the section of this Plan that describes prioritization criteria, “affordability” is always a consideration for local governments when striving to move forward on sustainability in their communities and their own operations. For the County, there are multiple ways to enhance the affordability of any of these initiatives, including:

- Cost offsets from public grants or low/no interest rate loans
- Self-financing by paying back capital costs out of cost savings
- (If possible or appropriate), assess fees to recover costs
- Changing behaviours to reduce costs of inputs/supplies in one area which frees up resources for another initiatives
- Finding vendor or external capital for conventional financing of investments in capital equipment
- Aggregating demand over multiple organizations to enhance negotiating positions and the opportunity for better pricing.
- Seeking partnerships with other organizations – including lower tier municipalities – in the community to spread soft or fixed costs over more “units of service”, or
- Seeking out funding from non-conventional sources such as foundations.

Over time, funding options are likely to change. This is especially true as economic conditions, senior government policy positions, budgets and programs change. The County of Lennox and Addington will need to pay close attention to these changes to ensure that any new funding opportunities can be quickly evaluated and capitalized upon.

## Potential Funding Sources

The following table sets out potential funding sources for pursuit of opportunities in each of the identified thematic areas. This table covers provincial and federal public funding opportunities which appear to have eligibility conditions that may be appropriate for initiatives that the County might be expected to pursue in the coming years.



Funding Options for the County of Lennox & Addington Sustainability Opportunities		
Funding Source	Eligibility	Description/Link
<b>Theme Areas: Planning and Policy and Capacity Building</b>		
Federation of Canadian Municipalities (FCM) <i>Green Municipal Fund (GMF) -Plans</i>	County LTMs	Provides a 50% grant funding upto a maximum of \$350,000 towards the development of community sustainability plans (i.e. integrated community sustainability plans, energy plans, community improvement plan) <a href="http://www.sustainablecommunities.fcm.ca/GMF/">http://www.sustainablecommunities.fcm.ca/GMF/</a>
Federal Government <i>Federal Gas Tax</i>	County LTMs	Funding to support municipal infrastructure that enhances the environment and quality of life. Funding also applies to capacity building (i.e. development of an ICSP). <a href="http://www.infrastructure.gc.ca/ip-pi/gas-essence_tax/gt_can_on_e.shtml">http://www.infrastructure.gc.ca/ip-pi/gas-essence_tax/gt_can_on_e.shtml</a>
<b>Theme Area: Energy and Environment</b>		
Federation of Canadian Municipalities <i>Green Municipal Fund (GMF) Plans, Feasibility Studies, Field Tests and Capital Projects</i>	County LTMs	<b>Plans:</b> Provides a 50% grant funding upto a maximum of \$350,000 towards the development of sustainability plans. <b>Feasibility Studies and Field Tests:</b> Provides a 50% grant funding upto a maximum of \$350,000 for feasibility studies within the areas of energy, waste, water, brownfields and transportation. <b>Capital Projects:</b> Provides financing for up to 80% of costs to a maximum of \$4 million in loans (1.5% below the Government of Canada bond rate for the equivalent term) combined with \$400,000 in grants. Applies to five FCM sectors: water, waste, energy, transportation and brownfields. Brownfield projects are eligible for below market loans only with no funding limits. <a href="http://www.sustainablecommunities.fcm.ca/GMF/">http://www.sustainablecommunities.fcm.ca/GMF/</a>
Natural Resources Canada Office of Energy Efficiency <i>ecoENERGY Retrofit for Buildings</i>	County LTMs Private	Small buildings (<20,000m <sup>2</sup> ) are eligible for an incentive of \$10 per gigajoule of estimated energy savings or 25% of eligible project costs. (eligible to local governments). <a href="http://oee.nrcan.gc.ca/commercial/financial-assistance/existing/retrofits/index.cfm?attr=0">http://oee.nrcan.gc.ca/commercial/financial-assistance/existing/retrofits/index.cfm?attr=0</a>
Natural Resources Canada Electricity Resources Branch <i>ecoENERGY for Renewable Heat</i>	County LTMs Private	Provides 25% of the purchase, installation and other costs of solar heating systems (eligible to local governments). <a href="http://www.ecoaction.gc.ca/ecoenergy-ecoenergie/heat-chauffage/index-eng.cfm">http://www.ecoaction.gc.ca/ecoenergy-ecoenergie/heat-chauffage/index-eng.cfm</a>
Infrastructure Ontario <i>Infrastructure Ontario Loan Program</i>	County LTMs	Provides loans for capital investments including: water, wastewater and sewage infrastructure, roads and bridges, energy efficiency projects (windows, doors, lighting, etc), hydro HVAC, asset management tools and systems, snow ploughs, garbage trucks and rolling stock, energy conservation retrofits, smart metering installation, vehicles and maintenance equipment. <a href="http://www.infrastructureontario.ca/en/loan/municipal_corporations/index.asp">http://www.infrastructureontario.ca/en/loan/municipal_corporations/index.asp</a>

Funding Options for the County of Lennox & Addington Sustainability Opportunities		
Funding Source	Eligibility	Description/Link
<b>Theme Area: Energy and Environment continued</b>		
Federal Government <i>Federal Gas Tax</i>	County LTMs	Funding to support municipal infrastructure that enhances the environment and quality of life. <a href="http://www.infrastructure.gc.ca/ip-pi/gas-essence_tax/gt_can_on_e.shtml">http://www.infrastructure.gc.ca/ip-pi/gas-essence_tax/gt_can_on_e.shtml</a>
Hydro One <i>Conservation and Rebate Programs</i>	County LTMs	Rebates offered for qualifying technologies including: energy efficient lighting, AC Units, 3-phase efficiency motors, 3-phase ENERGY STAR Power Transformers, agricultural fans. Applicants must be Hydro One customers. <a href="http://www.hydroonenetworks.com/en/efficiencyelectricity_retrofit_incentive_program/">http://www.hydroonenetworks.com/en/efficiencyelectricity_retrofit_incentive_program/</a>
Ontario Ministry of Municipal Affairs and Housing <i>Municipal Eco Challenge Fund</i>	County LTMs	The Municipal Eco Challenge Fund provides funding to Ontario Municipalities to green and renew their infrastructure. <a href="http://www.mah.gov.on.ca/Page5389.aspx">http://www.mah.gov.on.ca/Page5389.aspx</a>
Ontario Power Authority (OPA) Renewable Energy <i>Feed In Tariff Program</i> <i>Micro Feed In Tariff Program</i>	County LTMs Private Individual	Feed In Tariff Program: Provides long-term purchase agreements for renewable energy projects that produce 10kW or more. Micro Feed In Tariff Program: Provides long-term purchase agreements for renewable energy projects that produce 10kW or less. <a href="http://fit.powerauthority.on.ca/Page.asp?PageID=1115&amp;SiteNodeID=1052">http://fit.powerauthority.on.ca/Page.asp?PageID=1115&amp;SiteNodeID=1052</a> <a href="http://fit.powerauthority.on.ca/Storage/97/10759_FIT-Program-Overview_v1.1.pdf">http://fit.powerauthority.on.ca/Storage/97/10759_FIT-Program-Overview_v1.1.pdf</a>
<b>Theme Area: Economic Development and Tourism</b>		
Natural Resource Canada Office of Energy Efficiency <i>ecoENERGY for Biofuels</i>	Private	Provides operating incentives to facilities that produce renewable alternatives to gasoline and diesel. Program duration April 1st, 2008 to March 31st, 2017. <a href="http://oee.nrcan.gc.ca/transportation/ecoenergy-biofuels/index.cfm">http://oee.nrcan.gc.ca/transportation/ecoenergy-biofuels/index.cfm</a>
Natural Resource Canada Office of Energy Efficiency <i>ecoENERGY Incentive (Industry)</i>	Private	Provides upto 25% of project costs to a maximum of \$50,000 per application and \$250,000 per corporate entity to help small and medium sized facilities implement energy-saving projects. Program extended to March 31st, 2012. <a href="http://oee.nrcan.gc.ca/industrial/financial-assistance/retrofit/index.cfm?attr=0">http://oee.nrcan.gc.ca/industrial/financial-assistance/retrofit/index.cfm?attr=0</a>
Agriculture & Agri-Food Canada <i>ecoAgriculture</i>	Private	Provides repayable contributions for construction or expansion of transportation biofuel production facilities. Program ends Mar. 31st, 2011. <a href="http://www.ecoaction.gc.ca/ecoagriculture/biofuels-biocarburants-eng.cfm">http://www.ecoaction.gc.ca/ecoagriculture/biofuels-biocarburants-eng.cfm</a>
Sustainable Development Technology Canada <i>SD Tech Fund and NextGen Biofuels Fund</i>	Private	SD Tech Fund: Provides non-repayable funding for late-stage development and pre-commercial demonstration of clean technology solutions: products and processes that contribute to clean air, clean water and clean land, that address climate change and improve productivity of the Canadian industry. NextGen Biofuels Fund: Provides funding for first-of-kind commercial scale demonstration facilities for renewable fuels and co-products. <a href="http://www.sdtec.ca/en/funding/index.htm">http://www.sdtec.ca/en/funding/index.htm</a>

Funding Options for the County of Lennox & Addington Sustainability Opportunities		
Funding Source	Eligibility	Description/Link
<b>Theme Area: Economic Development and Tourism continued</b>		
Agriculture & Agri-Food Canada	Private Partnership with Gov't	Provides funding to agricultural producers to adopt new technology or management practices that will reduce costs, protect air/soil/water, market new agri-food or biological products, create new value-added products and grow the market. Require input of 25% to 50% of cost and potential partnerships with government and other business. Projects must be completed by Mar. 31st, 2014. <a href="http://canadabusiness.ca/eng/summary/2890/">http://canadabusiness.ca/eng/summary/2890/</a>
Government of Canada Canada Business - Entrepreneurs	Private	Website provides a menu of grants, contributions and financial assistance for entrepreneurs across Canada. Select sites are dedicated to Ontario firms as well as the Agricultural sector. <a href="http://www.canadabusiness.ca/eng/guide/1136/">http://www.canadabusiness.ca/eng/guide/1136/</a>
Ontario Ministry of Agriculture Food & Rural Affairs Funding Programs and Support	Private County LTMs	Website provides a menu of funding programs and support primarily for food companies. <a href="http://www.omafra.gov.on.ca/english/food/industry/funding-prog-index.htm">http://www.omafra.gov.on.ca/english/food/industry/funding-prog-index.htm</a>
Ontario Ministry of Agriculture Food & Rural Affairs Rural Economic Development Program (RED)	Private in Partnership with County, LTMs	gasoline and diesel. Program duration April 1st, 2008 to March 31st, 2017. barriers to community development and growth. Priorities of funding include: support the food processing sector, community revitalization, improved access to skills training and enhancement and improved access to health care services. <a href="http://www.omafra.gov.on.ca/english/food/industry/red-program.htm">http://www.omafra.gov.on.ca/english/food/industry/red-program.htm</a> <a href="http://www.omafra.gov.on.ca/english/rural/red/about.html">http://www.omafra.gov.on.ca/english/rural/red/about.html</a>
Ontario Ministry of Agriculture Food & Rural Affairs Ontario Market Investment Fund	Strategic Alliances including local gov't	Provides funding targeted to promote consumer awareness of Ontario-produced foods and encourages Ontarians to buy locally. <a href="http://www.omafra.gov.on.ca/english/food/industry/omif-program.htm">http://www.omafra.gov.on.ca/english/food/industry/omif-program.htm</a>
Infrastructure Ontario <i>Infrastructure Ontario Loan Program</i>	County LTMs	Provides low interest loans for capital investments including projects related to culture and tourism. <a href="http://www.infrastructureontario.ca/en/loan/housing/index.asp">http://www.infrastructureontario.ca/en/loan/housing/index.asp</a>
Prince Edward/Lennox&Addington Community Futures Development Corporation - Community Capacity Grants	County LTMs	Provide upto to 100% of eligible costs upto to a maximum of \$25,000 per project. Eligible activities are projects that: support community-based initiatives which stimulate business and community development opportunities, promote socio-economic development leading to a competitive and diversified economy; and offer sustainable measureable economic benefits to the local and/or regional economy (ie. tourism). <a href="http://pelacfdc.ca/communitycapacityp25.php">http://pelacfdc.ca/communitycapacityp25.php</a>
Prince Edward/Lennox&Addington Community Futures Development Corporation - Lending Program	Private	The Community Futures Lending Program provides loans up to \$250,000 to new and existing businesses in Prince Edward/Lennox & Addington Counties that directly support the creation and/or maintenance of jobs (i.e. start-up financing, assistance to facilitate expansion plans of an existing business; inventory, working capital, equipment/capital purchase or upgrades). <a href="http://www.pelacfdc.ca/loansc32.php">http://www.pelacfdc.ca/loansc32.php</a>

Funding Options for the County of Lennox & Addington Sustainability Opportunities		
Funding Source	Eligibility	Description/Link
<b>Theme Area: Economic Development and Tourism continued</b>		
Ontario Ministry of Agriculture, Food and Rural Affairs <i>Eastern Ontario Development Fund</i>	Private	Individual business can receive upto 15% of total eligible expenses to a maximum grant of \$1.5 million. (adoption of new technologies, equipment and skills training) <a href="http://www.omafra.gov.on.ca/english/food/industry/east-ont-dev-fund.htm">http://www.omafra.gov.on.ca/english/food/industry/east-ont-dev-fund.htm</a>
Ontario Ministry of Agriculture, Food and Rural Affairs <i>Eastern Ontario Development Fund</i>	Economic Development Offices NGOs	Funding is focused on economic business development or job creation for projects that are more than \$100,000 over 5yrs and has private sector involvement <a href="http://www.omafra.gov.on.ca/english/food/industry/east-ont-dev-fund.htm">http://www.omafra.gov.on.ca/english/food/industry/east-ont-dev-fund.htm</a>
Government of Canada Western Economic Diversification Canada <i>Community Adjustment Fund (CAF)</i>	County LTMs Private NGOs Institutions	Provide funding to communities affected by the global economic recession, to create immediate employment. Priority for rural and single-industry communities. Projects to be completed by March 31st, 2011. <a href="http://www.wed.gc.ca/eng/11269.asp">http://www.wed.gc.ca/eng/11269.asp</a>
Ontario Trillium Foundation <i>Community Programs</i>	County LTMs (<20,000 pop)	Through the Community Program, the Foundation makes grants of up to \$375,000 over five years. Current funding priorities include: enhanced success for students and learners; healthy more physically active Ontarians; enhanced employment and economic potential for workers and their families; and more effective volunteers and more people engaged in their communities. <a href="http://www.trilliumfoundation.org/cms/en/html/about/grantingP.aspx?menuid=275">http://www.trilliumfoundation.org/cms/en/html/about/grantingP.aspx?menuid=275</a>
Ontario Trillium Foundation <i>Province Wide Program</i>	Non-Profit First Nation's Community Partners	Provides upto \$1.25million over 5 years for priority projects that benefit Province as a whole. <a href="http://www.trilliumfoundation.org/cms/en/about/about-how_otf_works.aspx?menuid=5">http://www.trilliumfoundation.org/cms/en/about/about-how_otf_works.aspx?menuid=5</a>
<b>Theme Area: Health and Social Services</b>		
Natural Resources Canada Office of Energy Efficiency <i>ecoEnergy Retrofit for Homes</i>	County Private Individual	Upgrade energy efficiency of municipal housing stock (low income units) to a maximum of \$5,000/unit or a total of \$500,000 over the 4 yr program (ending March 31st, 2011). <a href="http://www.ecoaction.gc.ca/ecoenergy-ecoenergie/retrofithomes-renovationmaisons-eng.cfm">http://www.ecoaction.gc.ca/ecoenergy-ecoenergie/retrofithomes-renovationmaisons-eng.cfm</a>
Ontario Ministry of Energy and Infrastructure <i>Home Energy Savings Program</i>	County Private Individual	Municipal social housing are eligible for Home Energy Audit and Retrofit Programs (as long as they meet the criteria that applies to single family homes. Agencies with multi-unit residential buildings that meet the requirements are eligible for upto \$1million over the life of the retrofit program - \$500,000 each from the Ontario and Federal governments. <a href="http://www.mei.gov.on.ca/en/energy/conservation/?page=home-energy-audit-and-retrofit-rebate-programs">http://www.mei.gov.on.ca/en/energy/conservation/?page=home-energy-audit-and-retrofit-rebate-programs</a>

Funding Options for the County of Lennox & Addington Sustainability Opportunities		
Funding Source	Eligibility	Description/Link
<b>Theme Area: Health and Social Services</b>		
Infrastructure Ontario <i>Infrastructure Ontario Loan Program</i>	County LTMs	Provides low interest loans for capital investments including the following health and social service related infrastructure: ambulances, fire trucks, accessibility improvements, fire and police stations. Provides low interest loans for capital investments for long-term care and hospice facilities (accessibility improvements, vehicle and maintenance equipment, bed redevelopment projects, construction or renovation of facilities, energy efficiency projects, water, hydro, HVAC, communication systems) <a href="http://www.infrastructureontario.ca/en/loan/municipal_corporations/index.asp">http://www.infrastructureontario.ca/en/loan/municipal_corporations/index.asp</a> <a href="http://www.infrastructureontario.ca/en/loan/hospices/index.asp">http://www.infrastructureontario.ca/en/loan/hospices/index.asp</a> <a href="http://www.infrastructureontario.ca/en/loan/long_term_care/index.asp">http://www.infrastructureontario.ca/en/loan/long_term_care/index.asp</a>
Ontario Ministry of Agriculture Food & Rural Affairs <i>Rural Economic Development Program (RED)</i>	Private in Partnership with County, LTMs	A financial support program to help rural communities thrive and grow. It supports projects that removes barriers to community development and growth. Priorities of funding include: support the food processing sector, community revitalization, improved access to training and access to health services. <a href="http://www.omafra.gov.on.ca/english/rural/red/about.html">http://www.omafra.gov.on.ca/english/rural/red/about.html</a>
FCM, CMHC, Canada Home Builders Association, Canada Housing & Renewal Association <i>Affordability &amp; Choice Today (ACT)</i>	County LTMs	ACT grants of up to \$5,000 are available to facilitate transfer of information as well as the implementation of regulatory reform solutions that contribute to housing affordability or that increase housing options - workshops are eligible for funding. <a href="http://www.actprogram.com/english/welcome.asp">http://www.actprogram.com/english/welcome.asp</a>
Ontario Trillium Foundation <i>Community Programs</i>	County LTMs <20,000 pop	Through the Community Program, the Foundation makes grants of up to \$375,000 over five years. Current funding priorities include: enhanced success for students and learners; healthy more physically active Ontarians; enhanced employment and economic potential for workers and their families; and more effective volunteers and more people engaged in their communities. <a href="http://www.trilliumfoundation.org/cms/en/html/about/grantingP.aspx?menuid=275">http://www.trilliumfoundation.org/cms/en/html/about/grantingP.aspx?menuid=275</a>
Ontario Trillium Foundation <i>Province Wide Program</i>	Non-Profit First Nation's	Provides upto \$1.25million over 5 years for priority projects that benefit Province as a whole. <a href="http://www.trilliumfoundation.org/cms/en/about/about-how_otf_works.aspx?menuid=5">http://www.trilliumfoundation.org/cms/en/about/about-how_otf_works.aspx?menuid=5</a>
<b>Theme Area: Information and Communications</b>		
Infrastructure Ontario <i>Infrastructure Ontario Loan Program</i>	County LTMs	Provides low interest loans for capital investments for asset management tools and systems and communication systems for social housing, long-term and hospice facilities. <a href="http://www.infrastructureontario.ca/en/loan/municipal_corporations/index.asp">http://www.infrastructureontario.ca/en/loan/municipal_corporations/index.asp</a> <a href="http://www.infrastructureontario.ca/en/loan/hospices/index.asp">http://www.infrastructureontario.ca/en/loan/hospices/index.asp</a> <a href="http://www.infrastructureontario.ca/en/loan/long_term_care/index.asp">http://www.infrastructureontario.ca/en/loan/long_term_care/index.asp</a>
Industry Canada Broadband Canada <i>Connecting Rural Canadians</i>	County LTMs Private	Application based program; provides upto 50% funding; goal is to make broadband available to as many underserved and as many underserved Canadian households as possible <a href="http://www.ic.gc.ca/eic/site/719.nsf/eng/home">http://www.ic.gc.ca/eic/site/719.nsf/eng/home</a>

Funding Options for the County of Lennox & Addington Sustainability Opportunities		
Funding Source	Eligibility	Description/Link
<b>Theme Area: Transportation</b>		
Infrastructure Ontario <i>Infrastructure Ontario Loan Program</i>	County LTMs	Provides low interest loans for capital investments related to ferries and docks, roads and bridges, asset management tools and systems and rolling stock. <a href="http://www.infrastructureontario.ca/en/loan/housing/index.asp">http://www.infrastructureontario.ca/en/loan/housing/index.asp</a>
Federation of Canadian Municipalities: plans; feasibility <i>Plans, Feasibility Studies and Capital Projects</i>	County LTMs	The FCM GMF Transportation sector stream provides upto 50% grant funding for plans and feasibility studies and upto \$4million in low interest loans and \$400,000 grant for sustainable transportation initiatives and projects. <a href="http://www.sustainablecommunities.fcm.ca/GMF/">http://www.sustainablecommunities.fcm.ca/GMF/</a>
Federal Government <i>Federal Gas Tax</i>	County LTMs	Funding to support municipal infrastructure that enhances the environment and quality of life. <a href="http://www.infrastructure.gc.ca/ip-pi/gas-essence_tax/gt_can_on_e.shtml">http://www.infrastructure.gc.ca/ip-pi/gas-essence_tax/gt_can_on_e.shtml</a>
<b>Pending Funding Opportunities</b>		
Canada-Ontario Municipal <i>Rural Infrastructure Fund (COMRIF)</i>	County LTMs	Through three funding rounds provided funding improve and renew public infrastructure in Ontario. There will not be a fourth funding round through COMRIF. Negotiations are currently underway to provide a funding under the "Building Canada" initiative. Potential funding opportunity coming. <a href="http://comrif.ca/eic/site/comrif-fimrco.nsf/eng/home">http://comrif.ca/eic/site/comrif-fimrco.nsf/eng/home</a>

## Appendices

Appendix A – County Profile

Appendix B – Asset Inventory

Appendix C – Review of Official Plans (Townships and Town)

Appendix D - Opportunity Assessment Tool

## **APPENDIX A**

### **Profile of Lennox and Addington County February 28, 2010**

Prepared as part of the  
Lennox and Addington County Sustainability Planning Project  
By  
Natural Capital Resources Inc.

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## 1. Population, Area and Population Density

- The County of Lennox and Addington has a population of 40,542, up 2.7 per cent over 2001. This growth rate is not as high as the province as a whole (6.6 per cent) but there is growth. The growth rates are highly variable across the County but there is growth in all four lower tier municipalities.
- The County occupies 2,777 square kilometres, nearly half of which is Addington Highlands. The uneven distribution of population over the entire county area means translates into highly variable population densities – from a low of 1.95 persons/km<sup>2</sup> in Addington Highlands to 44.30 persons/km<sup>2</sup> in Loyalist. These characteristics have significant implications for planning and service delivery at both the County and Township/Town levels of government.

Lennox and Addington County	Population (2006)	Population (2001)	Population Change (2001-2006: %)	Area (square kilometres)	Population Density (2006: persons/km <sup>2</sup> )
<b>County Total</b>	<b>40,542</b>	<b>39,461</b>	<b>2.74</b>	<b>2,777</b>	<b>14.60</b>
Addington Highlands, Township of	2,512	2,402	4.58	1,288	1.95
Greater Napanee, Town of	15,400	15,132	1.77	459.0	33.55
Loyalist, Township of	15,062	14,590	3.24	340.0	44.30
Stone Mills, Township of	7,568	7,337	3.15	688.0	11.00
<b>Province of Ontario</b>	<b>12,160,282</b>	<b>11,410,046</b>	<b>6.58</b>	<b>907,655</b>	<b>13.40</b>

- Projected employment growth for Lennox and Addington County (there are no estimates for individual municipalities so this report assumes even growth across the four lower tier municipalities).

Lennox and Addington County	DEMOGRAPHICS							
	Youth Population compared to Working Age Population		Senior Population compared to Working Age Population		Five-Year Change in Population 2001-2006		Ten-Year Projected Change in Population 2006-2016	
	(%)	Decile	(%)	Decile	Value (%)	Decile	Value (%)	Decile
<b>County Total</b>							6.4	4
Addington Highlands, Township of	19.8	3	31.9	9	1.8	4	6.4	4
Greater Napanee, Town of	22.3	2	27.2	7	4.6	6	6.4	4
Loyalist, Township of	24.2	5	20.6	4	3.2	5	6.4	4
Stone Mills, Township of	24.6	5	15.0	2	3.1	5	6.4	4
<b>Province of Ontario</b>								

## 2. Dwellings, Persons Per Household (PPH) and Population Demographics

- There are about 18,000 private dwelling in Lennox and Addington County with the average persons per household (2.3) being close to the provincial average (2.4). PPH varies widely across the County – with the lowest PPH in Addington Highlands and the highest in Loyalist. The percentage of young persons (under the age of 15) also varies widely across the county – with the lowest percentage in Addington Highlands and the highest in Stone Mills. L&A's percentage (20 per cent) is higher than the provincial average (18.2%)

<b>Lennox and Addington County</b>	<b>Private Dwellings (# - 2006)</b>	<b>Average Persons Per Household (2006)</b>	<b>Total Population Age 15 and Over (2006)</b>	<b>Total Population Under Age of 15 (2006)</b>	<b>% of Population Under Age of 15</b>
<b>County Total</b>	<b>17,981</b>	<b>2.3</b>	<b>32,445</b>	<b>8,097</b>	<b>19.97</b>
Addington Highlands, Township of	2,350	1.1	2,170	342	13.61
Greater Napanee, Town of	6,695	2.3	12,905	2,495	16.20
Loyalist, Township of	5,814	2.6	12,535	2,527	16.78
Stone Mills, Township of	3,122	2.4	6,100	1,468	19.40
<b>Province of Ontario</b>	<b>4,972,869</b>	<b>2.4</b>	<b>9,949,480</b>	<b>2,210,802</b>	<b>18.18</b>

- One in ten families (12.8 per cent) in the County of Lennox and Addington is a lone parent family, with the highest proportion in Greater Napanee and the lowest in Stone Mills and Addington Highlands. L&A is virtually identical to the provincial average (12.8 versus 12.9%)
- One in five families (20.1 per cent) in the County of Lennox and Addington is a one-person household, with the highest proportion in Addington Highlands and the lowest in Stone Mills. The percentage of single person households is lower in L&A than the province as a whole.

Lennox and Addington County	Total Number of Census Families	Number of Lone Parent Families	Percentage of Lone Parent Families	Number of Households (# - 2006)	Number of One Person Households (# - 2006)	Percentage of One Person Households (% - 2006)
<b>County Total</b>	<b>12,345</b>	<b>1,575</b>	<b>12.8</b>	<b>15,540</b>	<b>3,130</b>	<b>20.14</b>
Addington Highlands, Township of	755	80	10.6	1050	255	24.29
Greater Napanee, Town of	4,635	610	13.2	6115	1475	24.12
Loyalist, Township of	4,650	645	13.9	5565	950	17.07
Stone Mills, Township of	2,310	240	10.4	2805	455	16.22
<b>Province of Ontario</b>	<b>3,422,315</b>	<b>441,105</b>	<b>12.9</b>	<b>4555025</b>	<b>1104865</b>	<b>24.26</b>

- The demographic profile of residents of Lennox and Addington County differs markedly from that of the province as a whole – L&A has a smaller proportion of young people (in every age category under 50) and a higher proportion of older residents (aged 50 and up). There is also significant variation in the demographic profile across lower tier municipalities. Overall, Addington Highlands has the oldest age profile (highest percentage of persons age 50 and older: 50.5%) while Stone Mills has the smallest proportion (29.0 per cent). Stone Mills has the highest proportion of young people aged 19 or younger (28.4%) as well as the highest proportion of residents in the core labour force age group (20-49: 42.7%); Greater Napanee has 36.2%, Addington Highlands has 30.3%, and Loyalist has 29.4%.

Lennox and Addington County	Population age 0-19 (# - 2006)	Population age 20-29 (# - 2006)	Population age 30-39 (# - 2006)	Population age 40-49 (# - 2006)	Population age 50-64 (# - 2006)	Population age 65 and over (# - 2006)	Total
<b>County Total</b>	<b>9,510</b>	<b>3,815</b>	<b>4,790</b>	<b>6,665</b>	<b>9,085</b>	<b>6,685</b>	<b>40,550</b>
Addington Highlands, Township of	485	205	200	360	670	605	2,525
Greater Napanee, Town of	3,455	1,500	1,700	2,360	3,430	2,945	15,390
Loyalist, Township of	3,540	1,470	1,875	2,555	3,310	2,320	15,070
Stone Mills, Township of	2,020	640	1,015	1,385	1,235	830	7,125
<b>Province of Ontario</b>	<b>3,043,920</b>	<b>1,540,950</b>	<b>1,675,945</b>	<b>2,024,385</b>	<b>2,225,915</b>	<b>1,649,180</b>	<b>12,160,295</b>
Lennox and Addington County	Population age 0-19 (% - 2006)	Population age 20-29 (% - 2006)	Population age 30-39 (% - 2006)	Population age 40-49 (% - 2006)	Population age 50-64 (% - 2006)	Population age 65 and over (% - 2006)	Total
<b>County Total</b>	<b>23.45</b>	<b>9.41</b>	<b>11.81</b>	<b>16.44</b>	<b>22.40</b>	<b>16.49</b>	<b>100.00</b>
Addington Highlands, Township of	19.21	8.12	7.92	14.26	26.53	23.96	100.00
Greater Napanee, Town of	22.45	9.75	11.05	15.33	22.29	19.14	100.00
Loyalist, Township of	23.49	9.75	12.44	16.95	21.96	15.39	100.00
Stone Mills, Township of	28.35	8.98	14.25	19.44	17.33	11.65	100.00
<b>Province of Ontario</b>	<b>25.03</b>	<b>12.67</b>	<b>13.78</b>	<b>16.65</b>	<b>18.30</b>	<b>13.56</b>	<b>100.00</b>

- Residents of Lennox and Addington are far more likely to have moved to the County from another census sub-division (municipality) than for the province as a whole; one in ten residents (11.2%) over the age of one moved within Ontario but across a municipal boundary in the year leading up to the 2006 census; by comparison, only 3.8 per cent of Ontario residents moved across census sub-division boundaries.

Lennox and Addington County	Total Population 1 Year of Age and Over (2006)	Moved from another Census Sub- Division/Municipality in Past Year but Live in Same Province/Territory (2006)	% Moved in Past year Within Same Province/Territory But Different Census Sub- division (2006)	Lived in a different province, territory or country a year ago (# 2006)	% Moved in Past year from another Province/Territory (2006)
<b>County Total</b>	<b>39,895</b>	<b>4,470</b>	<b>11.20</b>	<b>160</b>	<b>0.40</b>
Addington Highlands, Township of	2,435	225	9.24	10	0.41
Greater Napanee, Town of	14,770	890	6.03	45	0.30
Loyalist, Township of	14,190	940	6.62	90	0.63
Stone Mills, Township of	7,495	520	6.94	0	0.00
<b>Province of Ontario</b>	<b>11,983,180</b>	<b>453,460</b>	<b>3.78</b>	<b>188,465</b>	<b>1.57</b>

- Lennox and Addington has a far higher proportion of third generation residents than does the province as a whole (79.5 compared to 46.5%; all four lower tier municipalities share this demographic characteristic. As a result, L&A has a far lower proportion of first and second generation residents than does the province as a whole; this characteristic is shared across all four lower tier municipalities.

<b>Lennox and Addington County</b>	<b>Total Population 15 years and over</b>	<b>1st Generation (#)</b>	<b>2nd Generation (#)</b>	<b>3rd Generation (#)</b>	<b>1st Generation (%)</b>	<b>2nd Generation (%)</b>	<b>3rd Generation (%)</b>
<b>County Total</b>	<b>32,445</b>	<b>2515</b>	<b>4145</b>	<b>25785</b>	<b>7.75</b>	<b>12.78</b>	<b>79.47</b>
Addington Highlands, Township of	2,115	175	290	1650.00	8.27	13.71	78.01
Greater Napanee, Town of	12,415	780	1,365	10270.00	6.28	10.99	82.72
Loyalist, Township of	11,810	1,080	1,820	8915.00	9.14	15.41	75.49
Stone Mills, Township of	6,100	480	665	4950.00	7.87	10.90	81.15
<b>Province of Ontario</b>	<b>9,819,420</b>	<b>3,340,210</b>	<b>1,912,460</b>	<b>4566750.00</b>	<b>34.02</b>	<b>19.48</b>	<b>46.51</b>

- Lennox and Addington County has a lower representation of immigrants than the province as a whole (6.35% compared to 28.3%) and this result holds for all four lower tier municipalities. This pattern persists for recent immigration (those who arrived in the 2001-2006 period): 4.4% for L&A compared to 17.1% for the province as a whole.

<b>Lennox and Addington County</b>	<b>Total Population</b>	<b>Immigrants</b>	<b>Immigrants between 2001 and 2006</b>	<b>Percentage of Immigrants</b>	<b>Percentage of Recent Immigrants (2001-2006 compared to all immigrants)</b>
<b>County Total</b>	<b>39,275</b>	<b>2,495</b>	<b>110</b>	<b>6.35</b>	<b>4.41</b>
Addington Highlands, Township of	2,445	170	10	6.95	5.88
Greater Napanee, Town of	14,915	780	15	5.23	1.92
Loyalist, Township of	14,350	1,060	60	7.39	5.66
Stone Mills, Township of	7,560	485	25	6.42	5.15
<b>Province of Ontario</b>	<b>12,028,895</b>	<b>3,398,725</b>	<b>580,740</b>	<b>28.25</b>	<b>17.09</b>

- The representation of visible minorities in Lennox and Addington is far lower than for the province as a whole (1.2% compared to 22.8%).



<b>Lennox and Addington County</b>	<b>Total Population by Visible Minority Groups (#)</b>	<b>Visible Minority Population (# 2006)</b>	<b>% Visible Minority Population (2006)</b>
<b>County Total</b>	<b>39,270</b>	<b>465</b>	<b>1.18</b>
Addington Highlands, Township of	2,445	80	3.27
Greater Napanee, Town of	14,915	180	1.21
Loyalist, Township of	14,350	165	1.15
Stone Mills, Township of	7,560	40	0.53
<b>Province of Ontario</b>	<b>12,028,895</b>	<b>2,745,200</b>	<b>22.82</b>

- Representation of aboriginal persons is higher in Lennox and Addington County than for the province as a whole (3.2% compared to 2.0%); all four lower tier municipalities have higher representation than the provincial average; aboriginal representation is strongest in Addington Highland (8.8%).

<b>Lennox and Addington County</b>	<b>Total Aboriginal and Non-Aboriginal Population (# - 2006)</b>	<b>Aboriginal Identity Population (# - 2006)</b>	<b>Aboriginal Identity Population (% - 2006)</b>
<b>County Total</b>	<b>39,270</b>	<b>1,270</b>	<b>3.23</b>
Addington Highlands, Township of	2,445	215	8.79
Greater Napanee, Town of	14,915	415	2.78
Loyalist, Township of	14,350	365	2.54
Stone Mills, Township of	7,565	270	3.57
<b>Province of Ontario</b>	<b>12,028,900</b>	<b>242,490</b>	<b>2.02</b>

### 3. Labour Force and Employment Characteristics – A Foundation for Economic Sustainability

- The total labour force (15 years of age and older) in Lennox and Addington numbers 20,165 with a participation rate of 62.9 per cent, well below the provincial average of 67.1%. The participation rate is particularly low in Addington Highlands (45.4%) but none of the lower tier municipalities match or exceed the provincial average.
- Employment rates (the proportion of the available labour force that is employed) is 59.7 per cent, lower than the provincial rate of 62.8 per cent. Like participation rate, employment rates vary across the County with the lowest (42.1%) in Addington Highlands and the highest (64.5%) in Stone Mills. Employment rates in Addington Highlands and Greater Napanee are up since 2001 while those in Loyalist Township and Stone Mills are down.
- At 5.1 per cent, the unemployment rate in Lennox and Addington County is well under the provincial average (6.4%) with Addington Highlands being above the provincial rate and all three other lower tier municipalities well below it. As is indicated from the chart on the following page, these relatively low rates could be due to the high proportion of the labour force working outside the county boundaries: 46 per cent of L&A's labour force actually works outside the county. The highest proportion is in Loyalist (62.3%) and the lowest is Addington Highlands (17.9%). The county as a whole and three of four lower tier municipalities are higher on this measure than the province as a whole (19.7%)

Lennox and Addington County	Participation Rate (2006)	Employment Rate (2006)	Unemployment Rate (2006)	Total Experienced Labour Force - Age 15 and Over (2006)
<b>County Total</b>	<b>62.9</b>	<b>59.7</b>	<b>5.1</b>	<b>20,165</b>
Addington Highlands, Township of	45.4	42.1	6.8	940
Greater Napanee, Town of	61.8	58.2	5.8	7,595
Loyalist, Township of	65.0	61.9	4.8	7,565
Stone Mills, Township of	67.2	64.5	4.0	4,060
<b>Province of Ontario</b>	<b>67.1</b>	<b>62.8</b>	<b>6.4</b>	<b>6,473,730</b>

- The proportion of persons working full-time versus part-time is roughly the same in Lennox and Addington as for the province as a whole (1.13 compared to 1.12). However, the relative availability of full-time work appears to be a much more serious challenge in Addington Highlands, where employment is far more likely to be part rather than full-time (a ratio of 0.47). The labour force in all three other lower tier municipalities has more full-time than part-time employment; the highest ratio is in Loyalist (1.25).
- The challenges associated with finding sufficient employment within the County boundaries may contribute to the lower than average personal median earnings in Lennox and Addington compared to the provincial average (\$26,324 versus \$29,335). Median incomes vary widely across the County; this earnings difference exists for all earnings as well as just the full-time, full-year category.

<b>Lennox and Addington County</b>	<b>Total Experienced Labour Force - Age 15 and Over (2006)</b>	<b>Total Employed Labour Force - Age 15 and Over (2006)</b>	<b>Worked in a Different Census Division/County (# - 2006)</b>	<b>Percentage Working in Different Census Division/County (% - 2006)</b>
<b>County Total</b>	<b>20,165</b>	<b>19,375</b>	<b>8,915</b>	<b>46.01</b>
Addington Highlands, Township of	940	895	160	17.88
Greater Napanee, Town of	7,595	7,230	2,385	32.99
Loyalist, Township of	7,565	7,315	4,560	62.34
Stone Mills, Township of	4,060	3,935	1,800	45.74
<b>Province of Ontario</b>	<b>6,473,730</b>	<b>6,164,245</b>	<b>1,211,410</b>	<b>19.65</b>

Lennox and Addington County	Persons with Earnings - Age 15 and Over (# - 2005)	Persons with Earnings Working Full-Time, Full-Year	Persons with Earnings Working Part-Time	Ratio of Full-Time To Part-Time Employment (1 = even balance)	Median Earnings (2005 - all persons with earnings)	Median Earnings (2005 - all persons working full-time, full-year)
<b>County Total</b>	<b>22,235</b>	<b>11,810</b>	<b>10,425</b>	<b>1.13</b>	<b>\$ 26,324</b>	<b>\$ 41,922</b>
Addington Highlands, Township of	1,060	340	720	0.47	\$ 12,366	\$ 30,054
Greater Napanee, Town of	8,275	4,225	4,050	1.04	\$ 23,029	\$ 39,810
Loyalist, Township of	8,415	4,670	3,745	1.25	\$ 29,984	\$ 43,233
Stone Mills, Township of	4,485	2,575	1,910	1.35	\$ 28,013	\$ 43,204
<b>Province of Ontario</b>	<b>6,991,670</b>	<b>3,690,665</b>	<b>3,301,005</b>	<b>1.12</b>	<b>\$ 29,335</b>	<b>\$ 44,748</b>

#### 4. Reliance on Government Transfers, Incidence of Low-Income Persons

- Residents of Lennox and Addington County have a lower reliance on income from earnings (72.1% versus 77.4%) and a higher reliance on income from government transfers than do all Ontario residents (13.4% versus 9.8%). As with many other indicators of economic sustainability, there is significant variation in reliance on various sources of income across L&A. Reliance on earnings income is lowest in L&A and highest in Stone Mills; reliance on government transfers is highest in Addington Highlands and lowest in Loyalist and Stone Mills.

Lennox and Addington County	Median Earnings (2005 - all persons with earnings)	Median Income (2005 - all persons with earnings)	All Persons Age 15 and Over with Income (2005)	Percentage of Income from Earnings (% - 2005)	Percentage of Income from Government Transfers (% - 2005)
<b>County Total</b>	\$ 26,324	\$ 25,504	30,900	72.1	13.4
Addington Highlands, Township of	\$ 12,366	\$ 16,138	2,015	48.8	29.1
Greater Napanee, Town of	\$ 23,029	\$ 23,116	11,895	68.4	15.7
Loyalist, Township of	\$ 29,984	\$ 29,979	11,195	74.5	10.9
Stone Mills, Township of	\$ 28,013	\$ 27,141	5,795	78.8	10.9
<b>Province of Ontario</b>	\$ 29,335	\$ 27,258	9,340,020	77.4	9.8

- Lennox and Addington County has a much lower incidence of low-income persons than the province as a whole (11.8% compared to 18.0%); this observation also applies to each of the lower tier municipalities, although there are major differences among the municipalities.

Lennox and Addington County	Number of Persons - Income Status (2005 - #)	Percentage in Low Income Before Tax - All Persons (% - 2005)	Percentage in Low Income Before Tax - Persons Under 18 (% - 2005)
<b>County Total</b>	<b>39,195</b>	<b>9.5</b>	<b>11.8</b>
Addington Highlands, Township of	2,430	15.4	16.1
Greater Napanee, Town of	14,870	10.6	11.7
Loyalist, Township of	14,330	9.4	15.8
Stone Mills, Township of	7,555	5.6	4.1
<b>Province of Ontario</b>	<b>11,926,140</b>	<b>14.7</b>	<b>18.0</b>

## 5. Economic Structure – Employment in Major Sectors

- Across Lennox and Addington as a whole, employment is most concentrated in the “other services” category (22.8%) with health care and social services as the second largest sector of employment (13.1%) and business services (14.0%) in third spot. Retail trade in the fourth largest sector for employment (12.46%) and manufacturing is the fifth largest sector for employment at 10.6 per cent. Construction is not far behind manufacturing at 9.1%.
- The profile of employment across sectors for Lennox and Addington is quite different than that of the province as whole: at least two per cent higher in agriculture and construction (manufacturing is borderline), and at least two per cent lower in finance and real estate, health care and social services, educational services, and business services. Wholesale and retail trade are about the same.
- The profile of employment across sectors is quite different across the lower tier municipalities with the top five sectors of employment cascading as follows:

Addington Highlands	Greater Napanee	Loyalist	Stone Mills
Construction	Other services	Other services	Other services
Other services	Business services	Retail trade	Health care and Social Services
Agriculture & Natural Resources	Manufacturing	Health care and Social Services	Business services
Health care and Social Services	Retail trade	Business services	Manufacturing
Business services	Health care and Social Services	Construction	Construction

Lennox and Addington County	Agriculture and Other Resource-Based Industries (% - 2006)	Construction Employment (% - 2006)	Manufacturing (% - 2006)	Wholesale (% - 2006)	Retail Trade (% - 2006)	Finance and Real Estate (% - 2006)	Health Care and Social Services (% 2006)	Educational Services (% - 2006)	Business Services (% - 2006)	Other Service (% - 2006)	Total (% - 2006)
<b>County Total</b>	<b>5.19</b>	<b>9.08</b>	<b>10.57</b>	<b>2.36</b>	<b>12.46</b>	<b>3.75</b>	<b>13.10</b>	<b>6.75</b>	<b>13.97</b>	<b>22.78</b>	<b>100</b>
Addington Highlands, Township of	12.37	22.04	7.53	2.69	15.05	0.00	10.22	3.23	10.22	16.67	100
Greater Napanee, Town of	6.39	7.83	12.71	3.03	12.11	3.75	11.26	6.12	14.68	22.12	100
Loyalist, Township of	2.38	8.01	7.74	2.12	14.63	4.30	14.10	7.21	13.43	26.08	100
Stone Mills, Township of	6.42	10.49	12.47	1.36	8.52	3.58	15.43	7.90	14.44	19.38	100
<b>Province of Ontario</b>	<b>1.71</b>	<b>1.49</b>	<b>8.78</b>	<b>3.49</b>	<b>12.87</b>	<b>8.07</b>	<b>16.41</b>	<b>9.45</b>	<b>16.81</b>	<b>20.91</b>	<b>100</b>

## 6. Economic Structure – Concentration of Employment in Top Two Sectors

- The degree of concentration of employment in just one or two sectors can be taken as a measure of the degree of diversity of a local economy. If employment is heavily concentrated in just one or two sectors, this could mean vulnerability to significant economic shocks. On the flip side, concentration can also suggest strength and an opportunity to build further in a particular sector.
- Lennox and Addington County has a more diverse economy (smaller proportion of the employment in a single industry) than does the province as a whole (14.0 and 19.7% respectively). Even when the top two sectors are taken together, L&A still has a smaller proportion of the labour force in the top two sectors than for the province as a whole (27.1 and 33.6% respectively). Note that the catch-all category of “other services” has been set aside for this analysis to allow a focus on clearly defined categories of employment.
- Addington Highlands has a higher degree of employment concentration in its top industry (construction) than the other three municipalities (Greater Napanee: business services; Loyalist: retail trade; Stone Mills: health care and social services). The second most concentrated employment sectors are Addington Highlands: retail trade; Greater Napanee: manufacturing; Loyalist: health care and social services; and Stone Mills: business services.

Lennox and Addington County	Total Experienced Labour Force 15 Years and Over (2006)	Labour Force in Primary Sector (2006)	Labour Force in Secondary Sector (2006)	% of Labour Force in Primary Sector (2006)	% of Labour Force in Secondary Sector (2006)	% in Labour Force in Top Two Sectors (2006)
<b>County Total</b>	<b>20,165</b>	<b>2,815</b>	<b>2,640</b>	<b>14.0</b>	<b>13.1</b>	<b>27.1</b>
Addington Highlands, Township of	940	205	140	21.8	14.9	36.7
Greater Napanee, Town of	7,595	1,115	965	14.7	12.7	27.4
Loyalist, Township of	7,565	1,105	1,065	14.6	14.1	28.7
Stone Mills, Township of	4,060	625	585	15.4	14.4	29.8
<b>Province of Ontario</b>	<b>6,473,730</b>	<b>1,274,345</b>	<b>899,670</b>	<b>19.7</b>	<b>13.9</b>	<b>33.6</b>



## 7. Educational Attainment Beyond High School

- Compared to the province as a whole, Lennox and Addington County has a lower proportion of residents with education beyond high school (classified as any of trades certificate or diploma, college certificate or diploma or university certificate, diploma or degree. To permit a focus on the core labour force, this analysis focuses on those residents in the 25-64 age group.
- Community college educational attainment is higher in Lennox and Addington than across the province and is also higher than either of trades or university educational attainment. This latter pattern holds across all four lower tier municipalities. University education is most prominent in Stone Mills and Loyalist Townships; college education is most prominent in Loyalist and Stone Mills; and trades education is most prominent in Stone Mills and Addington Highlands.

Lennox and Addington County	Total Population 25-64 (2006)	Trades Certificate or Diploma (among population age 25-64: 2006 - %)	College Certificate or Diploma (among population aged 25-64) 2006 - %	University Certificate, Diploma or Degree (among population aged 25-64) 2006 - %	Trades, College or University Education (Total) 2006 - %
<b>County Total</b>	<b>21,870</b>	<b>12.46</b>	<b>26.91</b>	<b>14.77</b>	<b>54.14</b>
Addington Highlands, Township of	1,260	12.70	16.67	10.32	39.68
Greater Napanee, Town of	12,420	8.13	16.71	8.53	33.37
Loyalist, Township of	8,115	10.60	30.81	15.34	56.75
Stone Mills, Township of	4,355	15.84	24.91	18.14	58.90
<b>Province of Ontario</b>	<b>6,638,330</b>	<b>8.75</b>	<b>22.02</b>	<b>30.66</b>	<b>61.43</b>

## 8. Types, State and Value of Dwellings

- Compared to the province as a whole, residents of Lennox and Addington are more likely to own their own homes (80.3% compared to 71.0% for the province as a whole). This pattern holds for all of the lower tier municipalities as well.
- Among the renting population, apartments in smaller buildings (fewer than five storeys) is almost as common for County residents as for the province as a whole (9.6% compared to 10.8%) but much of this type of accommodation is concentrated in the Town of Greater Napanee and to some extent Loyalist. Larger apartment buildings (more than five storeys) are far less common in Lennox and Addington than across the province (0.90% compared to 15.6%) and are found only in Loyalist Township.

Lennox and Addington County	Total private dwellings (# - 2006)	Owned Dwellings (# - 2006)	Rented Dwellings (# - 2006)	Percentage of Owned Dwellings (% - 2006)	Apartments in Buildings with fewer than 5 storeys (% - 2006)	Apartments in Buildings with 5 or more storeys (% - 2006)
<b>County Total</b>	<b>15,535</b>	<b>12,470</b>	<b>3,065</b>	<b>80.3</b>	<b>9.6</b>	<b>0.90</b>
Addington Highlands, Township of	1,050	860	190	81.9	1.0	0.00
Greater Napanee, Town of	6,120	4,590	1,525	75.0	16.6	0.00
Loyalist, Township of	5,565	4,460	1,105	80.1	7.3	2.50
Stone Mills, Township of	2,805	2,560	245	91.3	2.1	0.00
<b>Province of Ontario</b>	<b>4,555,025</b>	<b>3,235,495</b>	<b>1,312,290</b>	<b>71.0</b>	<b>10.8</b>	<b>15.60</b>

- As shown in the chart on the following page, the housing stock in Lennox and Addington County is, on average, older than that of the province as a whole: three-quarters (74.5% of the County's housing was built more than 20 years ago, compared to 68.6% for the province as a whole. Greater Napanee has the highest proportion of older housing (77.8%); only Stone Mills has a lower concentration of housing stock than the province (67.4%).
- There is a higher proportion of dwellings (7.9%) requiring major repair in Lennox and Addington than across the province as a whole (6.6%); Addington Highlands has the highest percentage of this type of housing (11.0%) and Stone Mills has the lowest (6.6%)

## 9. Median Monthly Payments for Rental and Owner-Occupied Dwellings, State of Repair and Average Value

- Monthly housing payments for rental or owner-occupied dwellings are lower in Lennox and Addington than across the province as a whole. For rental accommodation, the median monthly payment is \$669 in L&A compared to \$801 for the province. For owner-occupied dwellings, the median monthly payment (mortgage) is \$836 in L&A compared to \$1046 for the province as a whole.
- The average value of an owned dwelling is far less in Lennox and Addington than for the province as a whole (\$197,573 compared to \$297,479) but data does not exist to permit a comparison by size, type of state of repair, or servicing of these dwellings. The average value of housing varies across lower tier municipality, with a low of \$150,984 in Addington Highlands and a high of \$221,610 in Loyalist.
- There is relatively little variation in payments across the County for rental accommodation compared to owner occupied dwellings. The lowest median monthly payment for rental accommodation is in Greater Napanee (\$645) and highest in Stone Mills (\$701). The median monthly payment for owner-occupied dwellings is lowest in Addington Highlands (\$450) and highest in Stone Mills (\$942).

Lennox and Addington County	Dwellings Built Before 1986 (# - 2006)	Dwellings Built Before 1986 (% of Total - 2006)	Dwellings Requiring Major Repair (% - 2006)	Average Value of Owned Dwelling \$2006	Median Monthly Payment for Rented Dwellings (\$)	Median Monthly Payments for Owner-Occupied Dwellings (\$)
<b>County Total</b>	<b>11,580</b>	<b>74.54</b>	<b>7.90</b>	<b>\$ 197,573</b>	<b>\$ 669</b>	<b>\$ 836</b>
Addington Highlands, Township of	715	68.10	11.00	\$ 150,984	\$ 676	\$ 450
Greater Napanee, Town of	4,760	77.78	6.90	\$ 186,641	\$ 645	\$ 782
Loyalist, Township of	4,215	75.74	7.50	\$ 221,610	\$ 685	\$ 920
Stone Mills, Township of	1,890	67.38	9.80	\$ 190,284	\$ 701	\$ 942
<b>Province of Ontario</b>	<b>3,124,010</b>	<b>68.58</b>	<b>6.60</b>	<b>\$ 297,479</b>	<b>\$ 801</b>	<b>\$ 1,046</b>

- As one measure of the affordability of housing, the ratio of median monthly payments to median earnings indicates that Lennox and Addington is slightly lower than the province as a whole (0.03 compared to 0.04). Addington Highlands has the same ratio as the province (0.04)

Lennox and Addington County	Average Value of Owned Dwelling \$2006	Median Monthly Payment for Rented	Median Monthly Payments for Owner-	Median Earnings (2005 - All Earners)	Ratio of Median Monthly Payments for Rented Dwellings	Ratio of Median Monthly Payments for Owner-
<b>County Total</b>	\$ 197,573	\$ 669	\$ 836	\$ 26,324	0.03	0.03
Addington Highlands, Township of	\$ 150,984	\$ 676	\$ 450	\$ 12,366	0.04	0.04
Greater Napanee, Town of	\$ 186,641	\$ 645	\$ 782	\$ 23,029	0.03	0.03
Loyalist, Township of	\$ 221,610	\$ 685	\$ 920	\$ 29,984	0.03	0.03
Stone Mills, Township of	\$ 190,284	\$ 701	\$ 942	\$ 28,013	0.03	0.03
<b>Province of Ontario</b>	\$ 297,479	\$ 801	\$ 1,046	\$ 29,335	0.04	0.04

## 10. Contributions of Unpaid Work

- From a Statistics Canada perspective, unpaid work can be reported in three categories: housework, time spent looking after children and time spent looking after seniors. For Lennox and Addington, the total percentage of the population age 15 and over reporting unpaid work in any of these categories was 74.7% (in 2006). This proportion was slightly higher in L&A than for the province as a whole (73.9%)
- By far, the most commonly reported unpaid work was housework; in any jurisdiction studied, more than 70 per cent of persons reported this type of unpaid work.
- Unpaid child care was reported by 29.6% of L&A residents – just below the provincial average of 30.7 per cent. This number varies across lower tier municipalities with a low of 24.1% in Addington Highlands to a high of 32.2% in Stone Mills.
- Unpaid care or assistance to seniors was reported by 14.5% of L&A residents – just under the provincial average of 15.1%. This number varies across lower tier municipalities with a low of 13.0% in Loyalist and a high of 19.9% in Addington Highlands.

Lennox and Addington County	Total Population (# - 2006)	Percentage of Total Population 15 and Over Reporting Unpaid Work (% - 2006)	Population 15 Years and Over Reporting Hours of Unpaid Housework (% of Total Population- 2006)	Population 15 Years and Over Reporting Hours Looking After Children Without Pay (% - 2006)	Years and Over Reporting Hours of Unpaid Care or Assistance to Seniors (% - 2006)
<b>County Total</b>	<b>40,542</b>	<b>74.69</b>	<b>74.00</b>	<b>29.55</b>	<b>14.53</b>
Addington Highlands, Township of	2,512	72.85	71.66	24.08	19.90
Greater Napanee, Town of	15,400	75.49	74.84	28.73	14.55
Loyalist, Township of	15,062	73.30	72.33	30.01	12.98
Stone Mills, Township of	7,568	76.31	76.31	32.17	15.79
<b>Province of Ontario</b>	<b>12,160,282</b>	<b>73.94</b>	<b>72.93</b>	<b>30.73</b>	<b>15.12</b>

## 11. Modes of Transportation

- Residents of the County of Lennox and Addington are far more likely to travel by car, truck or van (as the driver) than are residents of the province as a whole (85.1% compared to 71.0%). The proportions of the population travelling by car, truck or van as a passenger are relatively close (7.8% for L&A compared to 8.3% for the province). These proportions vary slightly across the lower tier municipalities but all have higher proportions of driving populations than for the province as a whole.
- Public transit is not heavily used in Lennox and Addington compared to the province (0.9% compared to 18.2%), presumably due to lack of availability. The highest rate of transit use across the lower tier municipalities 2.0% (Loyalist) and 1.9% in Addington Highlands.
- Walking or bicycling is almost as common in Lennox and Addington as for the province as a whole (5.3% compared to 6.8%). This mode of transportation is especially prevalent in Addington Highlands (1.38%) and is least used in Loyalist (4.4%)

Lennox and Addington County	Labour Force 15 Years and Over with Usual Workplace or No Fixed Workplace (# - 2006)	Car, truck, van as driver (% - 2006)	Car, truck, van as passenger (% - 2006)	Public transit (% - 2006)	Walked or bicycled (% - 2006)	All Other Modes (% - 2006)
<b>County Total</b>	<b>17,445</b>	<b>85.07</b>	<b>7.77</b>	<b>0.9</b>	<b>5.3</b>	<b>1.0</b>
Addington Highlands, Township of	725	74.48	8.97	1.9	13.8	2.1
Greater Napanee, Town of	6,510	84.18	8.14	0.2	6.1	1.4
Loyalist, Township of	6,770	85.38	7.83	2.0	4.4	0.6
Stone Mills, Township of	3,430	88.48	6.71	0.3	3.5	1.2
<b>Province of Ontario</b>	<b>5,690,960</b>	<b>70.96</b>	<b>8.27</b>	<b>18.2</b>	<b>6.8</b>	<b>1.0</b>

## 12. Performance Indicators Associated with Local Government

- As part of the Province-AMO Fiscal Capacity and Service Delivery Review exercise, several working papers and other analyses were produced to provide a snapshot of municipal and fiscal health. Based on six different categories (property taxes, assessment base, municipal costs, demographics, economic, and financial indicators), the FCS DR process generated an overall rating of municipal fiscal health (using a 10-point scale and a decile categorization.... 10 categories of 10 per cent each).
- Although there is no overall rating available for county levels of government, there are ratings for the various lower tier municipalities. These ratings indicate significant variation across lower tier municipalities in L&A. With the exception of Stone Mills, the lower tier municipalities are assessed as being in the bottom three deciles from the perspective of municipal fiscal health.
- All four lower tier municipalities – especially Addington Highlands – are in the most-challenged deciles on property taxes and to a lesser extent, assessment base (Loyalist is the most challenged in this category). On the municipal cost front, Stone Mills is in the fourth best decile but the other three municipalities are in the deciles reflecting the poorest economic health. Loyalist scores in the second best decile for demographics and Stone Mills is in the fourth best decile for economic indicators and the third decile for the financial front.

Lennox and Addington County	Composite by Indicator Category												Overall Composite Indicator	
					Municipal Costs (social program, police, fire, public health and land ambulance)								Composite Indicator of Municipal Fiscal Health (1 = Good fiscal health; 10 = Poor fiscal health)	
	Property Taxes		Assessment Base				Demographics		Economic		Financial			
	Value	Decile	Value	Decile	Value	Decile	Value	Decile	Value	Decile	Value	Decile	Value	Decile
County Total														
Addington Highlands, Township of	8.0	9	5.5	6	6.3	7	6.3	5	8.8	10	6.2	7	6.5	
Greater Napanee, Town of	5.5	6	5.6	6	7.0	8	6.4	6	7.0	8	7.7	9	6.8	
Loyalist, Township of	7.0	7	6.7	8	5.7	6	5.0	2	5.3	5	6.1	7	5.9	
Stone Mills, Township of	0.0	7	6.7	5	4.5	4	5.5	3	4.3	4	3.8	3	4.9	
Province of Ontario														

For each composite indicator, a lower composite value for each category signifies relatively good fiscal health whereas a higher composite value signifies relatively poor fiscal health. All categories are equally weighted in the creation of the overall composite indicator.

### 13. Property Tax and Assessment Base Indicators

- Based on the FCSDR analysis, the municipalities within Lennox and Addington County are especially challenged on the property tax and assessment base measures. When considering total residential property taxes in relation to median household income (a measure of affordability), all four municipalities are in the deciles with the greatest affordability challenges. Greater Napanee fares best (in the 5<sup>th</sup> decile) while Addington Highlands is in the most distress (9<sup>th</sup> out of 10 decile).
- When considering the relationship between average commercial and industrial tax rates, the municipalities within Lennox and Addington County are in the most challenged deciles; communities where the average commercial tax rate is low compared to the industrial tax rate are seen as enjoying better fiscal health. Stone Mills has the highest commercial-to-industrial tax rate (2.4%) which places it in the 8<sup>th</sup> decile; Addington Highlands has the lowest commercial-to-industrial tax rate (1.5%) which places it in the 5<sup>th</sup> decile.
- When considering five assessment –based indicators, the municipalities in Lennox and Addington County emerge with highly variable ratings, suggesting that each municipality is dealing with a different set of assessment conditions on which sustainability of local government and their communities must be built.
- On the assessment per household measure, Addington Highlands has the lowest assessment per household (9<sup>th</sup> decile) while Loyalist has the highest (5<sup>th</sup> decile). This suggests that

Lennox and Addington County	PROPERTY TAX			
	Total Res Property Taxes (municipal) compared to median household income		Average Commercial/Industrial Tax Rate	
	Value (%)	Decile	Value (%)	Decile
<b>County Total</b>				
Addington Highlands, Township of	4.1	9	1.6	5
Greater Napanee, Town of	3.2	5	2.1	7
Loyalist, Township of	3.6	7	2.1	7
Stone Mills, Township of	3.3	6	2.4	8
<b>Province of Ontario</b>				
	Low value = Better Fiscal Health			
<b>Weight in Overall Composite Ind. (%)</b>	12.50		4.17	



local government in Loyalist has a larger tax base on which to draw to finance public expenditures than does Addington Highland. However, this indicator does not directly incorporate ability to pay.

- The ratio of weighted assessment to [discounted](#) unweighted assessment allows municipalities to incorporate the effects of vacant properties and phased-in assessment changes. For this indicator, a low ratio is considered a sign of better fiscal health because it suggests that the municipality has significant potential for assessment growth from vacant properties or from the effects of phasing in assessment changes. On this measure, Addington Highlands is ranks in the 3<sup>rd</sup> decile while Greater Napanee is in the 10<sup>th</sup> and Loyalist is in the second most challenged decile (9<sup>th</sup>). Loyalist Township and Greater Napanee are in the ninth and tenth deciles respectively.
- On the indicator measuring change in assessment base in the 2001-2007 period, Greater Napanee has experienced the greatest growth (11.4%) which places it in the third decile. Stone Mills and Loyalist are in the mid-range, placing them in the mid-range deciles as well, while Addington Highlands assessment growth has been more modest, placing it in the eighth decile (an indication of greater challenges in growing the assessment base).
- When considering the proportion of farmland and managed forest as a proportion of total assessment, Addington Highlands and Loyalist are the least reliant on this type of assessment (0.2 and 0.8 per cent respectively), placing them in the fourth and sixth deciles. Greater Napanee and Stone Mills are more reliant (1.4 and 2.5 per cent respectively) which places them in the seventh and eighth deciles. In the FCSDR analysis, low reliance on this type of assessment is viewed as an indicator of better fiscal health.
- The FCSDR analysis suggests that a high ratio of [commercial/industrial/pipeline](#) assessment compared to total assessment is a sign of better fiscal health. On this indicator, Greater Napanee fares well (19.0 per cent of assessment) placing it in the third decile, with Loyalist in the 5<sup>th</sup> decile (12.2 per cent). Both Addington Highlands and Stone Mills are in the ninth decile, suggesting that these municipalities are experiencing challenges in maintaining and growing the non-residential tax base.
- When considering the four municipalities' reliance on relatively few (top 20) assessed properties, Loyalist and Greater Napanee are viewed as being more vulnerable than are Addington Highlands and Stone Mills. Loyalist draws 12.9 per cent of its assessment from the top 20 properties; Greater Napanee draws 12.4 per cent of its assessment from the top 20 assessment properties. This concentration of assessment places the two municipalities in the eighth and seventh deciles respectively. Stone Mills and Addington Highlands are both in the second decile, suggesting much less reliance on a small number of assessed properties.

Lennox and Addington County	ASSESSMENT BASE											
Total Discounted Unweighted Assessment Per Household (\$)			Weighted Assessment compared to Discounted, Unweighted Assessment		Real Compounded Weighted Assessment Growth 2001-2007		Discounted Unweighted Farmland and Managed Forest Assessment as a proportion of Total		Discounted Unweighted C/I/P Assessment compared to Total Discounted Unweighted Assessment		% of Unweighted Assessment Generated by the Top 20 Assessed Properties	
Value (%)		Decile	Value (%)	Decile	(%)	Decile	Value (%)	Decile	Value (%)	Decile	Value (%)	Decile
County Total												
Addington Highlands, Township of	\$ 103,076	9	102.2	3	2.6	8	0.2	4	4.4	9	4.6	2
Greater Napanee, Town of	\$ 158,206	6	148.5	10	11.4	3	1.4	7	19.0	3	12.4	7
Loyalist, Township of	\$ 181,411	5	124.2	9	7.5	6	0.8	6	12.2	5	12.9	8
Stone Mills, Township of	\$ 142,318	7	104.5	5	8.3	5	2.5	8	3.7	9	3.7	2
Province of Ontario												
	High value = better fiscal health		Low value = better fiscal health		High value = better fiscal		Low value - better fiscal health		High value = better fiscal health		Low value - better fiscal health	
Weight in Overall Composite Ind. (%)	1.67		1.70		5.00		1.67		1.67		5.00	

- On the municipal cost of services front (see chart on the following page), several of the municipalities in Lennox and Addington County are experiencing relatively high costs per household for social services. With costs of more than \$400 per household, Greater Napanee and Loyalist are in the seventh decile. Stone Mills is in the mid-range for Ontario municipalities at \$325 and Addington Highlands is in the second decile (\$227 per household).
- As a percentage of discounted, unweighted assessment, all four municipalities are in the sixth or seventh decile suggesting that all four are experiencing challenges in meeting these costs from their property tax base. To some degree, the same pattern exists when considering social service costs as a proportion of median household income; in this case, Stone Mills fares best (fifth decile) while Addington Highlands is in the 10<sup>th</sup> decile.
- Emergency services costs per household show a similar pattern to social services costs per household. At \$668, Greater Napanee is in the seventh decile while Addington Highlands and Stone Mills are in the third decile.

- As a proportion of discounted, unweighted assessment, emergency services costs are (relatively) high across the board, placing Addington Highlands and Greater Napanee in the seventh decile and Loyalist and Stone Mills in the fifth decile. As a proportion of median household income, emergency services costs are particularly challenging for Addington Highlands (the tenth decile) and Greater Napanee (seventh decile).

Lennox and Addington County	MUNICIPAL COSTS (SOCIAL PROGRAM, POLICE, FIRE PUBLIC HEALTH, LAND AMBULANCE)											
	Social Services Costs/Household		Social Service Costs as Percentage of Discounted, Unweighted Assessment		Social Service Costs as Proportion of Median Household Income		Emergency Services Costs/Household		Emergency Services Costs as Proportion of Discounted, Unweighted Assessment		Emergency Services Costs as Proportion of Median Household Income	
	Value (\$)	Decile	Value (%)	Decile	Value (%)	Decile	Value (\$)	Decile	(%)	Decile	Value	Decile
<b>County Total</b>												
Addington Highlands, Township of	\$ 227	2	0.2	6	2.3	10	432.0	3	0.4	7	4.3	10
Greater Napanee, Town of	\$ 413	7	0.3	7	1.1	7	668.0	7	0.4	7	1.8	7
Loyalist, Township of	\$ 428	7	0.2	6	0.9	6	590.0	6	0.3	5	1.3	4
Stone Mills, Township of	\$ 325	5	0.2	6	0.8	5	447.0	3	0.3	5	1.2	3
<b>Province of Ontario</b>												

**14. Government Transfers to Local Government for Social Programs:**

- The average government transfer for Social Assistance, Employment Insurance, Guaranteed Income Supplement and Old Age Security is about \$7.60 per household. This places Lennox and Addington in the mid-range of Ontario municipalities for government transfers for these programs – on a per-household basis. (There was no calculation in the FCSDR report for individual lower tier municipalities so the same amounts have been used across the board.)
- Although there is no aggregated estimate for the County as a whole, the four lower-tier municipalities have widely varying socioeconomic characteristics on the low-income and employment fronts.
- As a percentage of total population, more than 20 per cent of Addington Highland's population was classified at the last census as "low income". This puts Addington Highlands in the most income-challenged decile (bottom 10 per cent) of the population in the province. Closer to the other end of the spectrum, Stone Mills is in the fourth decile (in the top 40 per cent) with just 8.4 per cent of the population considered low income. Loyalist and Greater Napanee are in the sixth and eighth deciles respectively.
- From an employment perspective, the FCSR report showed highly variable employment rates across Lennox and Addington County with Stone Mills in the second highest category (2<sup>nd</sup> decile) and Addington Highlands in the lowest (10<sup>th</sup> decile).

Lennox and Addington County	Rural and Small Community Measure (% of population residing in rural areas or small communities, as classified by Statistics Canada)	ECONOMIC					
		Average Government Transfer (SA, EI, GIS, OAS etc.) expenditure per household (2006)		Low Income Population as a percent of Total Population (2006)		2001 Employment	
		Value (\$)	Decile	Value (%)	Decile	Value (%)	Decile
County Total		7.6	5				
Addington Highlands, Township of	100	7.6	5	20.4	10	39.8	10
Greater Napanee, Town of	100	7.6	5	14.1	8	56.9	7
Loyalist, Township of	54.5	7.6	5	10.1	6	64.4	4
Stone Mills, Township of	100	7.6	5	8.4	4	65.4	2
Province of Ontario							

### 15. Indicators of Financial Health

- Review of the indicators considered by the Province in assessing the state of financial health of municipalities suggests wide variation in the state of financial health of the four municipalities in Lennox and Addington. On these indicators, the Province did not assess the state of health of upper tier municipalities (counties) in the Fiscal Capacity and Service Delivery Review process.
- Over the 2001-2006 period, the municipal position per household (liquid assets on hand per household) declined in Greater Napanee and to a lesser extent, Loyalist whereas Addington Highlands and Stone Mills saw improvements. Nonetheless, three of four municipalities were in a negative municipal position at the end of fiscal 2006. This means their municipal position deteriorated *on a per household basis*.
- Average (municipal) debt per household in 2006 was higher in Greater Napanee than in the other three municipalities, placing it in the tenth decile provincially (municipalities carrying the highest debt per household). Addington Highlands is in the third decile (lower levels of debt per household) with Stone Mills in the fourth decile.

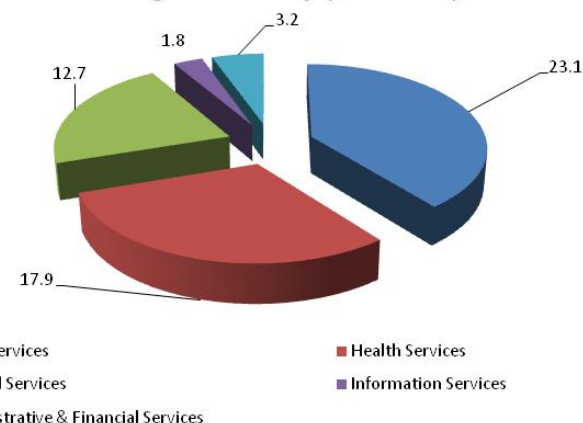
- Average discretionary reserves per household also vary widely with Greater Napanee and Loyalist having the highest reserves per household, placing them in the third and fourth deciles respectively.

Lennox and Addington County	FINANCIAL							
	Change in municipal position per household (2001-2006)		Municipal position per household (2006)		Average Debt per Household (2006)		Average Discretionary Reserves per Household (2006)	
	Value (\$)	Decile	Value (\$)	Decile	Value (\$)	Decile	Value (\$)	Decile
<b>County Total</b>								
Addington Highlands, Township of	733	2	-1706	10	323	3	52	8
Greater Napanee, Town of	-1908	9	-325	8	2703	10	773	3
Loyalist, Township of	-6	5	-285	8	949	6	677	4
Stone Mills, Township of	399	3	1648	3	377	4	258	6
<b>Province of Ontario</b>								
Municipal position is defined as total fund balances, including equity	High value = better fiscal health				Low value = better fiscal health			

## 16. Lennox and Addington County Budget – 2009

2009 Budget Expenditures - Lennox and Addington County		
	\$ million	% of Total Expenditures
<b>Social Services</b>	<b>23.1</b>	<b>39.35</b>
Social Assistance	15.6	26.58
Social Housing	4.2	7.16
Child Care	3.3	5.62
<b>Health Services</b>	<b>17.9</b>	<b>30.49</b>
John M. Parrott Centre	12.7	21.64
Ambulance Services & Emergency Programs	4	6.81
KLF&A Public Health	1	1.70
Health Care Capital Grants	0.2	0.34
<b>Physical Services</b>	<b>12.7</b>	<b>21.64</b>
Roads and Bridges	11.7	19.93
Property Services	1	1.70
<b>Information Services</b>	<b>1.8</b>	<b>3.07</b>
Libraries	1.4	2.39
Museum and Archives	0.4	0.68
<b>Administrative &amp; Financial Services</b>	<b>3.2</b>	<b>5.45</b>
Administration and Finance	0.9	1.53
County Council	0.2	0.34
Economic Development	0.7	1.19
Provincial Offences	0.8	1.36
Municipal Property Assessment Corp.	0.6	1.02
<b>Total Expenditures - 2009</b>	<b>58.7</b>	<b>100.00</b>

2009 Budget Expenditures - Lennox and Addington County (\$ million)

**County Expenditures in Brief (2009 Budget):**

- Two thirds of County Expenditures are on social and health services (39.4 and 30.5 per cent respectively.)
- Another one-fifth of expenditures are on physical services – overwhelmingly spent on Roads and bridges.
- Information Services accounts for just over 3 per cent of expenditures and administration and financial services accounts for about 5.5 per cent.

## **APPENDIX C**

### **Considering Official Plans through the Lens of Sustainability:**

#### **An Overview of the Official Plans of Member Municipalities of Lennox and Addington County**

Prepared as part of the  
Lennox and Addington County Sustainability Planning Project

By  
Natural Capital Resources Inc.



## 1.0 Executive Summary

This report looks at lower tier municipality (LTM) Official Plans in the context of the four reform areas included in the Planning and Conservation Land Statute Law Amendment Act 2006 (Bill 51):

- Planning process improvements
- Community improvement planning
- Enhanced municipal tools to address priorities
- Sustainable development

Similarities and differences are summarized in chart form to enable County staff to quickly scan the relevant sections of LTM Official Plans. At the time of this submission, the Town of Greater Napanee was in the process of revising its 2002 Official Plan. Once this revision is complete and publically available, this review should be revisited.

This review should not in any way be construed as a legal opinion but only as an administrative review to help the County identify areas in which LTMs seem to have taken a similar approach and areas of potential opportunity for County-LTM collaboration on sustainability issues.

### Overall Observations on LTM Goals and Objectives:

- With a few exceptions, the overarching goals indicated in the Official Plans of the Lennox and Addington member municipalities are consistent. This would allow the County – if it chooses to do so – to frame its own sustainability goals (outside an Official Plan) in a manner consistent with the LTMs. This would open up opportunities for collaboration based on a common starting point.
- Each of the four municipalities has goals in the following 10 theme areas:
  - Economic and Financial
  - Environmental
  - Resource Management
  - Settlement
  - Community Improvement
  - Servicing
  - Transportation
  - Community, Cultural and Recreation
  - Municipal Cooperation and Coordination
  - Implementation.

- Stone Mills is the only municipality that highlights the role of energy within the economic future of the municipality. Loyalist Township and the Township of Stone Mills both refer to the opportunity to use land use as an enabler of energy efficiency.
- With the exception of Addington Highlands, all of the municipalities within the County have adopted an environmental objective to identify/protect significant groundwater recharge and discharge areas (aquifers/headwaters) so that there is significant quality/quantity to meet future uses on a sustainable basis.
- As the two main “urban” centers, Loyalist Township and the Town of Greater Napanee share some common objectives:
  - Identification of the need to strengthen the agricultural function through land use policies that protect farmland from incompatible land uses and from fragmentation into uneconomic units.
  - Encouragement for the principle of “new urbanism” in the design of neighbourhoods.
- Loyalist Township and Greater Napanee share a common Design of Attractive and Healthy Neighbourhoods goal, along with the supporting objectives that address tree planting, roadways and urban design.
- Stone Mills has a goal focused solely on sustainability. Some of the more unique supporting objectives include reference to the use of alternative energy to reduce dependence on fossil fuels and to protect the environment; reuse of the building stock and the adoption of Leadership in Energy and Environmental Design (LEED) as a building design strategy.
- All of the municipalities have essentially the same transportation objectives and there is linkage across the County and between municipalities.
- All of the municipalities share common municipal coordination objectives.

**Potential Opportunities for Collaboration on Sustainability Identified in the Official Plan Review:**

Analysis demonstrates that there are opportunities for County to act as a facilitator with the member municipalities to address areas of concern and opportunity, including:

- Facilitation of Discussions focused on the potential economic, environmental and societal opportunities realized through energy management, energy efficiency, renewable energy, transportation networks and Green Buildings
- Coordination of Tourism Efforts Across the County (potentially part of economic sustainability strategies)

All of the municipalities in the County share the same municipal coordination goal and objectives. This underscores the apparent interest of municipalities within the County in working together on initiatives of common interest – among themselves, with the County, or with neighbouring municipalities outside Lennox and Addington. There are several specific references to linkages within the areas of transportation as well as culture and recreation. The County may wish to consider the extent to which it offers facilitation services to encourage these types of collaborations.

*Potential Opportunity (emerging from work in Loyalist Township):* The County may wish to encourage a review of the benefit that may be available to the County and its member municipalities as a whole for a county-wide Natural Heritage Study recognizing the relationship with natural features (i.e. watersheds) that extend beyond the County borders. In the near-term, this work could inform the County's sustainability planning particularly in the environmental and socio/cultural sustainability spheres.

*Potential Opportunity (emerging from work in Township of Stone Mills and Loyalist Township):* The Official Plans for the Townships of Stone Mills and Loyalist provide provisions to enable their communities to develop new economic opportunities. Loyalist Township recognizes the significant economic opportunity that tourism can bring to its community. The Township of Stone Mills recognizes the opportunity to enable home based businesses and value-added industries to farming operations. The agri-tourism opportunity across municipalities and the County is evident. In the near-term, this work could inform the County's sustainability planning particularly in the economic and socio/cultural sustainability spheres.

*Potential Opportunity (emerging from work in all lower tier municipalities):* With the role of economic development housed within the County, there is a leadership opportunity for the County to facilitate linkages, synergies, and alignment between municipalities to enable the positive economic development in the tourism arena. While each of the municipalities offers tourism opportunities, the County could facilitate a wider reach and greater market share to the benefit of all member municipalities. In the near-term, this work could inform the County's sustainability planning particularly in the economic and socio/cultural sustainability spheres.

Potential Opportunity (emerging from work in Township of Stone Mills): While small, the Township of Stone Mills can become a catalyst for change within the County on the energy front. This focus on energy, energy efficiency and renewable energy will place the municipality ahead of the curve for funding opportunities, make it better able to react to changing legislative changes in this area, and allow the community to benefit from a reduced dependence on fossil fuels. This opportunity is also linked to the opportunity to develop economic development strategies to attract more “clean” or “green” enterprise. In the near-term, this work could inform the County’s sustainability planning particularly in the economic and environmental sustainability spheres.

To date, none of the municipalities in the County have completed an energy or Green House Gas inventory to understand the total energy costs and emissions at either the municipal or community level. Completion of this exercise would provide individual municipalities with the background information that would allow them better address their asset management issues and enable them to access funding through the Federation of Canadian Municipalities Green Municipal Fund that provides funding for feasibility studies as well as capital projects related to sustainability. This presents an opportunity for the County to facilitate discussions between the municipalities to determine if there is interest in pursuing this baseline work in a coordinated fashion to reduce the costs for each individual municipality. In the near-term, this work could inform the County’s sustainability planning particularly in the economic and environmental sustainability spheres.

Other Potential Opportunities (emerging from work in the Town of Greater Napanee): Other LTMs and the County can benefit from the consultation work and the development of a sustainability vision by the Town of Greater Napanee. At a minimum, this work informs the County’s understanding of the Town’s aspirations as the County develops its own sustainability plan.

## 2.0 Purpose of this Report

Official Plans are one of the most important mechanisms through which sustainability planning can take place; this is why the federal government – along with the Association of Municipalities of Ontario – views the Official Plan as an indication of a municipality’s progress with sustainability planning, and hence an acceptable milestone for continued receipt of federal gas tax (FGT) funding.

The County of Lennox and Addington does not have responsibility for land-use planning but its member municipalities do. As a result, the County must take another approach to sustainability planning. Natural Capital Resources Inc. (NRC Inc.) has been retained by the County of Lennox and Addington to develop a sustainability plan. While this County Sustainability Plan will be largely “corporately” focused (directed to the specific service areas within the County’s jurisdiction), the County realizes that implementation of any sustainability plan will take place within the context of the Official Plans of its member municipalities. Those plans can either enable or constrain local initiatives, whether undertaken by the County or by the County in collaboration with one or more member municipalities. In addition, understanding the direction that member municipalities are taking on sustainability can help the County understand local priorities, opportunities, and the requirements for implementing specific initiatives.

One of the first steps in the development of a Sustainability Plan for Lennox and Addington County is therefore, a review of the Official Plans of Greater Napanee, Addington Highlands, Stone Mills, and Loyalist Township. At the time of submission of this review, the Town of Greater Napanee was engaged in a process to revise its 2002 Official Plan. This review reflects the content of the Town of Greater Napanee’s 2002 Official Plan. Through this review, the County of Lennox and Addington will gain a better understanding of the sustainability-related similarities, differences and potential linkages across the municipalities within the context of land-use planning.

This Official Plan Overview provides a background of the municipal planning framework (Planning Act and Provincial Policy Statement) and highlights the new sustainability enabling powers that have been granted to municipalities through the [Planning and Conservation Land Statute Law Amendment Act 2006 \(Bill 51\)](#). The goals and objectives of each of the Official Plans are summarized and comments related to sustainability are provided. The responses of each municipality to the new sustainability enabling powers provided by Bill 51 are highlighted. References within the Official Plans related to inter-municipal and County linkages are also highlighted. In conclusion, themes of common interest and potential opportunities for linkages, sharing and collaboration are summarized.

### **3.0 Background – Sustainability in the Municipal Planning Framework**

In this section of the report, The Planning Act and Provincial Policy Statement are summarized to provide a background for the context of municipal Official Plans. An overview of the provisions of Bill 51 is provided to highlight the relatively new powers that municipalities possess and through which they may integrate sustainability into their Official Plans.

#### **3.1 Planning Act and Provincial Policy Statement**

The Planning Act (1990) regulates land use planning in Ontario and requires that municipal planning decisions are consistent with the Provincial Policy Statement. The Provincial Policy Statement provides direction on matters of provincial interest related to land use planning and development. As demonstrated in the excerpt below, the revised Provincial Policy Statement came into effect on March 1, 2005 and is supportive of sustainability:

*The Provincial Policy Statement (2005) recognizes the complex inter-relationships among economic, environmental and social factors in planning and embodies good planning principles. It includes enhanced policies on key issues that affect communities, such as: the efficient use and management of land and infrastructure; protection of the environment and resources; and ensuring appropriate opportunities for employment and residential development, including support for a mix of uses.*

(Provincial Policy Statement, 2005)

The Planning Act enables municipalities to prepare Official Plans and zoning bylaws. Official Plans provide strategic direction, goals, objectives and policies on how to develop land. It is the municipal bylaws that act as the “teeth” to implement the Official Plan and regulate land use and development.

#### **3.2 Bill 51 and its Impact on Municipal Powers to Influence Sustainability**

The Planning and Conservation Land Statute Law Amendment Act 2006, known as Bill 51, provides a series of amendments to the Planning Act and the Conservation Land Act. Bill 51 provides additional powers to municipalities and empowers them to go beyond what they had been traditionally allowed to do within the Planning Act. Key areas of reform include: planning process improvements, community improvement planning, enhanced municipal tools to address priorities, to encourage sustainable development, protect public interests, and implement Ontario Municipal Board-related reform.

The reform areas details that directly impact municipal powers related to sustainability are summarized below. *(Source: Ministry of Municipal Affairs and Housing Planning and Conservation Land Statute Law Amendment Act powerpoint presentation -December, 2006).*

***Reform Area: Planning Process Improvements***

Reform in Planning Process Improvements allows municipalities, through the Official Plan, to request additional information prior to an application being considered complete.

***Reform Area: Community Improvement Planning***

The Community Improvement Planning reform area includes:

- *Improve Community Improvement System*
  - expanding the definition of community improvement to include construction and energy efficiency as well as affordable housing
  - expanding financial tools to provide that eligible costs through grants/loans include construction for rehabilitation purposes, energy efficiency, buildings and improvement of facilities
  - allows municipalities to register grant/loan agreements on title of land
- *Providing for Upper Tier Involvement in Community Improvement Plans*
  - allow upper tier municipalities to establish their own CIPs (i.e. infrastructure, transportation)
  - allow upper and lower tier municipalities to voluntarily participate in each others CIP grants/loan programs.

***Reform Area: Enhanced Municipal Tools to Address Priorities***

- Clarify municipalities ability to regulate minimum and maximum density and height
- Enhanced municipal powers to permit accessory apartments within houses
- Allow zoning with conditions
- Enhance development and permit system
  - Providing new and clarified authority for the development permit system with expanded conditions (i.e. exterior design, provision of facilities and services in exchange for height/density)
- New Authority for architectural/urban design
  - Expanded site plan control provisions, permitting municipal authority to consider the external building design that relates to character, scale, appearance and design features, if official plan and policies and a site plan control bylaw relating to this is in effect.
  - Allow municipalities to secure off-site boulevard enhancements or streetscape improvements through the site plan control process (i.e. landscaping, paving materials, street furniture, curb ramps, waste/recycling containers, bicycle parking)

***Reform Area: Sustainable Development***

The sustainable development reform area provides municipalities with new planning rules and expanded tools to facilitate sustainable development.

- New Subdivision and Site Plan Conditions
  - Provides authority for municipalities for considering energy efficient design as part of subdivision development.
  - Including identification of sustainable transit-supportive and pedestrian oriented design elements as a condition of subdivision approval (i.e. bicycle paths, walkways, public transit rights of way).
  - Enabling municipalities to include sustainable design elements through site plan control process where Official Plan policies and site control bylaw contain provisions to such matters are in effect.
  - Requiring municipalities to have regard for accessibility for people with disabilities as part of the site plan control process.



## 4.0 Comparison of the Official Plans of the Member Municipalities of Lennox & Addington County

### 4.1 Official Plan Status

The member municipalities of Lennox & Addington County have renewed their Official Plans at varying intervals. The chart provided below provides a summary of the current Official Plan status of the member municipalities of Lennox & Addington County. Recent amendments to the Official Plans of these member municipalities ensure alignment with the Provincial Policy Statement and to varying degrees take advantage of the enhanced municipal powers provided through Bill 51. The Township of Addington Highlands revised its Official Plan in 2004 and the Township of Stone Mills revised their Official Plan in the spring of 2009. Loyalist Township amended their Official Plan in June of 2009. The Town of Greater Napanee is currently in the process of revising their Official Plan; once this review is complete, this comparison of the Official Plans can be updated to reflect the revisions.

Each of the member municipalities of Lennox and Addington County are addressing the requirements of FGT funding through their Official Plans.

**Table 1: Lennox & Addington County Municipalities – Official Plan Status**

Municipality	Status of Official Plan
Township of Addington Highlands	Revised October, 2004
Town of Greater Napanee	March, 2002 – Revision in Progress
Township of Loyalist	Amendment No. 19, Completed June, 2009
Township of Stone Mills	Revised March, 2009

### 4.2 Official Plan Goals and Objectives

Appendix A provides summary tables of the Goals and Objectives of the Official Plans for each of the four member municipalities of Lennox and Addington County.

#### 4.2.1 Comparison of the Official Plan Goals

Table 2 provides a comparison of the goals presented within each of the member municipality's Official Plan. With a few exceptions, the overarching goals indicated in the Official Plans of the Lennox and Addington member municipalities are consistent. Each of the four municipalities has goals in the following 10 theme areas:

- Economic and Financial
- Environmental
- Resource Management
- Settlement

- Community Improvement
- Servicing
- Transportation
- Community, Cultural and Recreation
- Municipal Cooperation and Coordination
- Implementation

As indicated in the following summary tables, there are only minor variations in the goals for these theme areas across the four member municipalities.

While these 10 theme areas address the concept of sustainability and address issues of environment, economics and social/culture, the Official Plan of the Township of Stone Mills includes a goal specifically related to sustainability. The Sustainability Goal offered by the Official Plan of the Township of Stone Mills is essentially the Brundtland definition of sustainability - meeting the needs of today's generation without compromising the ability of future generations to meet their needs. (Report of the Brundtland Commission, Our Common Future, 1987).

The Township of Loyalist and the Town of Greater Napanee are the only two municipalities within the county that provide a Design of Attractive and Healthy Neighbourhood Goal. Their shared goal is to promote excellence and innovation in urban and environmental design.

#### **4.2.2 Comparison of Official Plan Objectives**

Table 3 provides a summary of the key objective similarities and differences for each of the goal areas identified by the member municipalities of Lennox and Addington. While there is significant commonality there are also some distinct differences. Some of the more notable similarities and differences are as follows:

- Stone Mills is the only municipality that highlights the role of energy within the economic future of the municipality.
- With the exception of Addington Highlands, all of the municipalities within the County have adopted an environmental objective to identify/protect significant groundwater recharge and discharge areas (aquifers/headwaters) so that there is significant quality/quantity to meet future uses on a sustainable basis.
- As the two main "urban" centers, Loyalist Township and the Town of Greater Napanee share some common objectives:
  - Identify the need to strengthen the agricultural function through land use policies that protect farmland from incompatible land uses and from fragmentation into uneconomic units.

- Encourage the principle of “new urbanism” in the design of neighbourhoods
- Loyalist Township and the Town of Greater Napanee share a common Design of Attractive and Healthy Neighbourhoods goal along with the supporting objectives that address tree planting, roadways and urban design.
- Loyalist Township and the Township of Stone Mills both refer to the opportunity to use land use as an enabler of energy efficiency.
- All of the municipalities have essentially the same transportation objectives and there is linkage across the County and between municipalities.
- All of the municipalities share common municipal coordination objectives.
- Stone Mills is the only municipality with a goal focused solely on sustainability. Some of the more unique objectives include reference to the use of alternative energy to reduce dependence on fossil fuels and to protect the environment; reuse of the building stock and the adoption of Leadership in Energy and Environmental Design (LEED) as a building design strategy.

Lennox & Addington County Member Municipalities Official Plan Goals Comparisons			
Addington Highlands	Greater Napanee	Loyalist	Stone Mills
<b>Environment Goal</b>			
<i>to enhance/ protect the quality of the environment and the long-term health of the ecosystems while providing for the changing needs of the population. All other goals should attempt to satisfy the requirements of this environmental goal so as to maintain and enhance the biodiversity and improve the quality of life for people of the Township</i>	same	same	same
<b>Economic and Financial Goal</b>			
<i>to develop the Township's economic potential to the fullest to ensure an appropriate commercial residential assessment balance in order to maintain a healthy tax base by encouraging the continued expansion of economic opportunities and diversification of the economic base</i>	same	same <i>includes "while respecting the environment"</i>	same
<b>Resource Management Goal</b>			
<i>to ensure the sustainable development of the Township's natural resources through management based on sound economic, social and environmental guidelines</i>	same	same <i>does not state: "sustainable development"</i>	same <i>does not state: "sustainable development"</i>
<b>Settlement Goal</b>			
<i>to provide for a variety of identifiable communities which satisfy people's community settlement needs and provide for a range of housing types which are accessible, affordable and appropriate to needs</i>	same <i>includes "while minimizing the cost of providing requisite services"</i>		same
<b>Servicing Goal</b>			
<i>to provide and maintain an appropriate level of municipal services to the various areas of the Township in accordance with economic, social and environmental considerations.</i>	same	same	same

Table 2: Lennox & Addington County Member Municipalities Official Plan Goals Comparisons			
Addington Highlands	Greater Napanee	Loyalist	Stone Mills
Transportation Goal			
to promote the continued development of a safe, integrated and efficient transportation system	same and elaborates: which consists of a network of roads; peopleways for walking and bicycling; transit; ferry and rail systems;all intended to provide for the movement of people and goods consistent with the economic function of the area and the needs of the residents of the Township in coordination with adjacent communities.		same
Community, Cultural, and Recreational Goal			
to maximize the use of existing facilities and provide for a range of community institutional, recreational, cultural, and emergency services and facilities while eliminating duplication and achieving cost effectiveness in the delivery of human services, within the limits of available resources	same	same	same
Municipal Coordination Goal			
to promote cooperation and coordination of Township goals and actions with those of surrounding municipalities and other not for profit organizations	same but does not refer to "not for profit organizations"		same
Implementation Goal			
to develop a program to facilitate the coordinated implementation of the plan recognizing the financial capabilities of the Township	same but does not refer to "financial capabilities"		same
Sustainability Goal			
not provided	not provided	not provided	to plan for land and resource uses that aim to meet human needs while preserving the environment so that these needs can be met not only in the present but in the indefinite future.
Design of Attractive and Healthy Communities			
not provided	to promote excellence and innovation in urban and environmental design		not provided

<b>Table 3: Key Similarities and Differences Between Official Plan Objectives</b> <b>(Note: Significant references to Sustainability are highlighted)</b>	
<b>Key Similarities</b>	<b>Key Differences</b>
<b>Economic and Financial Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) to promote growth/development in a manner that is orderly, efficient, and consistent with financial ability</li> <li>b) require new development to pay its share of growth related costs</li> <li>c) to seek funding alternatives to supplement tax base</li> <li>d) to monitor the fiscal impacts of growth/development</li> <li>e) to require an annual update of 1,5 and 10 yr capital work forecasts</li> </ul>	<p>Addington Highlands does not emphasize the encouragement, promotion, development and retention of employment opportunities to the extent that the other municipalities do.</p> <p>Stone Mills offers several objectives that are unique to the County including:</p> <ul style="list-style-type: none"> <li>a) encourage the development of home based business personal service industries, production of agri products</li> <li>b) encourage development of secondary uses and value-added industries as part of farming operations</li> <li>c) market the Township for its lifestyle as a place to life/work/play</li> </ul> <p>Stone Mills is the only municipality that emphasizes the potential role that energy may play in its economic future with the following objective:</p> <ul style="list-style-type: none"> <li>to achieve a conservation-oriented community built on energy sources from alternative energy systems, renewable energy systems and conservation.</li> </ul>
<b>Environmental Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) to promote ecosystem approach in land use planning</li> <li>b) avoid conflict with environmental land use priorities</li> <li>d) to identify/protect significant features and ecology</li> <li>e) avoid development in areas with environmental hazards</li> <li>f) specify appropriate "adjacent lands" policies</li> </ul> <p>With the exception of Addington Highlands all of the County municipalities make the following reference to sustainability:</p> <ul style="list-style-type: none"> <li>identify/protect significant groundwater recharge and discharge areas (aquifers/headwaters) so that there is significant quality/quantity to meet future uses on a sustainable basis.</li> </ul>	<p>Stone Mills and Addington Highlands are the only two municipalities that refer to the monitoring of acid rain and the reduction of Phosphorous loading.</p> <p>Addington Highlands is the only municipality in the County without the following reference to groundwater/surface water sustainability:</p> <ul style="list-style-type: none"> <li>identify/protect significant groundwater recharge and discharge areas (aquifers/headwaters) so that there is significant quality/quantity to meet future uses on a sustainable basis.</li> </ul>

<b>Table 3: Key Similarities and Differences Official Plan Objectives</b> <b>(Note: Significant references to Sustainability are highlighted)</b>	
<b>Key Similarities</b>	<b>Key Differences</b>
<b>Resource Management Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) recognize wetland areas and areas with high potential for agriculture, aggregates, forestry and recreation</li> <li>b) recognize/protect areas of high quality aggregates</li> <li>c) require all extraction/processing to minimize impact</li> <li>d) preserve/enhance quality and quantity of open space and recreational opportunities</li> </ul>	<p>Both Loyalist and Greater Napanee address the need to strengthen the agricultural function through land use policies that protect farmland from incompatible uses and from the fragmentation of land into uneconomic units.</p>
<b>Settlement Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) to promote growth in suitable locations while ensuring safe and healthy distances for servicing purposes</li> <li>d) ensure compatibility between new and existing</li> <li>e) new development is logical extension of existing form</li> </ul>	<p>With greater urban centers than the other two municipalities Greater Napanee and Loyalist include the following objective:</p> <ul style="list-style-type: none"> <li>to encourage the incorporation of the principle of "new urbanism" in the design of new neighborhoods.</li> </ul> <p>Both Loyalist and Stone Mills have objectives that address energy efficiency. Stone Mills reflects a greater understanding of sustainability.</p> <p>Loyalist: to encourage in serviced areas compact energy efficient use of land through more appropriate forms of residential development</p> <p>Stone Mills: to encourage compact energy efficient forms of development to reduce future energy needs</p>
<b>Servicing Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) ensure orderly development and avoid financial hardship</li> <li>b) consider municipally owned communal water/sewage where private servicing has proven ineffective</li> <li>c) promote waste reduction, reuse and recycling.</li> </ul> <p>All of the municipalities also reference the need for appropriate studies for development.</p>	<p>As the more rural municipalities Addington Highlands and Stone Mills both encourage year round residents to locate along publically maintained roads.</p> <p>Loyalist is the only municipality that refers to utility corridors encourage planned compatible development of utility corridors to minimize disruption on natural and manmade environments</p>

Table 3: Key Similarities and Differences Between Official Plan Objectives (Note: Significant references to Sustainability are highlighted)	
Key Similarities	Key Differences
<b>Transportation Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) to develop a transportation network consistent with demands at the Township and County level</li> <li>b) allow for new right-of-way, widening and setbacks</li> <li>c) ensure adequate parking; ensure on-site parking</li> <li>d) transpiration facilities planned with minimum env. and community disruption</li> <li>e) ensure that future development occurs on publically maintained roads</li> <li>f) promote the development of people ways to allow for the cycling and walking within the Township and abutting municipalities</li> </ul>	<p>While all the municipalities refer to the provision of recreational opportunities, only Addington Highlands does not refer to the relationship between the abutting municipalities. The other three municipalities promote the development of people ways to allow for cycling and walking within the Township and abutting municipalities.</p>
<b>Community, Cultural, and Recreational Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) to cooperate with other agencies/levels of government to provide educational, cultural, recreational, protection, health and welfare facilities and services to meet needs</li> <li>b) ensure passive and active recreation facilities</li> <li>c) foster involvement in cultural heritage resources</li> <li>d) use of environmental protection areas for passive recreation and educational purposes</li> <li>e) recognize/preserve/enhance natural &amp; cultural heritage</li> </ul>	<p>Both Loyalist and Greater Napanee address cross-municipal trail development:</p> <ul style="list-style-type: none"> <li>to encourage development, in conjunction with other municipalities and agencies, of a waterfront trail and linear open space systems along waterways</li> </ul>
<b>Municipal Coordination Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) investigate and promote the intermunicipal provision of services in cooperative ventures with adjoining municipalities where it is economic to do so</li> <li>b) investigate joint ventures or partnerships with other municipalities, government and private sector for maximum benefit to the taxpayers</li> </ul>	<p>No differences</p>



Table 3: Key Similarities and Differences between Official Plan Objectives (Note: Significant references to Sustainability are highlighted)	
Key Similarities	Key Differences
<b>Implementation Objectives</b>	
<p>All of the municipalities have the following common objectives:</p> <ul style="list-style-type: none"> <li>a) implement the plan through appropriate powers</li> <li>b) monitor residential growth relative to economic development</li> <li>c) implement plan through zoning bylaws and bylaw</li> <li>d) participate in government programs that comply with the plan and benefit residents</li> <li>e) develop capital works programs at specified intervals</li> </ul> <p>All of the municipalities, with the exception of Addington Highlands indicate the objective to develop an adequate system of development charges.</p>	<p>Only Addington Highlands does not indicate the objective to develop an adequate system of development charges.</p> <p>As the more urban municipalities in the County both Loyalist and Greater Napanee refer to subwatershed plans in the urban areas. to prepare subwatershed plans for the urban areas to facilitate coordinated implementation of environmental goals and objectives as part of the land development process.</p> <p>Both Loyalist and Stone Mills have integrated the additional powers provided by Bill 51 with respect to additional studies prior to approving development</p>
<b>Design of Attractive and Healthy Neighborhood Objectives</b>	
<p>Loyalist and Greater Napanee have essentially the same goal and objectives:</p> <ul style="list-style-type: none"> <li>a) to implement a tree planting program</li> <li>b) to promote a road system with accommodates the needs of pedestrians, cyclists and motorists</li> <li>c) to develop urban design guidelines which ensure new development is sensitive to and scaled to the natural and built environment.</li> </ul>	<p>Loyalist and Greater Napanee are the only two municipalities in the County that have a Design of Attractive and Healthy Neighborhood Goal and Objectives.</p>

Sustainability Objectives	
<p>While Addington Highlands, Loyalist, and Greater Napanee do not have a specific sustainability goal and associated objectives they do provide similar enabling language as Stone Mills for recycling and waste management as well as protection and enhancement of natural features.</p>	<p>Stone Mills is the only municipality in the County that has a sustainability goal and associated objectives. They are the only municipality that refers to Leadership in Energy and Environment Design (LEED) and the only municipality that address dependence on fossil fuels. The objectives presented under sustainability for Stone Mills include:</p> <ul style="list-style-type: none"><li>a) encourage the planning, design and development of alternative energy systems as a means to reduce the dependence on fossil fuels and to protect the environment.</li><li>b) to encourage conservation practices through reduction, reuses and recycling practices in waste management</li><li>c) encourage adaptive reuse of existing building stock</li><li>d) encourage modes of transportation that reduce dependency on the automobile.</li><li>e) maintain and enhance natural heritage features such as wetlands, woodlands and shoreline habitat</li><li>f) encourage sustainable development through water conservation, water recycling, green roof design, programs such as LEED, energy audits and similar measures.</li></ul>

### 4.3 Official Plan Linkages Across the County and Between Municipalities

#### 4.3.1 Municipal Cooperation and Coordination Goal and Objectives

As noted in the summary table set out in the preceding section, each of the four Lennox & Addington member municipalities had the same Municipal Cooperation and Coordination Goal and Objectives within their Official Plans:

- **Municipal Cooperation and Coordination Goal:**

*To promote cooperation and coordination of Township/Town actions with those of surrounding municipalities.*

The Township of Addington Highlands and the Township of Stone Mills added an “other not for profit organizations” to the goal statement.

- **Municipal Cooperation and Coordination Goal - Objectives:**

- *To investigate and promote joint activities with abutting municipalities where there is a mutual interest and it is economical and appropriate to do so.*
- *To investigate joint ventures or partnerships with other municipalities, government agencies or the private sector to ensure maximum benefit is derived by Township taxpayers in the provision of physical and social services.*

This consistency in Goal and Objectives is significant in that it underscores the willingness and council endorsed support of each of the member municipalities of Lennox & Addington County to cooperate to develop opportunities that are mutually beneficial. Although the County is not mentioned specifically in these sections, it could adopt the leadership role of facilitator to flush out and develop areas of common benefit to enable member municipalities to deliver greater value and service to their taxpayers. The County has already demonstrated their leadership in this area through the delivery of broadband, social services, economic development services as well as transportation networks (i.e. roads and bridges

#### 4.3.2 Specific Official Plan References to Linkages Across the County and Member Municipalities

Table 4 provides a summary of Linkages between municipalities and with the County cited within the Official Plans of the four member municipalities. There are common elements within the following areas:

- Environment;
- Resource management;
- Transportation;
- Municipal coordination; and
- Community, Cultural and Recreation.

Linkages in Official Plan Objectives between the County of Lennox & Addington and Member Municipalities				
Objective	Township of Addington Highlands	Town of Greater Napanee	Township of Loyalist	Township of Stone Mills
<b>Environmental Objective</b> a) encourage the correction of existing and the prevention of potential contamination to the air/land/water in conjunction with other levels of government		√		
<b>Resource Management Objective</b> a) preserve/enhance quality and quantity of open space and recreational opportunities in cooperation with Conservation Authority and other agencies having an interest.		√		
<b>Transportation Objective</b> a) to develop a transportation network consistent with demands at the Township and County level	√	√	√	√
b) promote the development of people ways to allow for the cycling and walking within the Township and adjoining municipalities		√		√
<b>Municipal Coordination Objective</b> a) investigate and promote the intermunicipal provision of services in cooperative ventures with adjoining municipalities where it is economic to do so	√	√	√	√
b) investigate joint ventures or partnerships with other municipalities, government and private sector for maximum benefit to the taxpayers	√	√	√	√
<b>Community, Cultural, and Recreational Objective</b> a) to cooperate with other agencies/levels of government to provide educational, cultural, recreational, protection, health and welfare facilities and services to meet needs	√	√	√	√
b) to encourage development, in conjunction with other municipalities and agencies, of a waterfront trail and linear open space systems along waterways		√	√	

#### 4.4 Approach to Sustainability, Integration of Bill 51 and Potential Opportunities

As indicated in Section 2. 2, each of the member municipalities of Lennox and Addington County are addressing the requirements of FGT funding through their Official Plans. The Planning and Conservation Land Statute Act and Conservation Land Act 2006, known as Bill 51, outlined in Section 2.2 grants municipalities the power to go beyond what they had traditionally been able to do within the Planning Act. Key reform areas include: planning process improvements, community improvement planning, enhanced municipal tools to address priorities, to encourage sustainable development, protect public interests, and implement Ontario Municipal Board-related reform. Bill 51 provides municipalities the power to enable their communities to move towards sustainability.

Bill 51 came into being in 2006. Given that the Official Plans of Loyalist Township and the Township of Stone Mills were revised in June, 2009 and March, 2009 respectively, they were able to incorporate many of the new powers provided in Bill 51 into their Official Plans. The Town of Greater Napanee last Official Plan revision was completed in 2002. The Town of Greater Napanee is currently in the process of amending and updating its Official Plan. They have led focus sessions with municipal staff and the public on sustainability and are planning to incorporate principals of sustainability as well as Bill 51 reform within the revised Official Plan. Once this revised Official Plan is approved, it can be reviewed and this report updated. Similarly, the latest revision of the Addington Highlands Official Plan pre-dates Bill 51 and has therefore not yet incorporated their new municipal powers or more uniformly integrate sustainability within their document. This report will be updated as further information becomes available from the Township of Addington Highlands. This review will focus on the Official Plans and Amendments provided through the Loyalist Township and Township of Stone Mills Official Plans.

##### **Loyalist Township**

In its latest Official Plan revision (Amendment No. 19, June, 2009), Loyalist Township adopted a series of amendments to ensure alignment with the Provincial Policy Statement, to incorporate their new powers provided by Bill 51 and to meet the changing needs of the community. A review of these amendments is provided in Appendix B and the more notable amendments are related to sustainability as well as cross-County opportunities are listed below.

- Community Improvement Planning (CIP) Amendment:
  - Addresses universal accessibility, energy efficiency, environmental contamination and affordable housing

*Potential Opportunity: Review the County accessibility plan in relation to the CIP amendment to ensure compatibility and to potentially provide a template to other municipalities within the region to reduce costs and ensure alignment.*

- Environment:
  - Incorporates the Central Cataraqui Regional Natural Heritage Study (2008) that was developed by Loyalist Township, the City of Kingston and the Cataraqui Regional Conservation Authority.

*Potential Opportunity:* Review the benefit that may be available to the County and its member municipalities as a whole for a county-wide Natural Heritage Study recognizing the relationship with natural features (i.e. watersheds) that extend beyond the County borders.

- Agricultural Amendment:
  - Policies have provided that support the development of wineries
- Miscellaneous Amendments:
  - Incorporates zoning with condition policies as recognized in Bill 51
  - Consent Policy related to dug wells: The consent policy addresses wells on private lots and discourages dug and blasted wells.

*Potential Opportunity:* While the geology and hydrogeology varies across the County, all of the municipalities struggle with the provision of private services. Specifically, the Township of Stone Mills is currently challenged by this issue within their Hamlets. The policy development and technical background could assist others in the County and ensure a consistent approach across the County. The County could serve as a facilitator to bring municipal members across the county together to explore challenges, solutions, best practices and implementation strategies.

- Tourism Amendments:
  - Recognizes tourism as having the potential to make a significant contribution to the Township's economy. Focus attributes include: history, architecture, ecological importance and proximity to Lake Ontario, agri-tourism and eco-tourism.
  - Indicates willingness to co-operate with other agencies, groups and levels of government to promote tourism.

*Potential Opportunity:* With the role of economic development housed within the County, there is a leadership opportunity for the County to facilitate linkages, synergies, and alignment between municipalities to enable the positive economic development in the tourism arena. While each of the municipalities offers tourism opportunities, the County could facilitate a wider reach and greater market share to the benefit of all member municipalities.

- Site Plan Control Amendments:
  - Incorporates the new powers provided by Bill 51 related to the external design of a building including the character, scale, appearance and design and inclusion of sustainable design elements on site plan drawings.

*Potential Opportunity:* The site plan control amendments provided by Loyalist Township could act as a template for those municipalities that have not yet updated their Official Plans with respect to Bill 51. The County has the potential to act as a facilitator in this regard and bring municipalities together to discuss planning mechanisms, best practices and lessons learned. This could provide a consistent approach for developers in the region.

### The Township of Stone Mills

The Township of Stone Mills Official Plan Revision (March, 2009) makes a significant effort to incorporate sustainability and takes advantage of its additional powers through Bill 51 to enable the community to move towards sustainability. Key elements of this integration and the opportunities it presents are summarized below:

- Sustainability Goal and Objectives:

As discussed in previous sections, the Township of Stone Mills has a unique Official Plan goal specifically dedicated to sustainability. The objectives that support this goal address energy efficiency, sustainable building design, sustainable transportation as well as the more traditional elements of sustainability.

*Potential Opportunities:* These goals and objectives can become a catalyst of change for the other municipalities as they update their Official Plans and planning policies. The inclusion of Leadership in Energy and Environment Design (LEED) within the objectives is significant and unique in the County. This approach has the potential to position the municipality and others that adopt similar policies to benefit from provincial, federal and non-government funding opportunities that are tied to sustainability and sustainable building design and construction. The County could provide a leadership role by facilitating discussions related to the barriers, opportunities, best practices and funding opportunities related to green building design both for the private and the public sector.

- Focus on Energy Efficiency and Renewables:

The Township of Stone Mills is the municipality within the County that articulates most clearly within its Official Plan the role that energy, energy efficiency and renewable energy plays within the local economy and on the health of the environment. It has embraced the new powers provided by Bill 51 within this area. An understanding of the role of land use planning, transportation and building design on energy consumption is evident.

*Potential Opportunity:* While small, the Township of Stone Mills can become a catalyst for change within the County. This focus on energy, energy efficiency and renewable energy will place the municipality ahead of the curve for funding opportunities, make it better able to react to changing legislative changes in this area, and allow the community to benefit from a reduced dependence on fossil fuels.

To date, none of the municipalities in the County have completed an energy or Green House Gas inventory to understand the total energy costs and emissions at either the municipal or community level. Completion of this exercise would provide individual municipalities with the background information that would allow them better address their asset management issues and enable them to access funding through the Federation of Canadian Municipalities Green Municipal Fund that provides funding for feasibility studies as well as capital projects related to sustainability. This presents an opportunity for the County to facilitate discussions between the municipalities to determine if there is interest in pursuing this baseline work in a potentially coordinated fashion to reduce the costs for each individual municipality.

- Adoption of the Enabling Powers of Bill 51:
  - Planning Process Improvements:  
The Township of Stone Mills Official Plan enables the municipality to request additional information prior to a development application being considered as complete.
  - Community Improvement Planning:  
The CIP includes construction, energy efficiency and affordable housing.
  - Addresses accessibility
  - Enhanced Tools to Address Priorities
    - Provides for requirements related to the exterior design
    - Provides for requirements related to external building design.



## 5.0 Official Plan Review Key Findings

Provided below is a summary of the key findings from the compilation and review of the Official Plans of the member municipalities of Lennox & Addington County:

### 1. Official Plan Status:

Bill 51 came into being in 2006 and provides additional powers to municipalities to enable them to more easily enable sustainability within their communities. The Township of Stone Mills and Loyalist Township have recently revised their Official Plans (March, 2009 and June, 2009 respectively) and have therefore been able to integrate these new powers and the concepts of sustainability into their Official Plans. The Town of Greater Napanee is currently in the process of amending its Official Plan from 2002 and it is anticipated that it will include the principles of sustainability and take advantage of the new powers offered by Bill 51. The Township of Addington Highlands Official Plan was last updated in 2004 and therefore did not have the advantage of Bill 51 to more fully address sustainability. Given the status of Official Plans across the County, the Township of Stone Mills and Loyalist Township have more advanced concepts of sustainability within their Official Plans.

### 2. Official Plan Goals:

With a few exceptions, the overarching goals indicated in the Official Plans of the Lennox and Addington member municipalities are consistent. Each of the four municipalities has goals in the following 10 theme areas: economic and financial, environmental, resource management, settlement, community improvement, servicing, transportation, community, cultural and recreation, municipal cooperation and coordination and implementation. The Township of Stone Mills is the only municipality that includes a goal specifically related to sustainability and Loyalist Township and the Town of Greater Napanee are the only two municipalities within the county that provide a Design of Attractive and Healthy Neighbourhood Goal.

### 3. Emerging Economic Opportunity

The Township of Stone Mills and Loyalist Township Official Plans provide provisions to enable their communities to develop new economic opportunities. Loyalist Township recognizes the significant economic opportunity that tourism can bring to its community. The Township of Stone Mills recognizes the opportunity to enable home based businesses and value-added industries to farming operations. The agri-tourism opportunity across municipalities and the County is evident.

4. Cross Linkages Between Municipalities and Across the County

All of the municipalities in the County share the same municipal coordination goal and objectives. This underscores the willingness of municipalities within the County to work together on initiatives of common interest. There are several specific references to linkages within the areas of transportation as well as culture and recreation.

5. Overarching Opportunities

Opportunities for County involvement with the member municipalities to act as a facilitator to address areas of concern and opportunity include facilitation of discussions focused on the potential economic, environmental and socio-cultural opportunities to be realized through:

a.

- energy management and energy efficiency
- renewable energy
- green buildings, and
- better utilization of transportation networks
- coordination of tourism efforts across the county, and
- coordination on economic development efforts across the county.

## **APPENDIX A**

### **Summary of the Official Plan Goals and Objectives for the Member Municipalities of Lennox and Addington**

**Township of Addington Highlands  
Town of Greater Napanee  
Loyalist Township  
Township of Stone Mills**

Township of Addington Highlands Summary of Official Plan Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Economic and Financial Goal</b>		
<i>to develop the Township's economic potential to the fullest to ensure an appropriate commercial residential assessment balance in order to maintain a healthy tax base by encouraging the continued expansion of economic opportunities and diversification of the economic base</i>	<ul style="list-style-type: none"> <li>a) to promote growth/development in a manner that is orderly, efficient, and consistent with financial ability</li> <li>b) require new development to pay its share of growth related costs</li> <li>c) to seek funding alternatives to supplement tax base</li> <li>d) to monitor the fiscal impacts of growth/development</li> <li>e) to require an annual update of 1,5 and 10 yr capital work forecasts</li> </ul>	In comparison to the other municipalities there is little emphasis on the development, encouragement and retention of employment opportunities.
<b>Environmental Goal</b>		
<i>to enhance/ protect the quality of the environment and the long-term health of the ecosystems while providing for the changing needs of the population. All other goals should attempt to satisfy the requirements of this environmental goal so as to maintain and enhance the biodiversity and improve the quality of life for people of the Township</i>	<ul style="list-style-type: none"> <li>a) to promote ecosystem approach in land use planning</li> <li>b) avoid conflict with environmental land use priorities</li> <li>c) to prevent increased phosphorous loading to water</li> <li>d) to identify/protect significant features and ecology</li> <li>e) identify/protect groundwater and surface water</li> <li>f) avoid development in areas with environmental hazards</li> <li>g) encourage resource agencies to monitor acid rain</li> <li>h) specify appropriate "adjacent lands" policies</li> </ul>	No discussion of climate change or air quality.
<b>Resource Management Goal</b>		
<i>to ensure the sustainable development of the Township's natural resources through management based on sound economic, social and environmental guidelines</i>	<ul style="list-style-type: none"> <li>a) recognize wetland areas and areas with high potential for agriculture, aggregates, forestry and recreation</li> <li>b) recognize/protect areas of high quality aggregates</li> <li>c) require all extraction/processing to minimize impact</li> <li>d) preserve/enhance quality and quantity of open space and recreational opportunities</li> </ul>	
<b>Settlement Goal</b>		
<i>to provide for a variety of identifiable communities which satisfy people's community settlement needs and provide for a range of housing types which are accessible, affordable and appropriate to needs</i>	<ul style="list-style-type: none"> <li>a) to promote growth in suitable locations while ensuring safe and healthy distances for servicing purposes</li> <li>b) to require all year round residential development to be served by year round maintained roads</li> <li>c) encourage sustainable development forms compatible with existing development</li> <li>d) ensure compatibility between new and existing</li> <li>e) new development is logical extension of existing form</li> </ul>	

Township of Addington Highlands Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Servicing Goal</b> <i>to provide and maintain an appropriate level of municipal services to the various areas of the Township in accordance with economic, social and environmental considerations.</i>	<ul style="list-style-type: none"> <li>a) ensure orderly development and avoid financial hardship</li> <li>b) ensure development satisfies servicing requirements</li> <li>c) ensure that all large scale development provides satisfactory servicing, stormwater management and transportation studies</li> <li>d) consider municipally owned communal water/sewage where private servicing has proven ineffective</li> <li>e) encourage year round residents to locate along publically maintained roads</li> <li>f) promote waste reduction, reuse and recycling.</li> </ul>	
<b>Transportation Goal</b> <i>to promote continued development of a safe integrated and efficient transportation system</i>	<ul style="list-style-type: none"> <li>a) to develop a transportation network consistent with demands at the Township and County level</li> <li>b) allow for new right-of-way, widening and setbacks</li> <li>c) ensure adequate parking; ensure on-site parking</li> <li>d) transportation facilities planned with minimum env. and community disruption</li> <li>e) encourage year round residents to live on publically maintained roads</li> <li>f) encourage development of public trails for recreational purposes as an alternative to vehicular travel.</li> </ul>	<p>Reference to linkage with County</p> <p>Provision for alternative to vehicular travel.</p>
<b>Community, Cultural, and Recreational Goal</b> <i>to maximize the use of existing facilities and provide for a range of community institutional, recreational, cultural, and emergency services and facilities while eliminating duplication and achieving cost effectiveness in the delivery of human services, within the limits of available resources</i>	<ul style="list-style-type: none"> <li>a) to cooperate with other agencies/levels of government to provide educational, cultural, recreational, protection, health and welfare facilities and services to meet needs</li> <li>b) ensure passive and active recreation facilities</li> <li>c) foster involvement in cultural heritage resources</li> <li>d) use of environmental protection areas for passive recreation and educational purposes</li> <li>e) recognize/preserve/enhance natural &amp; cultural heritage</li> </ul>	Reference to linkage with County

Township of Addington Highlands Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Municipal Coordination Goal</b> <i>to promote cooperation and coordination of Township goals and actions with those of surrounding municipalities and other not for profit organizations</i>	<ul style="list-style-type: none"> <li>a) investigate and promote the intermunicipal provision of services in cooperative ventures with adjoining municipalities where it is economic to do so</li> <li>b) investigate joint ventures or partnerships with other municipalities, government and private sector for maximum benefit to the taxpayers</li> </ul>	Provides enabling language for cooperation and alignment with County and member municipalities.
<b>Implementation Goal</b> <i>to develop a program to facilitate the coordinated implementation of the plan recognizing the financial capabilities of the Township</i>	<ul style="list-style-type: none"> <li>a) implement the plan through appropriate powers</li> <li>b) monitor residential growth relative to economic development</li> <li>c) implement plan through zoning bylaws and bylaw</li> <li>d) participate in government programs that comply with the plan and benefit residents</li> <li>e) develop 1,5 and 10 year capital works programs</li> </ul>	

Town of Greater Napanee Summary of Official Plan Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Economic and Financial Goal</b> <i>to contribute to the economic health of the Town through policies which support and promote balanced and economic growth in order to maintain a healthy tax base by encouraging the continued expansion of economic opportunities and diversification of the economic base</i>	<ul style="list-style-type: none"> <li>a) to promote growth/development in a manner that is orderly, efficient, and consistent with financial ability</li> <li>b) require new development to pay its share of growth related costs</li> <li>c) to seek funding alternatives to supplement tax base</li> <li>d) to require an annual update of 1,5 and 10 yr capital work forecasts</li> <li>e) to encourage development of future employment generating uses such as industries, commercial and industrial uses - compatible with adjacent land uses, and where services are available - as a means of diversifying the municipal tax base and establishing local economic opportunities.</li> <li>f) to provide necessary information and services to assist and encourage businesses to locate</li> <li>g) to promote opportunities for new and innovative forms of business and commercial development in the Town to meet the needs of consumers, while strengthening the overall commercial structure of the Town.</li> </ul>	recognition of the long-term cost implications of growth
<b>Environmental Goal</b> <i>to enhance/ protect the quality of the environment and the long-term health of the ecosystems while providing for the changing needs of the population. All other goals should attempt to satisfy the requirements of this environmental goal so as to maintain and enhance the biodiversity and improve the quality of life for people of the Township</i>	<ul style="list-style-type: none"> <li>a) to promote ecosystem approach in land use planning</li> <li>b) avoid conflict with environmental land use priorities</li> <li>c) to identify/protect significant features and ecology</li> <li>d) identify/protect significant groundwater recharge and discharge areas (aquifers/headwaters) so that there is significant quality/quantity to meet future uses on a sustainable basis.</li> <li>e) avoid development in areas with environmental hazards</li> <li>f) specify appropriate "adjacent lands" policies</li> <li>g) to maintain/enhance surface and groundwater resources in quantity/quality to meet existing and future uses on a sustainable basis.</li> <li>h) to participate in watershed and subwatershed studies</li> </ul>	Overall, no direct discussion related to climate change.

Town of Greater Napanee Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Environmental Goal ....continued</b>	and implement relevant land use and resource management findings. i) encourage the correction of existing and the prevention of potential contamination to the air/land/water in conjunction with other levels of government j) to plan for the creation, maintenance and enhancement of linear or open space systems (i.e. Napanee River, Mohawk Bay, Waterfront Trail) pollution to air/land/water k) identify and encourage protection of regionally and locally significant features l) to plan for enhanced linear or open space along water	Linkage to County
<b>Resource Management Goal</b>		
<i>to ensure the sustainable development of the Towns natural resources through management based on sound economic, social and environmental guidelines</i>	a) recognize areas with high potential for agriculture, aggregates, forestry and recreation b) recognize/protect areas of high quality aggregates c) require all extraction/processing to minimize impact d) preserve/enhance quality and quantity of open space and recreational opportunities in cooperation with Conservation Authority and other agencies. e) to strengthen the agricultural function through land use policies which protect farmlands from incompatible uses and from the fragmentation of land bases into uneconomic units.	Linkage to County and member municipalities
<b>Settlement Goal</b>		
<i>while facilitating a variety of smaller settlement opportunities to satisfy peoples settlement needs consistent with sound planning practices while encouraging a range of housing types which are accessible, affordable and appropriate to needs while minimizing the costs of providing the requisite services.</i>	a) to promote growth in suitable locations while ensuring safe and healthy distances for servicing purposes b) encourage sustainable development forms compatible with existing development c) to encourage in serviced areas compact, energy efficient use of land through more appropriate urban forms of residential development. d) to encourage diversity of residential types and densities at appropriate locations to satisfy economic	same as Loyalist



Town of Greater Napanee Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Settlement Goal continued</b>	<p>and social needs of the population.</p> <p>e) new development is logical extension of existing form</p> <p>f) to identify existing neighborhoods which may be undergoing fundamental change and develop policies to guide the transition that meet the goals of this plan.</p> <p>g) to identify newly developing neighborhoods in areas that are underused or undeveloped for which a Secondary Plan should be required prior to subdivision approvals.</p> <p>h) to encourage the incorporation of the principle of "new urbanism" in the design of new neighborhoods.</p>	
<b>Servicing Goal</b>		
<i>to provide and maintain an appropriate level of municipal services to the various areas of the Town in accordance with economic, social and environmental considerations.</i>	<p>a) ensure orderly development and avoid financial hardship</p> <p>b) consider municipally owned communal water/sewage where private servicing has proven ineffective</p> <p>c) promote waste reduction, reuse and recycling.</p> <p>d) ensure that all development proceeds based on municipally owned/maintained water and sanitary facilities</p> <p>e) ensure new development has regard to PPS when planning for sewage and water systems</p> <p>f) ensure that for large developments that overall servicing, stormwater management, transportation, noise and other appropriate studies are submitted to the Town/other agencies prior to providing approval.</p>	This provides the opportunity to bring in Bill 51 initiatives through Site Plan Control
<b>Transportation Goal</b>		
<i>to promote continued development of a safe integrated and efficient transportation system which consists of a network of roads, peopleways for walking and bicycling; and rail system; all intended to provide for the movement of people and goods consistent with the economic function of the area and the needs of residents of the Town in coordination with adjacent communities</i>	<p>a) to develop a transportation network consistent with demands at the Township and County level</p> <p>b) allow for new right-of-way, widening and setbacks</p> <p>c) ensure adequate parking; ensure on-site parking</p> <p>d) transportation facilities planned with minimum env. and community disruption</p> <p>e) Ensure that future year round residents to live on publically maintained roads</p>	Goal - provides linkages with County and member municipalities.

Town of Greater Napanee Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Transportation Goal continued</b>	f) promote the development of people ways to allow for the cycling and walking within the Township and abutting municipalities g) enhance accessibility to future industrial/comm areas while preventing/mitigating traffic conflicts between residential and non-residential land uses. h) to minimize disruption and safety concerns to residential neighbors by minimizing through traffic in residential areas.	Linkages with County/municipalities
<b>Community, Cultural, and Recreational Goal</b> <i>to maximize the use of existing facilities and provide for a range of community institutional, recreational, cultural, and emergency services and facilities while eliminating duplication and achieving cost effectiveness in the delivery of human services, within the limits of available resources</i>	a) to cooperate with other agencies/levels of government to provide educational, cultural, recreational, protection, health and welfare facilities and services to meet needs b) ensure passive and active recreation facilities are provided in areas of population concentration c) foster awareness/participation/involvement in the conservation of cultural heritage resources d) promote use of natural heritage features and areas for recreation and educational purposes e) recognize/preserve/enhance natural & cultural heritage f) encourage development, in conjunction with other municipalities/agencies, of a waterfront trail and linear open space systems along waterbodies. g) to promote the use of environmentally sensitive areas and associated open space for passive recreation and education compatible with protection of nature.	Promotion of walking - unique       Linkage with County/municipalities
<b>Municipal Coordination Goal</b> <i>to promote cooperation and coordination of Township actions with those of surrounding municipalities</i>	a) investigate and promote the intermunicipal provision of services in cooperative ventures with adjoining municipalities where it is economic to do so b) investigate joint ventures or partnerships with other municipalities, government and private sector for maximum benefit to the taxpayers	Linkage  Linkage

Town of Greater Napanee Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Design of Attractive and Healthy Communities Goal</b> <i>to promote excellence and innovation in urban and environmental designs</i>	<ul style="list-style-type: none"> <li>a) to implement a tree planting program</li> <li>b) to promote a road system with accommodates the needs of pedestrians, cyclists and motorists</li> <li>c) to develop urban design guidelines which ensure new development is sensitive to and scaled to the natural and built environment.</li> </ul>	only two of the municipalities have this goal (Greater Napanee and Loyalist)
<b>Implementation Goal</b> <i>to develop a program to facilitate the coordinated implementation of the plan</i>	<ul style="list-style-type: none"> <li>a) implement the plan through appropriate powers</li> <li>b) monitor residential growth relative to economic development</li> <li>c) implement plan through zoning bylaws and bylaw</li> <li>d) participate in government programs that comply with the plan and benefit residents</li> <li>e) develop 1,5 and 10 year capital works programs</li> <li>f) develop an adequate system of development charges</li> <li>g) to prepare subwatershed plans for the urban areas to facilitate the implementation of environmental goals and objectives as part of the land development process.</li> </ul>	

Township of Loyalist Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Economic and Financial Goal</b>		
<i>to contribute to the economic health of Loyalist Township through policies which promote and support balanced economic growth and development in order to maintain a healthy tax base. While respecting the environment, this Plan encourages the creation and maintenance of employment opportunities and diversification of the economic base.</i>	<ul style="list-style-type: none"> <li>a) to promote growth/development in a manner that is orderly, efficient, and consistent with financial ability</li> <li>b) require new development to pay its share of growth related costs</li> <li>c) to seek funding alternatives to supplement tax base</li> <li>d) to require an annual update of 1 and 10 yr capital work forecasts</li> <li>e) to undertake providing necessary information and related services to assist and encourage businesses to locate</li> <li>f) to encourage the development of future employment generating uses such as service industries, commercial, and industrial uses at locations compatible with the surrounding area and where they can be adequately serviced, as a means to diversify the municipal tax base and provide local employment</li> </ul>	recognition of the long-term cost implications of growth
<b>Environmental Goal</b>		
<i>to enhance/ protect the quality of the environment and the long-term health of the ecosystems while providing for the changing needs of the population. All other goals should attempt to satisfy the requirements of this environmental goal so as to maintain and enhance the biodiversity and improve the quality of life for people of the Township</i>	<ul style="list-style-type: none"> <li>a) to promote ecosystem approach in land use planning</li> <li>b) avoid conflict with environmental land use priorities</li> <li>c) to participate in watershed studies, natural heritage studies - and once completed implement the relevant land use/resource management findings</li> <li>d) avoid development in areas with environmental hazards</li> <li>e) protect unique natural features and connections</li> <li>f) specify appropriate "adjacent lands" policies</li> <li>g) to maintain/enhance surface and groundwater resources in quantity/quality to meet existing and future uses on a sustainable basis.</li> <li>h) encourage correction/protection of sources of pollution to air/land/water</li> <li>i) to plan for enhanced linear or open space along water</li> </ul>	Overall, no direct discussion related to climate change

Township of Loyalist Summary of Official Plan Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Resource Management Goal</b> <i>to optimize the use of the Townships natural resources through management based on sound economic, social and environmental guidelines</i>	<ul style="list-style-type: none"> <li>a) recognize areas with high potential for agriculture, aggregates, forestry and recreation</li> <li>b) recognize/protect areas of high quality aggregates</li> <li>c) require all extraction/processing to minimize impact</li> <li>d) preserve/enhance quality and quantity of open space and recreational opportunities</li> <li>e) to strengthen the agricultural function through land use policies that protect farmland from incompatible uses and from the fragmentation of land into uneconomic units.</li> </ul>	
<b>Settlement Goal</b> <i>to provide for a variety of communities which satisfy people's community settlement needs consistent with sound planning practice and provide for a range of housing types which are accessible, affordable, and appropriate to the needs of the residents while minimizing the costs of providing the requisite services.</i>	<ul style="list-style-type: none"> <li>a) to promote growth in suitable locations while ensuring safe and healthy distances for servicing purposes</li> <li>b) to encourage diversity of residential types and densities at appropriate locations to satisfy economic and social needs of the population.</li> <li>c) to identify existing neighborhoods which may be undergoing fundamental change and develop policies to guide the transition that meet the goals of this plan.</li> <li>d) to encourage in serviced areas compact energy efficient use of land through more appropriate forms of residential development.</li> <li>e) to identify newly developing neighborhoods in areas that are underused or undeveloped for which a Secondary Plan should be required prior to subdivision approvals.</li> <li>f) to encourage the incorporation of the principle of "new urbanism" in the design of new neighborhoods.</li> <li>g) to recognize existing neighborhoods and protect them from incompatible development/redevelopment.</li> <li>h) to ensure compatibility between new and existing</li> <li>i) to encourage orderly development where new development is a logical extension of and is integrated with the general building form, scale and profile of users</li> </ul>	reference to energy efficiency

Township of Loyalist Summary of Official Plan Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Servicing Goal</b>		
<i>to provide and maintain a level of municipal services to the various areas of the Township in accordance with economic, social and environmental considerations</i>	<ul style="list-style-type: none"> <li>a) ensure that development in areas capable of being serviced proceeds based on municipally owned water and sewage facilities</li> <li>b) ensure that all large scale development provides satisfactory servicing, stormwater management and transportation studies</li> <li>c) consider municipally owned communal water/sewage where private servicing has proven ineffective</li> <li>d) ensure new development has regard for the PPS</li> <li>e) ensure orderly, contiguous development that supports efficient use and logical extension of services and minimizes costs to the Township</li> <li>f) ensure development servicing satisfies requirements of the Health Unit and other agencies</li> <li>g) encourage planned compatible development of utility corridors to minimize disruption on natural and manmade environments</li> <li>f) promote waste reduction, reuse and recycling.</li> </ul>	PPS
<b>Transportation Goal</b>		
<i>to promote continued development of a safe integrated and efficient transportation system which consists of a network of roads; people ways for walking and bicycling; transit; ferry and rail systems; all intended to provide for the movement of people and goods consistent with the economic function of the area and the needs of the residents of the Township in coordination with adjacent communities.</i>	<ul style="list-style-type: none"> <li>a) to develop a transportation network consistent with demands at the Township and County level</li> <li>b) allow for new right-of-way, widening and roads</li> <li>c) ensure adequate parking; ensure on-site parking</li> <li>d) transportation facilities planned with minimum env. and community disruption</li> <li>e) to enhance accessibility to future industrial/commercial areas while preventing/mitigating residential traffic conflicts</li> <li>f) promote the development of people ways to allow for the cycling and walking within the Township and abutting municipalities</li> <li>g) ensure that future development occurs only along publically maintained roads.</li> </ul>	<p>County</p> <p>Similar to AH/SM - reflects linkages with County and adjacent municipalities</p>

Township of Loyalist Summary of Official Plan Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Transportation Goal ... continued</b>	h) minimize disruption and safety concerns to neighborhoods by minimizing through traffic in residential areas.	
<b>Community, Cultural, and Recreational Goal</b> <i>to maximize the use of existing facilities and provide for a range of community institutional, recreational, cultural, and emergency services and facilities while eliminating duplication and achieving cost effectiveness in the delivery of human services, within the limits of available resources</i>	a) to cooperate with other agencies/levels of government to provide educational, cultural, recreational, protection, health and welfare facilities and services to meet needs b) ensure passive and active recreation facilities are provided in areas of population c) to encourage development, in conjunction with other municipalities and agencies, of a waterfront trail and linear open space systems along waterways d) foster awareness/participation/involvement in the conservation of cultural heritage landscapes and built heritage resources. e) promote use of natural heritage features and areas for recreation and educational purposes f) recognize/preserve/enhance natural & cultural heritage	Other levels of government  County and other municipalities
<b>Municipal Coordination Goal</b> <i>to promote cooperation and coordination of Township goals and actions with those of surrounding municipalities</i>	a) investigate and promote joint activities with abutting municipalities where there is a mutual interest and where it is economic to do so b) investigate joint ventures or partnerships with other municipalities, government and private sector for maximum benefit to the taxpayers in the provision of physical and social services.	County and other municipalities  Linkages
<b>Implementation Goal</b> <i>to develop a program to facilitate the coordinated implementation of the plan</i>	a) implement the plan through appropriate powers b) monitor residential growth relative to economic development c) implement plan through zoning bylaws and bylaw d) participate in government programs that comply with the plan and benefit residents e) develop 1 and 10 year capital works programs	

Township of Loyalist Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
implementation goal .... Continued	f) develop an adequate system of development charges, impost fees and such other fees g) to prepare subwatershed plans for the urban areas to facilitate coordinated implementation of environmental goals and objectives as part of the land development process.	
<b>Design of Attractive and Healthy Neighborhood Goal</b>		
<i>to promote excellence and innovating in urban and environmental design</i>	a) implementation of a tree planting program consistent with any approved municipal forestry/streetscape policy b) promote a road system that accommodates the needs of pedestrians and cyclists as well as motorists - with regard for the design for pedestrian safety c) adopt urban design policies that are sensitive to and scaled to the natural and built environment and that support the goals and objectives of the plan	Only Loyalist and Greater Napanee have this goal and related objectives.



Township of Stone Mills Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Economic and Financial Goal</b>		
<i>to develop the Township's economic potential to the fullest to ensure an appropriate commercial residential assessment balance in order to maintain a healthy tax base by encouraging the continued expansion of economic opportunities and diversification of the economic base</i>	a) to promote growth/development in a manner that is orderly, efficient, and consistent with financial ability b) require new development to pay its share of growth related costs c) to seek funding alternatives to supplement tax base d) to monitor the fiscal impacts of growth/development e) to require an annual update of 1,5 and 10 yr capital work forecasts f) encourage the development of future employment g) encourage the development of home based business personal service industries, production of agri products h) encourage development of secondary uses and value-added industries as part of farming operations i) market the Township for its lifestyle as a place to life/work/play j) develop strategy to ensure business retention k) achieve sustainable and healthy downtown Hamlets l) achieve a conservation-oriented community built on energy sources from alternative energy systems, renewable energy systems and conservation	recognition of the long-term cost implications of growth       unique within the county unique within the County unique within the County   focus on renewables/conservation unique within County
<b>Environmental Goal</b>		
<i>to enhance/ protect the quality of the environment and the long-term health of the ecosystems while providing for the changing needs of the population. All other goals should attempt to satisfy the requirements of this environmental goal so as to maintain and enhance the biodiversity and improve the quality of life for people of the Township</i>	a) to promote ecosystem approach in land use planning b) avoid conflict with environmental land use priorities c) to prevent increased phosphorous loading to water d) to identify/protect significant features and ecology e) identify/protect groundwater and surface water f) avoid development in areas with environmental hazards g) encourage resource agencies to monitor acid rain h) specify appropriate "adjacent lands" policies i) to maintain/enhance surface and groundwater resources in quantity/quality to meet existing and future uses on a sustainable basis. i) encourage correction/protection of sources of	Overall, no direct discussion related to climate change.          Existing challenge related to potential potable water challenges within denser populated Hamlets (on services)

Township of Stone Mills Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Environmental Goal ....continued</b>	pollution to air/land/water k) identify and encourage protection of regionally and locally significant features l) to plan for enhanced linear or open space along water	
<b>Resource Management Goal</b>		
<i>to ensure the sustainable development of the Township's natural resources through management based on sound economic, social and environmental guidelines</i>	a) recognize wetland areas and areas with high potential for agriculture, aggregates, forestry and recreation b) recognize/protect areas of high quality aggregates c) require all extraction/processing to minimize impact d) preserve/enhance quality and quantity of open space and recreational opportunities	
<b>Settlement Goal</b>		
<i>to provide for a variety of identifiable communities which satisfy people's community settlement needs and provide for a range of housing types which are accessible, affordable and appropriate to needs</i>	a) to promote growth in suitable locations while ensuring safe and healthy distances for servicing purposes b) to require all year round residential development to be served by year round maintained roads c) encourage sustainable development forms compatible with existing development d) ensure compatibility between new and existing e) new development is logical extension of existing form f) to encourage compact energy efficient forms of development to reduce future energy needs	reference to energy efficiency
<b>Servicing Goal</b>		
<i>to provide and maintain an appropriate level of municipal services to the various areas of the Township in accordance with economic, social and environmental considerations.</i>	a) ensure orderly development and avoid financial hardship b) ensure development satisfies servicing requirements c) ensure that all large scale development provides satisfactory servicing, stormwater management and transportation studies d) consider municipally owned communal water/sewage where private servicing has proven ineffective e) encourage year round residents to locate along publically maintained roads f) promote waste reduction, reuse and recycling.	

Township of Stone Mills Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Transportation Goal</b> <i>to promote continued development of a safe integrated and efficient transportation system</i>	a) to develop a transportation network consistent with demands at the Township and County level b) allow for new right-of-way, widening and setbacks c) ensure adequate parking; ensure on-site parking d) transportation facilities planned with minimum env. and community disruption e) Ensure that future year round residents to live on publically maintained roads f) promote the development of people ways to allow for the cycling and walking within the Township and abutting municipalities? g) integrate off-road recreational trails into the transportation system, where feasible, but not considered part of the municipal transportation system.	Similar to AH - reflects linkages with County and adjacent municipalities Unique to Stone Mills
<b>Community, Cultural, and Recreational Goal</b> <i>to maximize the use of existing facilities and provide for a range of community institutional, recreational, cultural, and emergency services and facilities while eliminating duplication and achieving cost effectiveness in the delivery of human services, within the limits of available resources</i>	a) to cooperate with other agencies/levels of government to provide educational, cultural, recreational, protection, health and welfare facilities and services to meet needs b) ensure passive and active recreation facilities are provided in areas of population concentration to encourage walking c) foster awareness/participation/involvement in the conservation of cultural heritage landscapes and built heritage resources. d) promote use of natural heritage features and areas for recreation and educational purposes e) recognize/preserve/enhance natural & cultural heritage	Other levels of government Promotion of walking - unique
<b>Municipal Coordination Goal</b> <i>to promote cooperation and coordination of Township goals and actions with those of surrounding municipalities and other not for profit organizations</i>	a) investigate and promote the intermunicipal provision of services in cooperative ventures with adjoining municipalities where it is economic to do so b) investigate joint ventures or partnerships with other	

Township of Stone Mills Summary of Official Plan - Goal, Objectives and Comments		
Goal	Objectives	Comments
<b>Municipal Coordination Goal continued</b>	municipalities, government and private sector for maximum benefit to the taxpayers	
<b>Sustainability Goal</b> <i>to plan for land and resource uses that aim to meet human needs while preserving the environment so that these needs can be met not only in the present, but in the indefinite future</i>	<ul style="list-style-type: none"> <li>a) encourage the planning, design and development of alternative energy systems as a means to reduce the dependence on fossil fuels and to protect the environment.</li> <li>b) to encourage conservation practices through reduction, reuses and recycling practices in waste management</li> <li>c) encourage adaptive reuse of existing building stock</li> <li>d) encourage modes of transportation that reduce dependency on the automobile.</li> <li>e) maintain and enhance natural heritage features such as wetlands, woodlands and shoreline habitat</li> <li>f) encourage sustainable development through water conservation, water recycling, green roof design, programs such as LEED, energy audits and similar measures.</li> </ul>	<p>Sustainability Goal is unique in the County to Stone Mills</p> <p>Only municipality that references LEED.</p>
<b>Implementation Goal</b> <i>to develop a program to facilitate the coordinated implementation of the plan recognizing the financial capabilities of the Township</i>	<ul style="list-style-type: none"> <li>a) implement the plan through appropriate powers</li> <li>b) monitor residential growth relative to economic development</li> <li>c) implement plan through zoning bylaws and bylaw</li> <li>d) participate in government programs that comply with the plan and benefit residents</li> <li>e) develop 1,5 and 10 year capital works programs</li> <li>f) develop an adequate system of development charges</li> <li>g) plan encourages development within identified communities of the Township by way of subdivision approval process</li> <li>h) ensure planning applications are complete and are accompanied by applicable studies</li> <li>i) provide pre-consultation with the Township, agencies and approval authorities as required.</li> </ul>	<p>Opportunity to integrate sustainability measures through the subdivision approval process.</p>

## **APPENDIX B**

### **SUMMARY OF LOYALIST TOWNSHIP OFFICIAL PLAN AMMENDMENT No. 19**

Summary of Township of Loyalist Official Plan - Amendment No. 19		
Amendment Area	Summary/Intent of Amendment	Comments
<b>Accessibility</b>	The intent is to introduce policies related to universal accessibility to address community needs and to comply with the PPS and Planning Act. There is also reference to accessibility in the Community Improvement policies by including universally accessible ideals for buildings and sites.	Compatible/Aligned with County's Accessibility
<b>Agricultural</b>	The intent is to comply with the PPS and to encourage new agricultural opportunities in the area due to favorable climatic conditions. Policies support the development of wineries within the region. Farm retirement lot and surplus residential severances have been removed. In compliance with the PPS, infilling severances have been eliminated. Policies related to intensive farming have been removed since this is regulated through the Nutrient Management Act. To support new agricultural opportunities policies have been included that support the development of wineries.	Suggest eco-tourism and agri-economy opportunities.
<b>Community Improvement</b>	Community Improvement Policies have been amended to recognize environmental contamination, energy efficiency, affordable housing and universal accessibility.	Supports sustainability
<b>Cultural Heritage and Archaeology</b>	The intent is to bring consistency with the PPS by providing comprehensive archaeological policies and establishing the terms of a heritage impact statement and when it applies.	Commitment to culture heritage.
<b>Environmental Policies and Environmental Impact Assessments</b>	The policy adjustments are the result of the Central Cataraqui Region Natural Heritage Study that was completed in 2006. The City of Kingston, Loyalist Township and the Cataraqui Region Conservation Authority partnered to complete this study. The key areas where Loyalist modified policies due to this study include: identifications of significant wetlands, significant valley lands and significant wildlife habitats. As well a sample terms of reference was adopted for Environmental Impact Assessments.	Is there an opportunity for a County wide Natural Heritage Study - building on the work of Loyalist?
<b>Housekeeping Amendment</b>	Correction of a topographical error.	
<b>Miscellaneous Amendments</b>	Provides policies to protect industrial areas from being converted. The trail system is supported within this amendment. This is the result of a partnership between the County of L&A and its lower tier partners. A buffer is included for a Township owned fire-training facility Clarity is provided on the number of severances that can be permitted from a property. An amendment is provided for the consent policy related to wells on private lots and discourages dug and blasted wells. Provides for a utility/pedestrian corridor that that will be needed in the future to service the residents on Nicholson's Point. Environmental Land Acquisition policies are expanded to include Bayview Bog, Big Marsh and the Owl Woods in addition to Parrott's Bay.	County linkage

Summary of Township of Loyalist Official Plan - Amendment No. 19		
Amendment Area	Summary/Intent of Amendment	Comments
<b>Miscellaneous Amendments ... continued</b>	Incorporates zoning with condition policies as recognized in Bill 51 Modifies energy and utility policies to include references to private corporations Amendments include the elimination of various Environmentally Sensitive areas and use adjacent land designations. Re-designate a portion of Nicholson Point from Estate Residential to Environmental Protection to reflect land purchased by the Rideau Land Trust for conservation purposes	Bill 51
<b>Tourism Amendments</b>	Amendment adds a Tourism Goal: Tourism has the potential to make a significant contribution to the Township's economy. Opportunities arise from the Township's strength of history, architecture and ecological importance and proximity to Lake Ontario. The Township is well positioned to take advantage of tourist traffic from Hwy 33 and 401. The goal is to enhance tourism's role into the Township's economy as an employment opportunity and employment source. Objectives: 1. To co-operate with other agencies, groups and levels of government to promote tourism. 2. To ensure that tourism develops in a sustainable manner, compatible with adjacent land uses and respecting the natural environment. 3. To encourage traffic on the Loyalist Parkway (Hwy.33 and 401) to visit the area. 4. To recognize, preserve and enhance structures and sites of historical and/or architectural value in order to maintain the heritage of the people and the Township. 5. To promote a variety of tourism opportunities, including but not limited to: - Township's history as a destination for United Empire Loyalists and its role in the War of 1812 - Agri-tourism, to promote locally grown and/or produced and agricultural products - Eco-tourism, for example bird-watching on Amherst Island; marine tourism - Hiking, cycling, cross-country skiing as well as the Waterfront Trail, Amherst Island Trail and County Trails The rich and diverse architectural inventory of the Township.	Identifies significant economic opportunity resulting from the cultural/heritage and natural attributes of the Township. Is there an opportunity to engage the County and other member municipalities to develop a tourism strategy and implementation plan?? Objective indicates willingness to work with other levels of government.
<b>Site Plan Control Amendments</b>	Council may require that site plan drawings show matters relating to external design, including the character, scale, appearance and design features of buildings and their sustainable design. Council may require that the site plan drawings show the sustainable design elements on any adjacent highway under the jurisdiction of the Township or the County including trees, shrubs, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facility.	Application of the new powers provided by Bill 51

## Appendix D - Opportunity Assessment Tool

For each of the six criteria listed below, use the description associated with each criterion to assign up to three points per criteria. Staff are encouraged to review the rating worksheet in the spreadsheet developed for this project; embedded comments provide examples of how to make these assessments. The tallies can be transferred to the icon on the following page, which can be embedded in business cases or reports prepared as the basis for go/no-go decisions on the project.

Criteria	Score (maximum score of 3.0 for each)
<b>Proximity to “sweet spot”</b> (intersection of all three pillars) <input type="checkbox"/> Delivers economic benefits to the County <input type="checkbox"/> Delivers environmental benefits to the County <input type="checkbox"/> Delivers socio-cultural benefits to the County	
<b>Scale of Impact/Benefits to County</b> <input type="checkbox"/> Scale of direct and/or indirect benefits (small, medium, large) <input type="checkbox"/> Scale of internal ROI (benefits to County government) <input type="checkbox"/> Scale of total benefits across multiple spheres at once	
<b>Affordability</b> <input type="checkbox"/> Low-cost or no-cost – net (eg. uses same resources or assets differently) <input type="checkbox"/> Can self-fund (eg. finance out of savings) <input type="checkbox"/> Can find resources to undertake (eg. funding or financing programs suggest attractive ROI) <i>This criterion helps assess manageability of risk.</i>	
<b>Doability</b> <input type="checkbox"/> Necessary preconditions are in place <input type="checkbox"/> Essential stakeholders are supportive <input type="checkbox"/> Regulatory climate is in place or neutral	
<b>Leverage Value</b> <input type="checkbox"/> Uses existing assets (physical, financial strength, human resources, relationships) <input type="checkbox"/> Adds value to existing assets <input type="checkbox"/> Sets stage for pursuit of future opportunities (eg. makes further steps ‘doable’)	
<b>Contribution to County Brand</b> <input type="checkbox"/> Internal (contributing to citizen/ratepayer understanding of County government and commitment to sustainability) <input type="checkbox"/> External (contributing to external understanding of County’s commitment to sustainability and associated benefits) <input type="checkbox"/> Supports County’s role as leader by example.	
<b>TOTAL:</b>	



**Icon for Incorporation into Reports**

An icon of the sort below can be used to summarize the results of the sustainability assessment for inclusion in business cases and/or reports going to County Council. Note that an electronic “fillable” form of this icon has been provided to County staff for their use.

The Sustainability Assessment would be provided in two ways:

- In numeric form, with scores for individual criterion being carried forward from the scoresheet on the preceding page. A total would be inserted into the box at the far right.
- In text form, with the key rationale being summarized in the accompanying text box. For example, staff may wish to explain what drives a particularly high score (eg. benefits and relative ease of implementation) or provide a rationale for undertaking a project even if the score is not particularly high (eg. regulatory/legal requirement or a project addresses one sphere of sustainability but has very high impact in that sphere).

Staff who have done the sustainability assessment would be in a good position to address any questions that might arise when others consider participation in the project or are asked for approvals.

2.0	2.5	2.0	1.5	1.0	1.5	10.5
“Sweet Spot”	Scale of Benefits	Affordability	Do-ability	Leverage	County Brand	TOTAL
<b><i>Overall Assessment of Contribution to Sustainability:</i></b>						