



King Township's Integrated Community **SUSTAINABILITY PLAN**



April 2012



TABLE OF CONTENTS

Executive Summary	i
Forwards from the Mayor, CAO and Chair	vi
Acknowledgements	viii
INTRODUCTION	1
HOW THE PLAN WORKS	10
OUR VISION	12
SUSTAINABILITY PILLARS AND THEMES	14
IMMEDIATE PRIORITIES	15
GOALS AND STRATEGIES	26
Environmental Pillar	27
Economic Pillar	40
Socio-cultural Pillar	48
Financial Pillar	60
HOW THE PLAN WAS DEVELOPED	66
FRAMEWORK FOR IMPLEMENTATION	68
GLOSSARY OF TERMS AND LIST OF ACRONYMS	74
MAPS	
Map A – Township of King in a Regional Context	3
Map B – Township of King Natural Features, Roads & Settlement Areas	4
Map C – 2031 York Region Transportation Network	34
APPENDICES	
Appendix A – Potential Action Bank	
Appendix B – Potential Indicators and Targets	
Appendix C – Possible Funding Sources	
Appendix D – List of Potential Partners	
Appendix E – Sustainability Alignment Tool	

EXECUTIVE SUMMARY

Our Sustainability Plan – What is it?

King Township's Integrated Community Sustainability Plan (referred to as the Plan) demonstrates that we, as a community, are committed to making smarter decisions about how we use our resources, design our communities and manage our finances.

Our Plan is a resource that defines the future for the Township of King (i.e., the municipality), community groups, businesses, local organizations and the broader public. It guides and directs how we make decisions, develop partnerships and take action. Our Plan promotes community vitality and prosperity while respecting, preserving and restoring our natural environment. It emphasizes a balance between the environmental, economic, socio-cultural, and financial priorities of our community and it recognizes the interconnections between them.



In King Township, sustainability has 4 pillars: economic, environmental, socio-cultural and financial. Like a house with four sturdy columns, a strong sustainability foundation requires the balancing of all four pillars.

How We Developed the Plan

Our Plan was created through an extensive collaborative process with the community. We asked residents to tell us, “What do you love about King Township?” and, “What changes would you most like to see?”. We had in-depth conversations about the future of King Township with our Sustainability Task Force, Working Groups and stakeholders from the public, private and community sectors as well as King Township staff. We took a critical look at where we are now (2012), where we want to be in 20 to 25 years, and then we identified creative, tangible solutions for achieving our long-term goals.

By working together and discussing our future we developed a common vision, goals, strategies and actions, as well as a new understanding of how we work together.

Our Vision

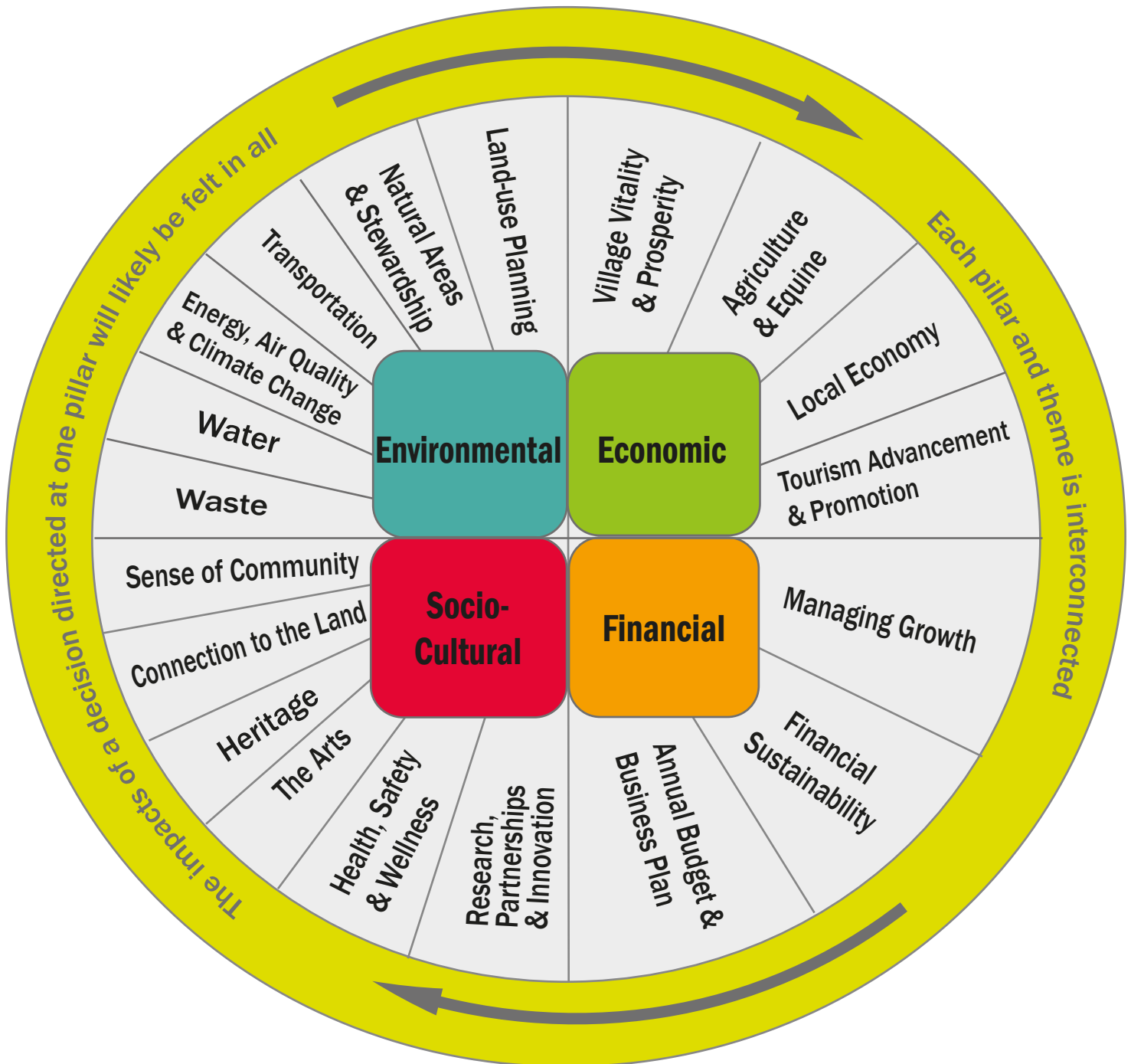
Our vision describes the ideal future for King Township. It is based on the common values, priorities and aspirations of the community.

***King Township is an idyllic countryside community of communities,
proud of its rural, cultural and agricultural heritage.
We are respected for treasuring nature, encouraging a responsible local economy,
and celebrating our vibrant quality of life.***

Our Themes and Goals

Our Plan has 19 themes, organized by the four pillars of sustainability (environment, economy, socio-culture, finance). The diagram below shows how each of these pillars and themes is interconnected.

For each theme we developed a goal (the ideal future), a list of strategies (high-level objectives) and potential actions (specific initiatives that will help us achieve our goal). Our goals and strategies can be found in the Plan on pages 27 to 65 and the potential actions can be found in the “Potential Action Bank” in Appendix A (Note: not all potential actions need to be undertaken to make the Plan a success).



Immediate Priorities

To continue building momentum in King Township and to ensure we achieve tangible results in the short-term, the community, Task Force and Working Groups defined the following priorities requiring action in the initial years of implementation:

- **Strengthen the Township of King's planning legislation and by-laws to reinforce environmental protection and public health and safety**
- **Develop a strategy for intensification and infill**
- **Create a natural heritage inventory**
- **Create a public sustainability awareness campaign to build community support for implementing the Plan**
- **Conduct an inventory of our assets**
- **Update and implement village plans**
- **Develop and implement an economic development strategy**
- **Host an annual summit for our community organizations to celebrate their initiatives and accomplishments, foster collaboration and encourage new volunteers**
- **Strengthen the connection with our food and farming communities and improve access to local food**
- **Celebrate, promote and maintain King Township's cultural identity**
- **Establish a Community Arts Centre that can host performances, showcase King Township's art and provide community programming**
- **Encourage the use, appreciation and respect of King Township's natural areas and trails**
- **Develop strategic partnerships with educational and agricultural institutions to continue to support learning and community development**
- **Ensure financial sustainability for King Township**

Implementing the Plan

Our Plan is focused on implementing sustainable actions and leveraging the resources of our local community. The Township of King is responsible for leading the implementation of the Plan while Community Partners (individuals, community groups, organizations and businesses) are encouraged to support the municipality by partnering, endorsing or undertaking actions in the Plan. A preliminary list of potential community partners can be found in Appendix D.

A Sustainability Committee is responsible for guiding the implementation process. The Committee is responsible for taking the necessary steps to recruit and engage businesses, developers, community organizations, stakeholders and the larger community to endorse and carry out the Plan's actions, as well as receive and vet requests from community groups looking to undertake actions within the Plan. In addition, the Committee will work collaboratively with Council and Township of King staff to ensure implementation ensues. Township of King staff will also be encouraged to integrate the Plan's goals, strategies and actions into future plans and initiatives within municipal operations.

A Resource for the Entire Community

The Plan is a community plan, which means that it can be a resource for anyone in King Township.

- An organization, group or business can adopt the Plan's goals and strategies and integrate them into their planning processes. Individuals can also promote or endorse the Plan's overall vision, goals and strategies.
- An organization, group, business or individual can take on one or more of the 'potential actions' found in our Potential Action Bank (Appendix A).
- The Plan can be used as a resource for educational institutions, wishing to teach sustainability at the local level. Educators and students can also further develop actions as school projects or contributions to community service hours. Post-secondary students can assist with various actions in the Plan as part of their research activities.

The Township of King Council and staff will also use the Plan to:

- Ensure sustainability is a key consideration in making decisions about our community's future;
- Align future municipal plans, programs, policies and budgets going forward with the Plan; and
- Seek funding opportunities that align with actions in this document as part of the implementation process.

Monitoring Our Progress

Every year the Township of King will develop a Progress Report with information about the status of the Plan's implementation. A more in-depth review will be undertaken every five years.

Our Plan includes two sets of indicators that will help us to measure our progress towards sustainability over time. A list of 19 over-arching indicators can be found on page 71 of the Plan and a longer list of potential indicators is located in Appendix B.

Ongoing Collaboration with the Community

Community engagement and collaboration is an ongoing and a key component of our Plan's success. Key opportunities to be involved include:

- Attending the Annual Community Forum for Sustainability;
- Applying to be on the Sustainability Committee;
- Taking part in workshops, programs, and events;
- Continuing to provide input in various ways;
- Endorsing or undertaking the Plan's strategies and actions; and
- Promoting sustainability and sustainable initiatives through individual networks, businesses and conversations.

If you would like to learn more about how be involved in our sustainability program please contact: spuppi@king.ca or visit our website www.sustainableking.ca.



Photo credit: The Friends of the Greenbelt Foundation

A MESSAGE FROM MAYOR STEVE PELLEGRINI

As Mayor, I have made a commitment to work with Council, Township staff and the community to define a sustainable future for King Township. On behalf of Council, it is my pleasure to welcome you to the King Township Sustainability Plan.

Our Plan is the culmination of the extraordinary efforts of community members, dedicated Sustainability Ambassadors and Working Group volunteers who have ensured that the Plan reflects our community aspirations. King Township residents have shown they care deeply about the future of the Township. They have provided great ideas on how we can preserve the elements we love, while making improvements towards a more sustainable future. It is this level of passion and engagement that will ensure the success of the Plan.

Our Plan presents our ideal vision for King Township and provides guidance and direction to Council and staff for the long-term. It focuses on protecting the natural environment, preserving our cultural identity, strengthening our economic resilience and ensuring we operate in a financially sustainable manner. Working together, thinking creatively, with sustainability as the lens, King Township will continue to evolve into one of the most desirable places to live in Canada.

Congratulations to all who have worked so hard to accomplish this Plan. I hope that you will continue to support and drive the Plan as we move forward into implementation and action.

A MESSAGE FROM THE CAO, SUSAN PLAMONDON

On behalf of the Township of King staff and Senior Management Team, I would like to take this opportunity to thank residents for your exceptional efforts in developing King Township's first Sustainability Plan.

So much good work and good will from our community has gone into the development of this plan. Our entire community and Township staff need to rally around it. It is a plan for today that looks to the longer term future. It builds on long standing values and our heritage and encourages us to grow without compromising them. The Plan guides us by identifying goals – including continuing to protect our natural environment and agricultural lands, attracting new jobs and maintaining our cultural heritage. This plan belongs to all of us, residents, farmers, businesses, community groups, clubs and associations and we are all responsible for its successful implementation.

Our Plan reflects a spirit of self-reliance and progressive thinking that we believe is a priority for King Township. It also makes a clear assertion that as a community we have the power and the responsibility to make a significant difference for us and for future generations.

The Township has completed many sustainability actions in recent years. We developed green building policies, constructed King Township's first two LEED™ buildings, initiated renewable energy projects and campaigns, created a Township sustainability blog, hired a Sustainability Coordinator, and are continuing to provide various conservation, education and outreach initiatives. Within our municipal operations, staff are already working with Council to incorporate sustainability into our daily activities. As we move from planning for sustainability to action, we will be examining ways to ensure that our departmental business plans align with the Sustainability Plan.

I am so very proud to be part of a team that will have the opportunity to implement this Plan. We are committed and will work hard, under Council's direction and with community support to achieve our vision of King Township as an idyllic community that is respected, responsible and vibrant.

A MESSAGE FROM THE SUSTAINABILITY TASK FORCE CHAIR, DEBBIE SCHAEFER

Our Sustainability Plan is powerful. Its power comes from "how it came to be." Ideas and insights about what King Township is and should be came from more than 3,000 people including youth, parents, seniors and business owners. The four Working Groups comprised of 39 volunteers gave hundreds of hours to develop robust actions to be implemented. These volunteers included many of the same citizens who traditionally give their time and energy generously to civic/community groups; but in addition there were many people who have never engaged in such activities before. These volunteers included recent university graduates, business people and owners, retirees, new and long time residents. The Task Force set direction and very importantly kept challenging itself to ensure that the Plan would make a difference. It has been exciting to be part of the process; but, the real excitement will be seeing King Township implement the plan and becoming a truly sustainable community.

ACKNOWLEDGEMENTS

King Township's Integrated Community Sustainability Plan was made possible by the dedication and commitment of the following contributors:

Accessibility Advisory Committee
Arts Society King (ASK)
Building Industry and Land Development Association (BILD)
Compost Council of Canada
Cold Creek Stewardship
Concerned Citizens of King Township
Country Day School
Dufferin Marsh Committee
Environmental Defense
Heritage Advisory Committee
Hospice King ☐ Aurora
Humber Alliance
Kettleby Public School
Kettleby Village Association
King City Public School
King City Secondary School
King City Seniors Club
King City Trails

King Bible Church
King Sentinel
King Township Baseball Association
King Township Chamber of Commerce
King Township Food Bank
King Township Public Library
King Township Museum
King Weekly
The Kingbridge Centre
Koffler Scientific Reserve
Lake Simcoe Region Conservation Authority
Local Health Integration Network (LHIN)
Montessori School
Nature Conservancy of Canada
Nobleton Alert
Nobleton & King City Horticultural Society
Nobleton Village Association

Oak Ridges Moraine Land Trust
Oak Ridges Trail Association
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
Ontario Greenbelt Alliance
Ontario Nature
Save the Oak Ridges Moraine
Schomberg Village Association
Seneca College - King Campus
Toronto and Region Conservation Authority
Trisan Centre
York Region
York Region Environmental Alliance
York Region Food Network
York-Simcoe Naturalists

Working Group Members

Councillor Avia Eek
Councillor Debbie Schaefer
Councillor Peter Grandilli
Bryce Baker
Paul Bayliss
Nancy Belo Gomes
Susan Beharriell
Janice Byerlay
Charles Cooper
Fiona Cowles
Jennifer Coxworthy
Marilena DiGiuseppe
Tom Dobson

Patty Ella
Bill Eek
Marsha Field
Richard Force
John Fenton
Peter Iaboni
Judy Gilchrist
Matthew Jones
Brent King
Rick Kloepfer
Susan Lloyd Swail
Mario Leonienco
Greg Locke

David Love
Hans Martin
Ron Mitchell
Antonietta Mollicone
Barbara Raaflaub
Maureen Richardson
Elaine Robertson
Rick Sikorski
Jeff Schmidt
Jim Streb
Enza Torchia
Gary Vogan
Larry White

Sustainability Task Force Members

Mayor Steve Pellegrini
Councillor Debbie Schaefer (Chair)
Councillor Peter Grandilli
Susan Plamondon, CAO
Stephen Kitchen, Director of Planning
Jamie Smyth, Economic Development Officer

Sara Puppi, Sustainability Coordinator
Susan Lloyd Swail, Environmental Ambassador
Nancy Belo Gomes, Socio-Cultural Ambassador
Rick Kloepper, Economic Ambassador
Brent King, Finance Ambassador

Community

More than 1,200 individuals contributed their ideas to help shape this Plan.

King Township Staff

Engineering & Public Works – Rob Flindall, Derek Bakshi, Mike Cole and Jody LaPlante
Planning Department – Stephen Kitchen, Kristen Bond, Katrina Guy, Sara Puppi and Gaspare Ritacca
Information Technology – Barbara Harris
Building Department – Peter Lavrench
Human Resources – Marilyn Loan
Clerks Office – Kathryn Smyth
Parks, Recreation and Culture – David Clark, Mary Asselstine and Kathleen Fry
By-Law Enforcement – Walt Peacock and Brad Stade
Finance Department – Jeff Schmidt and Wendy Kwan
Fire & Emergency Services – Bryan Burbidge and Jim Wall
Economic Development Office – Jamie Smyth

Lura Consulting Team

Liz Nield, Project Co-Director
Dave Hardy, Project Co-Director
Susan Hall, Project Co-Director
Ariana Cancelli, Project Support
Jeff Garkowski, Project Support

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INTRODUCTION

About the Sustainability Plan

King Township's Integrated Community Sustainability Plan (The Plan) is an exciting framework that describes how our community will enhance our long-term well-being and protect the environment over the next 20 to 25 years. It guides and balances environmental, economic, socio-cultural, and financial priorities, in a way that promotes community vitality and prosperity while respecting, preserving and restoring our natural environment.

The Township of King (i.e., the municipality) has made great progress towards sustainability over the past several years. Many initiatives have been put into action, including: the ongoing development of green building policies; the construction of King Township's first two LEED™ buildings (pending certification); renewable energy projects and campaigns; the creation of a Township sustainability blog; hiring of a Sustainability Coordinator; and various conservation, education and outreach initiatives.

To continue building momentum and to provide a framework for driving sustainability, the Township of King applied for and was granted funding from the Federation of Canadian Municipalities' (FCM) Green Municipal Fund to develop an Integrated Community Sustainability Plan (referred to as The Plan). Over the course of almost a year, our community, a Sustainability Task Force, four Working Groups, stakeholders and Township staff have been diligently working together to prepare this Plan.

Through the planning process, we identified a unified vision for the future of King Township (i.e., the community), a set of goals, strategies and a list of potential actions for achieving that vision. This Plan is intended to provide guidance to the Township of King and our community partners, and act as a framework for developing and implementing sustainable strategies and initiatives. The Plan also provides direction for implementation, including an organizational model and an approach to ongoing measurement and accountability.



Photo Credit: Jamie Reaume

What is Sustainability?

The most commonly adopted definition of sustainability is, "meeting the needs of the present generation without compromising the ability of future generations to meet their needs." (Brundtland Report, 1987). This means the actions we take must protect, restore and enhance our natural environment and promote high quality of life today, tomorrow and for generations to come.

Our community understands that sustainability is about:

- Protecting the natural environment
- Changing our behaviour to consume less resources
- Thinking about and preparing for global changes
- Finding creative solutions that work for King Township's rural economy
- Providing more transportation options
- Supporting our farmers and the agricultural sector
- Celebrating our natural and cultural assets
- Cultivating a strong sense of community
- Evaluating the long-term effects of our actions
- Making smart decisions about community design, land use planning and infrastructure while connecting our neighbourhoods and village cores
- Thinking long-term about the effects of our financial decision making
- Thinking differently, being more innovative and collaborative
- Creating a cohesive community that respects the identity and uniqueness of all King Township's villages and hamlets

In King Township, sustainability is expressed as having four pillars: economic, environmental, socio-cultural and financial.



Like a house with four sturdy columns, a strong sustainability foundation requires the balancing of all four pillars.

About King Township

King Township is a unique and special place. We are proud of our extensive natural and scenic beauty, rich cultural and heritage, and the welcoming, small town feel that defines our Township. Located in York Region on the northern edge of the Greater Toronto Area (GTA), our community is about halfway between Toronto and Barrie and covers an area of 333 km² (see Map A). The Township is predominantly rural, with the majority of our residents concentrated in the three villages of King City, Nobleton and Schomberg. Several hamlets and smaller communities are essential to our rural character: Ansnorveldt, Kettleby, Laskay, Lloydtown, Pottageville and Snowball.

King Township is often referred to as a 'community of communities'. Each of our villages and hamlets has its own distinctive character including notable cultural and natural landscapes, historical features, and heritage properties. All of this is juxtaposed with a strong overall sense of community.

One of our greatest assets is the picturesque countryside that dominates the Township's landscape, including the rolling hills and natural areas of the Oak Ridges Moraine and the Greenbelt. These areas provide ample open space for recreation and enjoyment of the natural environment, as well as clean air, water and habitat for wildlife, for our residents and for surrounding communities. Unique soils, topography and landforms are also important features of our natural environment that have factors strongly in our choices relating to land use.

We have a long agricultural history in the Township and are well-known for our horse and produce farms. A significant portion of the Holland Marsh is located here and plays an important role in Canada's food export market and serves a substantial local market within the GTA.

Map B on page 4 shows the location of the villages and hamlets and the prominence of the Oak Ridges Moraine, Greenbelt and Holland Marsh within King Township.

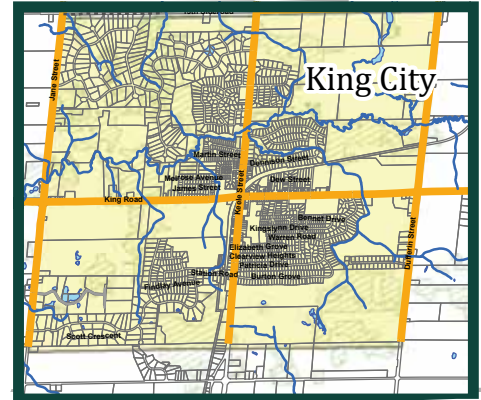
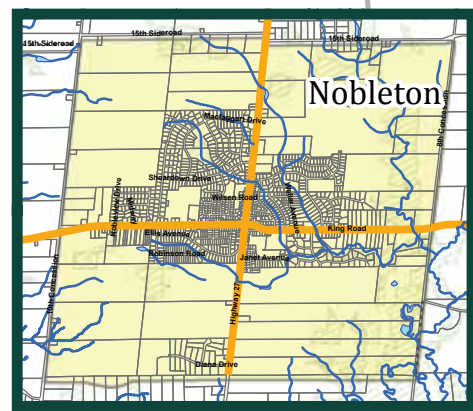
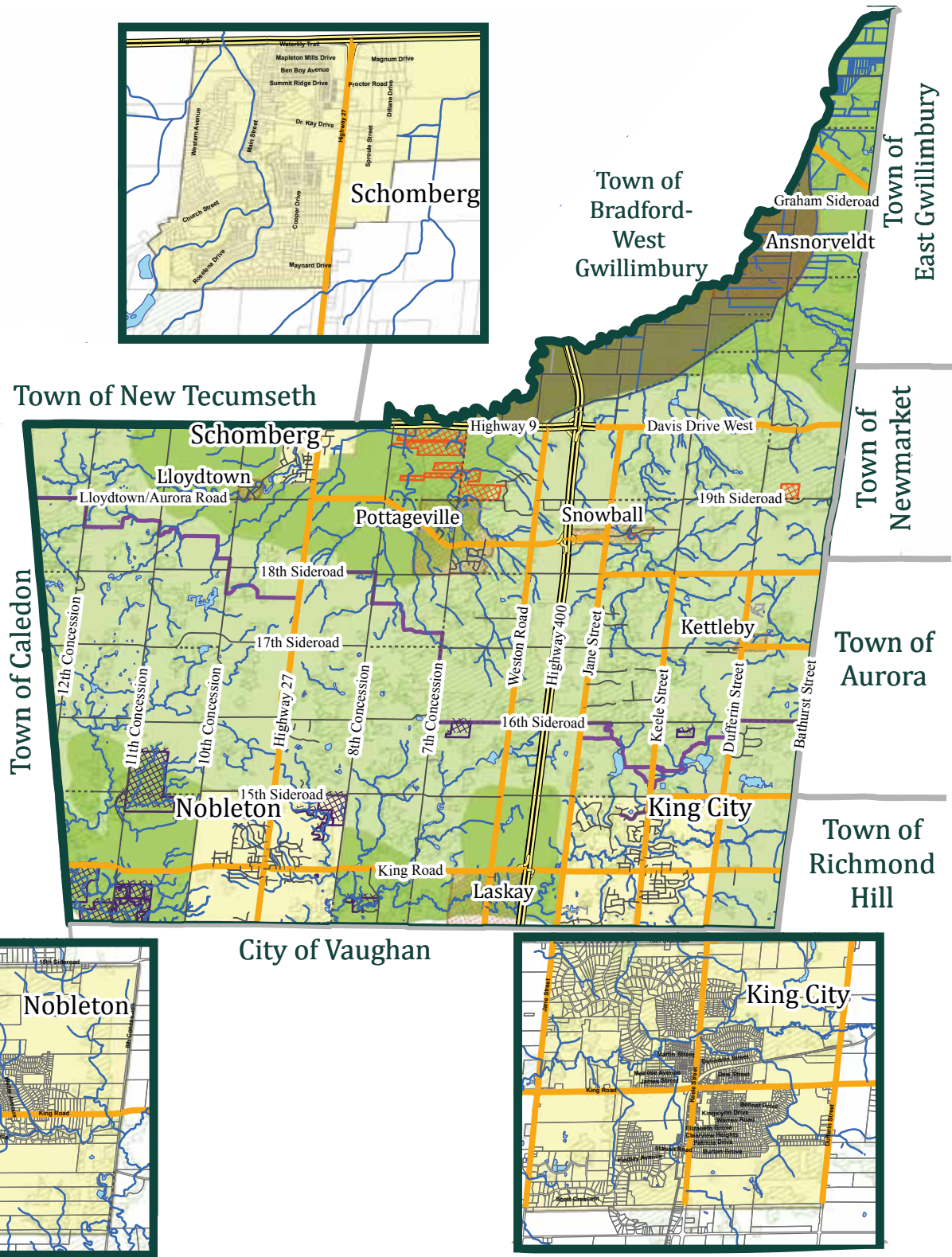


Map A: Township of King in a Regional Context

Map B: Township of King

Legend

-  Municipal Boundary
-  Holland Marsh
-  Oak Ridges Moraine
-  Greenbelt
- Settlement Areas**
 -  Village
 -  Hamlet
- Features**
 -  TRCA Conservation Area
 -  LSRCA Conservation Area
 -  Regionally Significant Forest
 -  Waterbody
 -  Watercourse
 -  Oak Ridges Moraine Trail
- Roads**
 -  Provincial Highway
 -  Regional Road
 -  Local Road
 -  Private Road
 -  Unopened Road Allowance
 -  Proposed Road



Why the Plan Is Important

Our world is changing. King Township residents, political leaders and municipal staff have come together to map our future. Like other municipalities around the world, we discovered we have significant means at our disposal to achieve higher levels of sustainability. We understand local action has a major impact on the social, environmental and economic well-being of our citizens, and in-turn, can have a global impact.

The Township of King embarked on creating a community-based sustainability plan because it provides a number of benefits for both the municipality and our community. It is different than other municipal plans and strategies because it provides: (1) overall direction for decision-making within the community; (2) the municipality guidance to align future plans, programs, policies and budgets with the Plan, and (3) a potential resource for anyone in King Township who wishes to become more sustainable.

Implementing our Plan ensures that the distinctive features and qualities that make us special are supported, protected, and leveraged over the long-term. Our Plan addresses the challenges and pressures threatening our long-term prosperity and the preservation of our character, including demographic shifts, population growth, environmental degradation, and restricted development opportunities.

By becoming more environmentally, socially and financially resilient, we will be able to mitigate and adapt to global threats that may negatively impact local residents and businesses, including climate change, peak oil, and economic uncertainty.

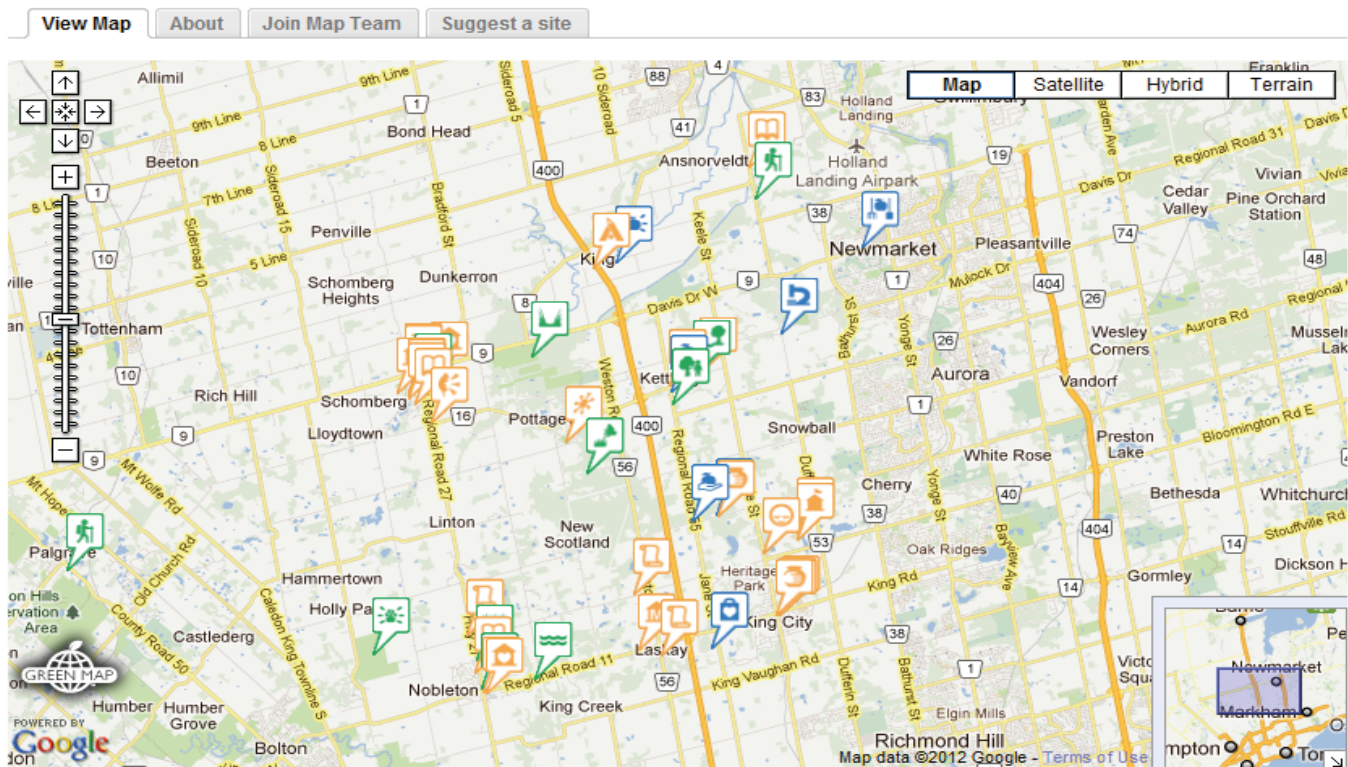


A True Community Plan

Our Plan was developed through extensive community collaboration and consultation. We harnessed the energy, local knowledge and skills of our residents and community groups.

Over 3,000 contacts were made within the community, in various forms, including Working Group meetings, community forums, individual conversations, presentations, mapping sessions, and display booths, as well as online through Facebook, Twitter, a website (www.sustainableking.ca) and an online survey. The response and level of engagement from the community was exceptional.

As part of the community engagement process, residents were asked to identify King Township's assets, or the places and features they thought make King Township special, such as its libraries, community centres, social services, local businesses, parks and trails. These assets are illustrated on the King Township Community Asset Map. As the Plan is implemented, the community is encouraged to continue building its inventory of assets.



What do you love about King Township?

"Beautiful Countryside."

"The hills, trees, pastures, rivers, lakes and all the domestic and wild animal life."

"The rich heritage and history."

"Community feeling."

"Nature trails."

"The Grackle."

"Special events – Nobleton Victoria Day and a Mainstreet Christmas in Schomberg."

"There are a lot of farms so we have fresh vegetables."

"The community feel about the villages and towns."

What would you most like changed?

"Transit for youth and seniors."

"Slow and careful planning, township wide."

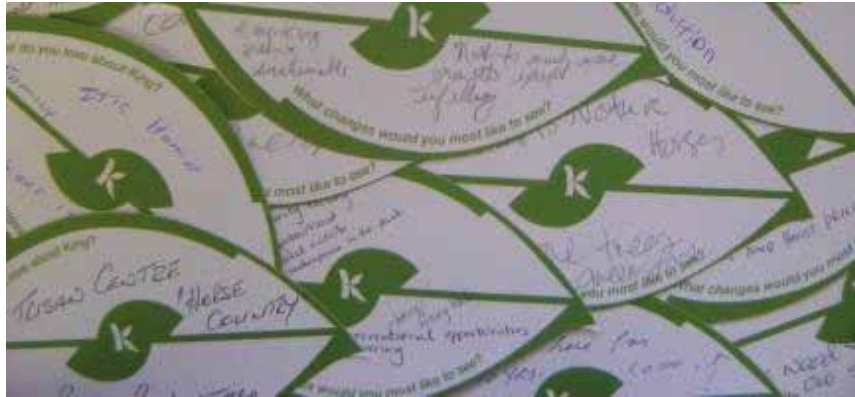
"Nothing. I like it the way it is."

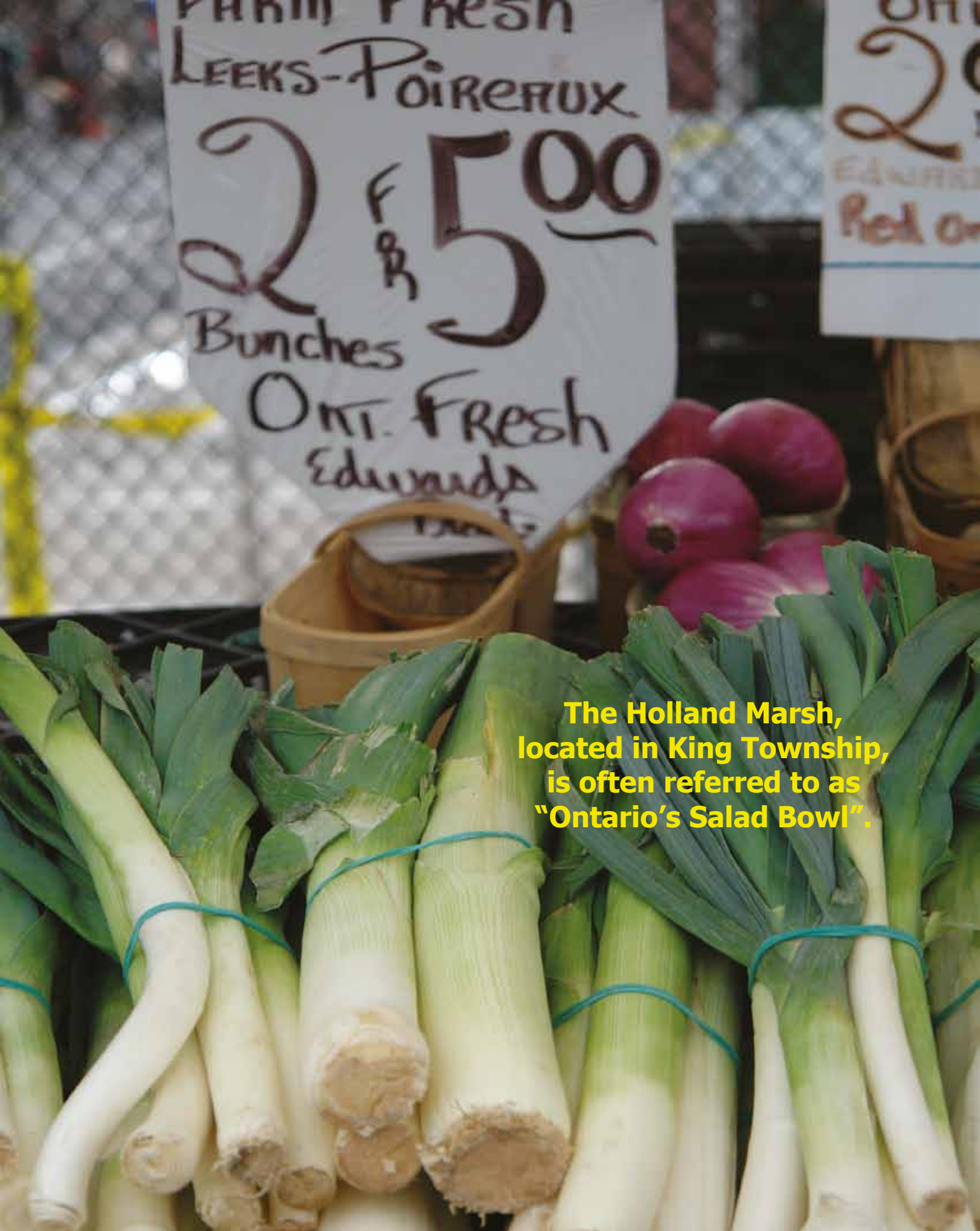
"Pedestrian friendly streets."

"More activities for young people. They have to drive everywhere."

"More public transportation – the GO bus doesn't come often enough."

"It would be nice to see affordable housing for the senior group. And not such an expensive condo type living."





**The Holland Marsh,
located in King Township,
is often referred to as
"Ontario's Salad Bowl".**

How We Will Ensure the Plan is Successful

Working Together

To ensure the success of our Plan, we must all work together. Positive changes must occur at all levels and from all sectors of the community – including Township Council and staff, local community groups and businesses, educational institutions, other levels of government as well as individual residents.

Community Partnerships

Becoming a truly sustainable place requires the support and cooperation of our entire community. King Township's Sustainability Plan calls upon community groups and organizations to be partners in sustainability, by adopting and endorsing actions in the Plan.

Political Support

The Township of King was responsible for initiating and developing the Sustainability Plan and continues to play an important role in leading its implementation. To be successful, local decision makers, including members of Council and the Mayor must support and endorse the Sustainability Plan. Their role is also to advocate support for the Township, especially from other levels of government.

A Focus on Governance

Sustainability requires a new approach to governance; one which facilitates integration across sectors and promotes creative solutions. The Sustainability Plan encourages collaboration between and among all stakeholder and special interest groups and ultimately advocates for more holistic decision making throughout the Township.

Measurement and Monitoring

Measuring and reporting on our progress are essential to success. Indicators and targets are used to show us how well we are doing in different areas and where we may need improvement.

Flexibility

Being open to change and leaving room for flexibility helps to ensure the Plan remains relevant over the long-term. As economic conditions, federal and provincial policies, climate conditions and other factors change, the Sustainability Plan will need to be updated.

HOW THE PLAN WORKS

4 Sustainability Pillars

A sustainable King Township requires four sustainability pillars: economic, environmental, socio-cultural and financial.

Our Vision

Our vision (pg. 12) describes the ideal future for King Township, and is based on the common values, priorities and aspirations of the community. It serves to inspire, mobilize and guide us towards our desired future.

Themes & Goals

Themes are the specific focus areas of the Plan. The goal statements for each theme describe what the Township will be in our desired future.

Progress Indicators

Indicators are the units used to measure progress over time. Targets are the desired state we are trying to achieve. The potential indicators and targets are found in Appendix B.

Strategies

Strategies are broad, high-level objectives that act as a bridge between where we are in 2012 and where we want to be in 2032.

Immediate Priorities

These are areas where our community has identified the need for immediate action. The priority areas will create momentum and/or require immediate attention.

Potential Actions

These are potential specific initiatives that have been identified by our community as ones to pursue in order to move King Township towards sustainability. Potential actions become 'Actions' once they have an organization to lead implementation, funding sources confirmed, and a method to measure success. Not all potential actions need to be undertaken or implemented to make the Plan a success.

Potential Partners & Resources

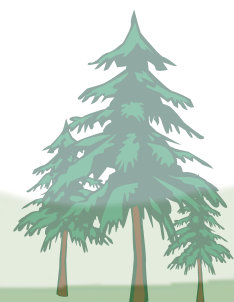
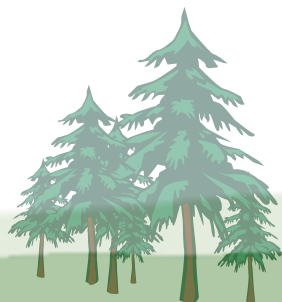
For each theme, our community has identified potential organizations, groups, institutions, and businesses as candidates to help implement actions in the Plan. These lists are not to be considered final or exhaustive. One of the early tasks for the Sustainability Committee will be to host discussions with these candidates to confirm and create actual partnerships for implementation. Both the Township of King and Region of York are potential partners for all themes; however, the Plan assumes that individual citizens, community organizations and businesses also have a strong role in its implementation. A broader list of potential partners is included in Appendix D.





Our Vision

King Township is an idyllic countryside community of communities proud of its rural, cultural and agricultural heritage. We are respected for treasuring nature, encouraging a responsible local economy, and celebrating our vibrant quality of life.



Our Values

‘Idyllic’ – a countryside that is ideal; pleasant; picturesque; peaceful and happy; having ample open and green space; recognizing natural simplicity; and embracing people living in harmony with nature.

‘Community of communities’ – a collection of villages and hamlets having their own features and aspirations, simultaneously supporting and working with each other towards a common vision.

‘Rural’ – a characteristic of the country; includes horse farms, main streets, country stores, schools, churches, historic buildings, scenic views, archeological sites; and a small-town feel.

‘Agriculture’ – associated with cattle, animal farming, crop production, food production equine activities; the land, machinery, skills, knowledge, people and culture that support the industry.

‘Heritage’ – the legacy of physical artifacts, built form and intangible attributes; their stories and histories that are inherited from the past and given to future generations.

‘Respected’ – regarded as a leader; admired and recognized by others for our efforts.

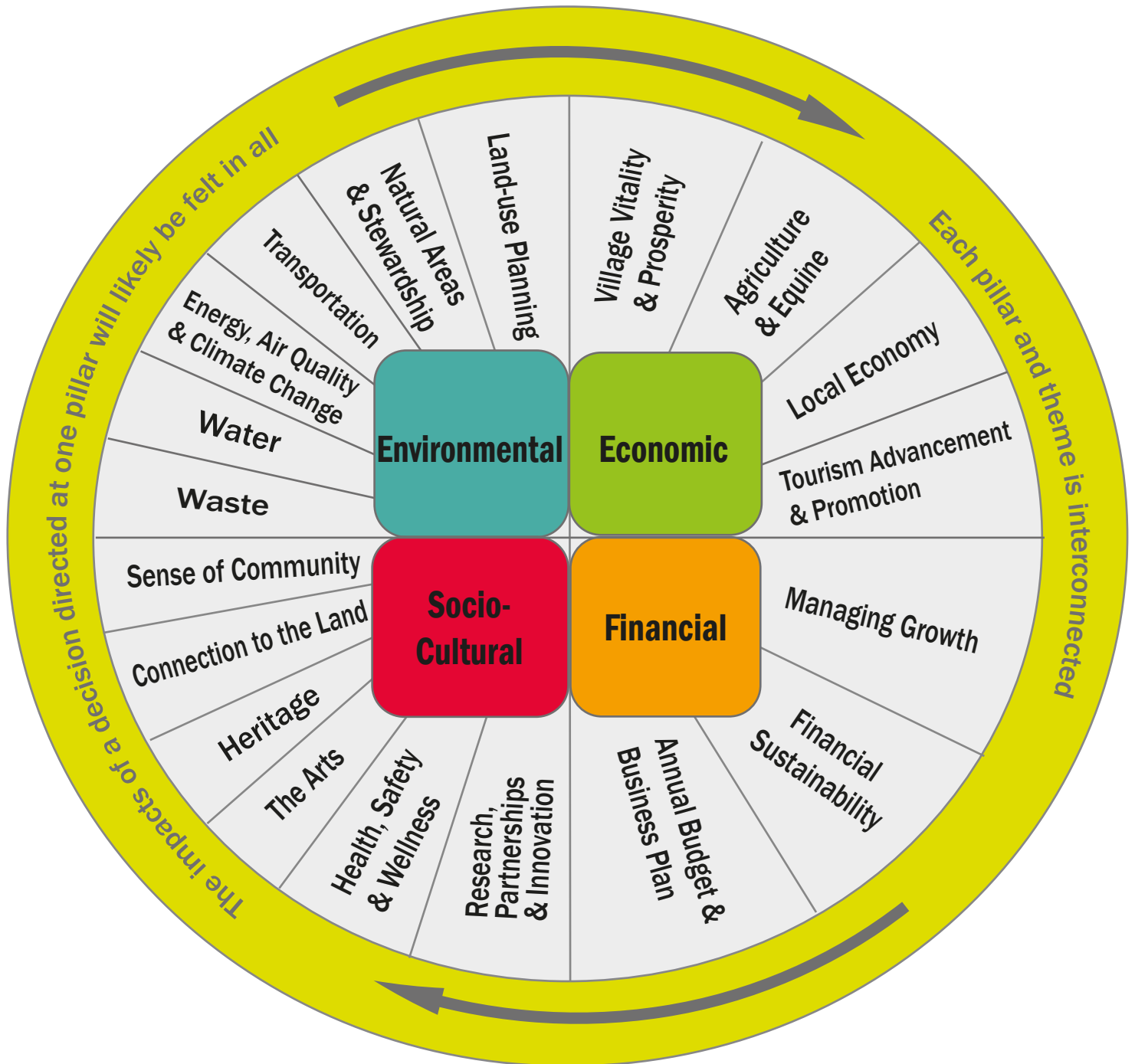
‘Treasuring nature’ – recognizing the inherent value of nature; being committed to conservation, protection and improvement of our natural assets.

‘Responsible local economy’ – supporting and encouraging business improvements that respect our values; maintaining what we have; looking after King Township first; creating a sustainable strong, environmentally sound and diverse local economy; managing our municipal finances and assets; embracing effective and inclusive participation, representation, and leadership.

‘Vibrant quality of life’ – a lively community where people come to live, work, shop and engage in recreational and cultural activities. Created, nurtured and supported by the other aspects of our vision.



PILLARS & THEMES



IMMEDIATE PRIORITIES

The following provides a list of 14 immediate priorities identified by the community and the Working Groups for implementation during the initial years of the process. These initiatives are derived from the goals and strategies starting on page 27 and the actions found in the Potential Action Bank in Appendix A. Each priority includes a project lead, potential collaborators, and potential indicators that can be used to measure the progress or success of the initiative. The community has a role to play in the implementation of these priorities and should be recognized as potential collaborators and/or partners for all.



THEME:
Land Use Planning

STRATEGY: Enforce
and Strengthen
King Township's
by-laws and plan-
ning policies

PRIORITY: Strengthen the Township of King's planning legislation and by-laws to reinforce environmental protection and public health and safety.

Description:

Ensuring planning policies and by-laws are strong, current, enforceable and based on best practice is critical to their use as a tool to move sustainable action forward. We will update or develop selected planning policies and by-laws to make the Township of King a leader in policy development.

Specific activities could include:

- 1) Review of the Official Plan documents (including Community Plans) and zoning by-law to incorporate urban design and site plan control policies and regulations that are current and reflect each community's values as well as provincial and regional directions.
- 2) Development of new policies, by-laws or standards including:
 - a. Alternative design standard
 - b. Right to light by-law
 - c. Green development standard with a focus on energy and water conservation
 - d. Tree by-law
 - e. Landform Conservation by-law
 - f. Fill by-law
 - g. Dark sky policy

Project Lead:

Township of King Planning, Engineering and By-law enforcement staff

Potential Collaborators or Partners:

The Sustainability Committee can research best practices from other municipalities. The Association of Municipalities of Ontario, Federation of Canadian Municipalities and Canadian Green Building Council can provide additional information resources.

Potential Indicators:

- Number of Leadership in Energy and Environmental Design New Construction (LEED™) certified buildings (or equivalent)
- Number of developments implementing green and safe building standards
- Number of green and safe building promotional materials distributed annually
- Number of developments that implement village design guidelines
- Number of new initiatives supporting the Plan – such as natural and cultural heritage policies, employment land policies, LEED™ or equivalent supportive policies, core area revitalization, transportation policies, housing density targets, or intensification within built boundary

Other Notes:

Updating or developing policies and by-laws was identified by the public as an area of high importance and was confirmed as a top priority by the Environmental Working Group. This priority project has synergies with the financial and economic pillars as green development reduces expenses and demonstrates corporate leadership.



THEME: Land Use Planning

STRATEGY: Strategically direct planned future growth, intensification, and infill to communities where existing servicing and public transit exists or where there is planned transit service while avoiding key natural heritage and hydrological features.

PRIORITY: Develop a strategy for intensification and infill.

Description: Develop a strategy to incorporate intensification within existing communities where transit services exist or where there is planned transit service.

Project Lead: Township of King Planning

Potential Collaborators or Partners The Sustainability Committee can research best practices. The Association of Municipalities Ontario, Federation of Canadian Municipalities can provide information resources.

Potential Indicators:

- Average density of new residential developments
- Number of intensification units developed

Other Notes:

This priority should begin as soon as possible and be closely linked to the update of planning policies and by-laws as they will provide the strategic direction and legislative framework needed to implement this strategy.

This priority is strongly linked to regional/provincial requirements to implement the *Places to Grow Act* (Growth Plan for the Greater Golden Horseshoe) and related policies, which require a minimum of 920 residential units to be built in the Township of King through intensification.



 **THEME:**
Natural Assets and
Stewardship

STRATEGY:
Identify, protect and
enhance natural
areas, including
wetlands, meadows,
forests and grass-
lands.

PRIORITY: Create a natural heritage inventory.

Description: A King Township specific Natural Heritage Inventory will provide inventories and baseline information to guide planning decisions, inform community organizations, identify gaps, and support decision-making. This inventory could include: soil profiles, source water areas, woodlot locations and sizes, open lands, water recharge areas, evaluated and non-evaluated wetlands, kettle lakes, species at risk, biodiversity (species richness, diversity, occurrence, habitats) and other appropriate natural heritage features. It could also identify trails, protected areas, threatened areas and natural connectivity.

The Natural Heritage Inventory may include an interactive map for residents and the development of a Citizen's Charter to foster public awareness and stewardship collaboration.

The inventory will quantify the value of King Township's ecological goods and services and be used as a tool to support tax allowances/credits as authorized by Provincial legislation. This priority is linked to the finance pillar and can be used alongside the trail strategy.

Project Lead: Township of King Planning Department and GIS technician

Potential Collaborators or Partners:

Much of the information exists at the Ministry of Natural Resources, Conservation Authorities Moraine Coalition, Ducks Unlimited, Nature Conservancy Canada, Oak Ridges Moraine Land Trust, Ontario Nature, conservation authorities, Woodlot Associations, Region of York and stewardship councils. It must be assembled into a cohesive King Township specific inventory.

Potential Indicators:

- Percent of land area protected
- Percent of natural areas and parkland protected from encroaching development
- Number of hectares of agricultural land designated for development
- Number of public documents recognizing the Township's provision of ecological goods and services
- Amount and type of funding Township of King receives from other levels of government for provision of ecological goods and services
- Number of trees planted on public property
- Percent increase in survivability of trees on both public and private property planted through development
- Number of bird species observed
- Area and linear extent of contiguous habitat types
- Percent forest cover
- Percent of land under Managed Forest Tax credit
- Linear extent (km) of cold and warm water fisheries



THEME: All
STRATEGY: All

PRIORITY: Create a public sustainability awareness campaign to build community support for implementing the Plan.

Description: A multimedia information and awareness project that highlights existing or new citizen actions that can be implemented at the grassroots level to fulfill strategies in the Plan. For example, home energy audit (how to find information), waste reduction recycling, water use reduction, carpooling, citizen charter, landscaping, stewardship initiatives, citizen science programs, walk to school program, information on active trails and non-motorized transportation, encourage increased use of public transportation (especially with increase of routes), renewable energy sources, well-water/wellhead protection, and so on. This can incorporate an interactive map and information obtained from the heritage strategy.

Project Lead: Township of King and supported by Sustainability Committee

Potential Collaborators or Partners: Non-governmental organizations (NGOs), conservation authorities, faith-based organizations and King Township Public libraries.

Potential Indicators:

- Number of groups interested/engaged
- Changes in behaviour (uptake in citizen behaviour change)

Other Notes:

This priority should begin immediately, as it feeds into, informs, and guides other identified priority strategies. It educates King Township residents on the progress and content of the Plan, providing information on who is interested and what they can do, then gives them local actions to implement.



PRIORITY: Conduct an inventory of our assets.

Description: Conduct a comprehensive inventory of assets across the four pillars of sustainability (environmental, economic, socio-cultural and financial). The priority should build on any existing work previously completed to inventory assets. The inventory should include:

- Employment, commercial and agricultural lands and current economic activity

 **THEME:**
Natural Assets and Stewardship
The New Economy
Tourism, Promotion and Communications

- Cultural and natural assets and how they can be leveraged (e.g., Cold Creek Conservation Area, Pottageville Swamp, Centennial Park and so on); and
- Tourism places – business centres, special events, arts, bed and breakfasts, restaurants, golf courses, villages, and sports and recreational facilities

STRATEGY:
Multiple

Project Lead: Township of King and supported by Sustainability Committee and GIS technician

Collaborators/Partners: Conservation authorities, Township of King Municipal Heritage Committee, Arts Society King, King Chamber of Commerce, Village Associations, agricultural groups and organizations.

Indicators:

- Completion of inventory (Yes/No)



 **THEME:**
Village Vitality and Prosperity

STRATEGY: Maintain and revitalize King Township's villages.

PRIORITY: Update and implement village plans.

Description:

- Consider undertaking Community Improvement Plans for each village;
- Consider organizing and creating Business Improvement Areas (BIAs) in each village;
- Make physical improvements to village cores, such as lighting, sidewalks, signage, banners and planters;
- Support the implementation of each of the Village Centre Urban Design Guidelines and/or adopt them as official Township guidelines; and
- Continue participating in the First Impression Community Exchange Program.

Project Lead: Township of King

Potential Collaborators or Partners: Village Associations, King Chamber of Commerce, property owners, businesses and entrepreneurs.

Indicators:

- Number of businesses registered to King Township addresses
- Local business closures
- Retail vacancy rates



THEME:
The New Economy

STRATEGY: Build on our existing strengths and economic development opportunities to attract businesses that share King Township's values

PRIORITY: Develop and implement an economic development strategy.

Description:

- Evaluate King Township's economic assets and determine opportunities for growth;
- Bring together stakeholders from the business sector to discuss and collaborate on the right direction for King Township's economic future;
- Identify and attract a number of newer, high-growth and higher-wage industries such as health, IT, green business and hi-tech and encourage them to locate in King Township;
- Consider supporting new policies to encourage agricultural value added activities;
- Consider the value of creative industries and new types of working conditions (e.g. working from home) in King Township's future; seek to find a balance with traditional jobs and industry; and
- Build on any previous work undertaken to address this priority.

Project Lead(s): Township of King and King Chamber of Commerce (Note: To be confirmed)

Potential Collaborators or Partners: Village Associations, local business and institutions.

Potential Indicators:

- Number of commercial building permits per year
- Number of new jobs created



THEME:
Sense of Community

STRATEGY: Support, recognize and celebrate our thriving volunteer community

PRIORITY: Host an annual summit for our community organizations to celebrate their initiatives and accomplishments, foster collaboration and encourage new volunteers.

Description: This priority focuses on creating a networking and educational opportunity that builds on King Township's Volunteer Night celebration concept. This includes a series of workshops or presentations led by community organizations discussing their mandates, allowing potential volunteers to get a better understanding and identify how they would like to get involved. The event should be held on an annual basis starting in 2013.

Project Lead: King Township Office of the Mayor and CAO

Potential Collaborators or Partners: King Township's Parks & Recreation Department; 'Volunteer Ambassadors' such as world-renowned leaders in volunteer recruitment who can be involved as keynote speakers for a kick-off event or prominent volunteers in the community who can be involved in recruiting new volunteers.



THEME:
Connection to the
Land

STRATEGY:
Strengthen our
connection with
our food and
farming and
improve access to
local food

PRIORITY: Strengthen our connection with our food and farming communities and improve access to local food.

Description:

Work with other groups within the community to help promote the healthy, local food events that already take place in the Township including the ASK Locavore Bus Tour, Schomberg Farmers Market and Soupfest.

To foster a longer-term direction for local food in the Township, we will begin to identify lands within the Township to create a local community garden to produce locally grown food.

Specific activities could include:

- Educate citizens about the importance of healthy, locally sourced food, farm products and seasonal eating;
- Support, encourage and promote participation in King Township's farm tours and other food-based events;
- Advertise local food farming throughout the community (e.g. pamphlet on local foods) at food-based events;
- Support and encourage the creation of community gardens in each of King Township's communities.

Project Lead(s):

King Chamber of Commerce, Holland Marsh Growers Association, Agricultural Society, Schomberg Fair, Arts Society King (Note: to be confirmed)

Potential Collaborators or Partners:

Seneca College, conservation authorities, York Region Environmental Alliance, and York Region Food Network.

Potential Indicators:

- Number of people attending events (farm tours)
- Number of questionnaires completed
- Number of community gardens and gardeners



PRIORITY: Celebrate, promote and maintain King Township's cultural identity.

Description:

Use the restored train station on the site of the King Township Museum as a Tourist Information Centre. This would be an ideal location as it is accessible and clearly visible from Highway 400. Some additional work would be required (e.g., adding well-marked signage). Volunteers could help run the tourist information centre during the spring and summer months. This venue is already maintained using Township funds.



THEME: The Arts

STRATEGY:
Encourage and cultivate ongoing appreciation and participation in artistic and cultural activities.

Specific activities could include:

- Promote the use of the King Township Museum as a cultural centre and destination, and a tourist information centre;
- Explore opportunities for adaptive re-use of heritage buildings;
- Have more information regarding the heritage of King Township available on the Township website and/or compile information on a central website; and
- Develop a Culture and Heritage Plan for King Township and facilitate collaboration and community engagement around the approach to cultural planning
 - o Identify an overall vision for culture and heritage; and
 - o Identify opportunities for leveraging heritage assets to promote tourism.

Project Lead(s):

Township of King and King Township Museum (Note: to be confirmed)

Potential Collaborators or Partners:

Volunteers and various community groups in the Township which include Arts Society King, King Township Historical Society, Township of King Municipal Heritage Committee, King Archives, King Township Public Library, and village associations.

Potential Indicators:

- Number of visits to the Tourist Information Centre



THEME: Heritage

STRATEGY:
Celebrate, promote and maintain King Township's cultural identity

PRIORITY: Establish a Community Arts Centre that can host performances, showcase King Township's art and provide community programming.

Project Lead:

Township of King and Arts Society King (Note: to be confirmed)

Potential Collaborators or Partners:

York Region Arts Council, Ontario Trillium Foundation, Wallace Foundation, Weston Foundation, School Boards, and Independent Schools.

Potential Indicators:

- Confirmed need and feasibility
- Confirmed venue
- Confirmed funding



 **THEME:**
Connection to the
Land

STRATEGY:
Encourage the use,
appreciation and
respect of King
Township's natural
areas and trails.

PRIORITY: Encourage the use, appreciation and respect of King Township's natural areas and trails.

Description:

This strategy requires gathering all the information regarding King Township's trails and having it available on the Township's website for public viewing, including the trails map from the Parks and Recreation program guide. A promotional campaign/communications strategy would then take place to make residents aware of the Township's vast trail system and to inform residents and visitors where the information can be obtained. This would promote a healthy lifestyle for Township residents.

Specific activities could include:

- Provide material for the Township website regarding trails available throughout the Township;
- Develop and implement a campaign that promotes the value of 'green' exercise to get people interested; and
- Build an adult playground (obstacle course) – as a longer-term priority.

Project Lead(s): King Township Parks, Recreation and Culture Department, conservation authorities and Seneca College (Note: to be confirmed)

Potential Collaborators or Partners: Oak Ridges Trail Association, University of Toronto Koffler Research Centre, Cawthra Mulock Reserve, private property owners and Township of King (website development).

Potential Indicators:

- Number of hits the website receives
- Number of trail visits



PRIORITY: Develop strategic partnerships with educational and agricultural institutions to continue to support learning and community development.

Description: Short term activities would focus on creating a committee with membership from schools, universities and research facilities within the Township to identify common interests. This committee's mandate would be to collaborate and share resources related to shared student and adult learning and integration of sustainability into curriculum.



THEME:
Partnerships,
Research and
Innovation

STRATEGY: Develop strategic partnerships with educational and agricultural institutions to support learning and community development.

In addition, a lecture series on sustainable actions such as solar energy applications, arts, heritage conservation and others featuring knowledgeable residents would provide opportunities to showcase expertise and facilitate the transfer of best practices. These lectures could take place at an educational facility in the Township and be recorded and posted online.

Specific activities could include:

- Promote co-operative programs with schools, universities and research facilities in order to support research and planning initiatives within the Township; and
- Support expansion of community programs and classes, such as classes on growing and cooking of local foods at Seneca College and natural heritage courses at University of Toronto Koffler Scientific Research Institute.

Project Lead(s):

Schools, educational and research facilities in King Township (Note: to be confirmed)

Potential Collaborators or Partners:

Township of King, conservation authorities, University of Guelph Muck Crop Research Station, Seneca College, University of Toronto Koffler Scientific Research Institute and other organizations offering training opportunities.

Potential Indicators:

- Number of lecture series that take place
- Number of people who attend the series or download web content



THEME:
Financial
Sustainability

STRATEGY: All

PRIORITY: Ensure financial sustainability for King Township

Description:

The financial pillar includes a number of specific goals, strategies and actions, all of utmost importance to our long-term future. The immediate priority under the financial pillar includes the following activities that require steps be taken now but recognizes that all are not necessarily achievable immediately and may require longer timelines. The strategies include: achieving a fiscally responsible budget, strengthening our reserves, optimizing revenues from Township assets, practicing cost effective management (using good fiscal management and improved productivity), improving tax assessment equity, and identifying new sources of funding.

Project Lead:

Township of King

Potential Collaborators/Partners:

Educational Institutions throughout the Township, the Municipal Property Assessment Corporation, agricultural groups, Provincial Government, and federal grants.

Potential Indicators:

- Ratio of residential/non-residential taxable assessment
- Debt to reserve ratio
- Tangible capital assets
- Operating costs per capita
- Greater partnering/managing of costs and improving service delivery to the residents of King Township
- Continued fiscally responsible budget through greater involvement of local expertise in the budgeting process
- Increase in Municipal Revenues through better management of our assessment and tax base

Goals and Strategies



LAND-USE PLANNING

Where We Are in 2012

Land-use plans and policies are important tools for managing growth, ensuring development safeguards for human health and natural resources and supporting vibrant communities. Given King Township's location within the rapidly growing Greater Toronto Area (GTA) and the vast natural areas and agricultural land, land-use planning tools are especially important for achieving sustainability. Our local governments currently receive guidance on planning matters from the:

- *Provincial Policy Statement (PPS);*
- *Greenbelt Plan;*
- *Oak Ridges Moraine Conservation Plan;*
- *Places to Grow Act* (Growth Plan for the Greater Golden Horseshoe);
- *Region of York Official Plan;*
- *Community Plans* (for King City, Nobleton, and Schomberg); and
- *Zoning by-laws.*

These plans emphasize environmental protection with the objective of maintaining and enhancing, where feasible, the natural systems within the planning areas. Respecting the boundaries for growth set out in these plans will help our communities to manage growth and minimize the impact on the natural environment.

There is general support and consensus from the community that King Township's plans, policies and by-laws will benefit from a review and update to help ensure their strength, clarity and consistency.

In 2006, King Township developed and adopted Village Centre Urban Design Guideline documents for each village which take into consideration compatibility to scale, massing and architectural character of existing buildings. In 2007, King Township developed and adopted a set of Employment Area Design Guidelines to apply to employment areas identified in the various Official Plan documents. Development applications for King Township's villages and employment areas are reviewed in the context of these documents and modified to be consistent with the Council approved guidelines.

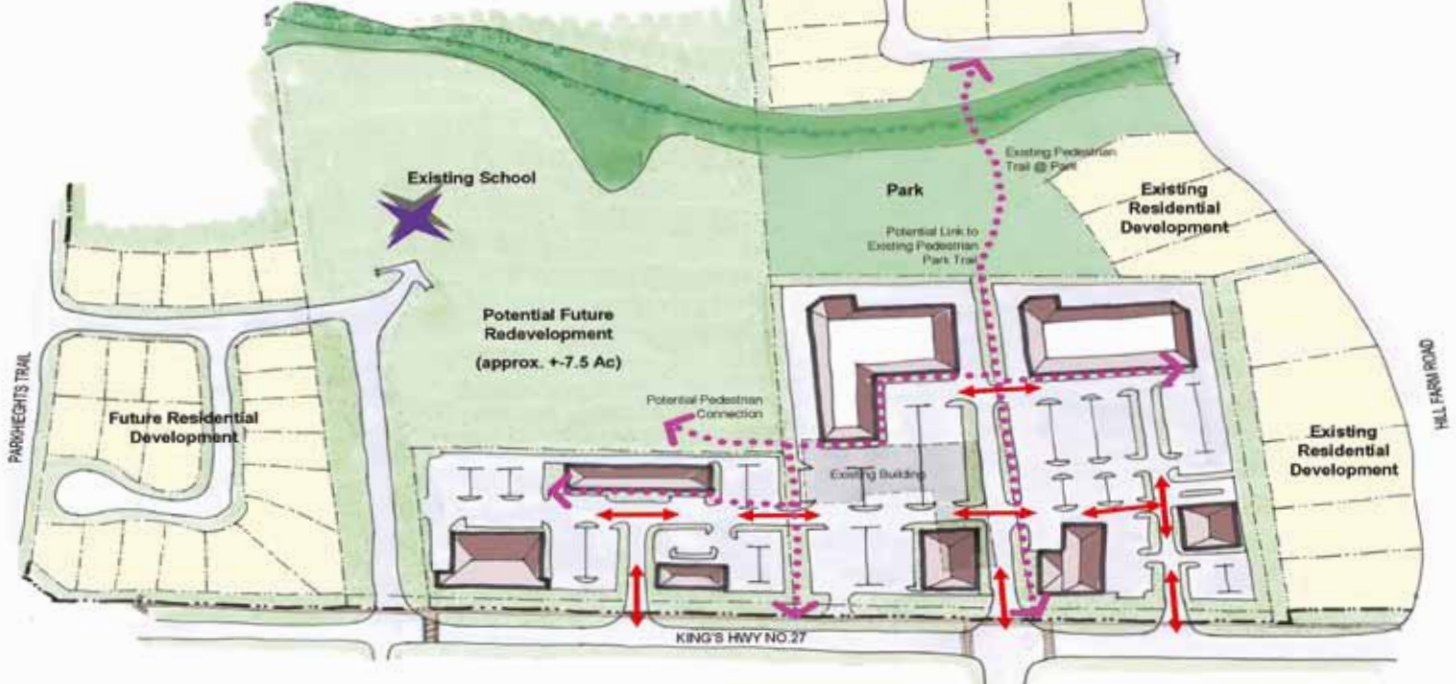
'Green building' is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle, from location to design, construction, operation, maintenance, renovation and deconstruction. Leadership in Energy and Environmental Design (LEED™) is a certification program and is a nationally accepted benchmark for the design, construction and operation of high performance green buildings. There are currently two LEED™ buildings in King Township pending LEED™ certification: the Trisan Centre and Shoppers Drug Mart.

The Township has been working to develop a green building policy, recognizing that green buildings improve the efficiency of buildings and reduce the energy and water costs for occupants. Before incorporating green building standards, the Township's buildings must first meet all fire and building code regulations.

The current housing stock is predominantly very low density single detached units. With the new development planned for King Township, it is important to ensure that there is a broader range of housing stock available to better accommodate young families and aging seniors. To protect the environment it is important to make better use of the land within the existing settlement boundaries and ensure better opportunities to live and work in the Township.

Fast Facts

- Land area: 333.31 km²
- Population (2011): 19,899
- Population density (2006): 58.5/km²
- Population density (2011): 59.7/ km²
- Total # of households i: 7,915 (2006)
 - King City: 1,625 (21%)
 - Nobleton: 1,000 (13%)
 - Schomberg: 580 (7%)
 - Outside of Village Settlements: 4,710 (60%)
- % of single family detached homes: 94%
- % of new residential units located within settlement areas (2009): 97%
- Regional target for intensification for King Township (by 2031): 20%



Our Goal

We will support the protection of natural and agricultural areas, while encouraging the revitalization of our three villages. Planning documents, policies, strategies and by-laws will direct growth to our three villages with an emphasis on the village cores, respect public input and have the strength to ensure built development meets or exceeds the best available technology and best practices in green building standards. Strategies will respect public input, and will have the strength to ensure built development meets or exceeds the best available technology and best practices in green building standards.

How Will We Get There?

- ▶ Identify and measure incoming development.
- ▶ Support and encourage 'green building' design, development and construction as well as the adoption of accredited, recognizable standards such as LEED™.
- ▶ Strategically direct planned future growth and intensification, infill to communities where existing servicing and public transit exists or where there is planned transit service while avoiding key natural heritage and hydrological features.
- ▶ Strengthen King Township's planning legislation and by-laws to reinforce environmental protection and public health.
- ▶ Improve land-use by-law compliance and encourage more consistent by-law enforcement
- ▶ Control future planned growth based on smart growth principles in order to limit our impact on the natural environment.

Actions

See Appendix A for a list of potential actions related to Land-use Planning.

Sustainability in Action

Construction of LEED™ Buildings

There are two LEED™ buildings pending certification in King Township, including a new Recreation Centre (the Trisan Centre) and Shoppers Drug Mart. Both buildings incorporate green building standards, such as innovative waste water and energy efficiency technologies, water efficient landscaping and solar panels. It is anticipated that the Trisan Centre's design features will decrease energy consumption by more than 40% compared to the Model National Energy Code for Buildings and will produce about 10,000 kW of energy per year which will be sold to the grid.



Progress Indicator

Number of developments implementing green building standards



NATURAL AREAS & STEWARDSHIP

Where We Are in 2012

Our Township contains some of the most significant and well protected natural heritage lands in all of Ontario. We have several interconnected provincially and regionally significant areas, including seven Areas of Natural and Scientific Interest and many wetland complexes. Unique soils, topography and landforms are also important features of our natural environment.

Nearly 70% of King Township's lands are situated in the protected area of the Oak Ridges Moraine (ORM) and 98% is within the Greenbelt Plan area, meaning that most of King Township is protected by strong environmental protection policies. Both the *Oak Ridges Moraine Conservation Plan* and the *Greenbelt Plan* are up for review in 2015, at which time there will be an opportunity to improve and strengthen some of the existing provincial policies. The *Lake Simcoe Protection Plan*, is another layer of environmental policy that directs efforts to restore the health of the Lake Simcoe watershed.

There are two conservation authorities with jurisdiction in King Township: the Toronto and Region Conservation Authority (TRCA) and the Lake Simcoe Region Conservation Authority (LSRCA). Both TRCA and LSRCA have developed strategies for natural heritage that propose the protection and restoration of regional systems to improve biodiversity and increase the quality and amount of natural heritage cover. Between 1939 and 1999 the forest cover in King Township increased from 10% to 25%. This growth has helped to improve water quality and increased the length of cold water streams found in the Township.

Wetland protection policies are included as a component of the Regional Greenlands System in the York Region Official Plan, the *Oak Ridges Moraine Conservation Plan*, the *Greenbelt Plan*, as well as King Township's Official Plan. In King Township, buffers are required adjacent to new developments in order to minimize the impact of development and human activity on nearby wetlands. The Pottageville Swamp, located on the northern slope of the Oak Ridges Moraine, is recognized by the Ministry of Natural Resources as a Class I wetland. It has also been identified as an Environmentally Sensitive Area, an Area of Natural and Scientific Interest and is a valued natural asset within our community.

A total of 560 hectares of lands in York Region have been secured through donations, conservation easements, purchases, and other opportunities. In 2006, over 100 hectares of key greenlands were purchased through conservation easements in the Township, securing the first Regional Forest Tract in the western portion of York Region. The Nature Conservancy of Canada (NCC) protects almost 113-hectares in our community, through land and conservation easements. NCC's long-term goal for the area is to mobilize enough funds to protect and manage a 202-hectare heritage forest in this area. The Oak Ridge Moraine Land Trust also secured over 1342-hectares of land within the Oak Ridges Moraine.

King Township natural heritage system provides ecological goods and services such as storage of floodwaters by wetlands, air pollution absorption, climate regulation, pollination of crops and water filtration. An opportunity exists for King Township to contribute to the growing body of work on valuing natural capital in the Greenbelt and Oak Ridges Moraine and to eventually obtain recognition and compensation for the ecological services it provides.

King Township has a number of environmental stewardship and advocacy groups working within its borders contributing significantly to the health and diversity of our natural areas. The Township's Parks, Recreation and Culture department also conducts some stewardship planning and programming and will be conducting more in the future.

Fast Facts

- Approximately 32% of King Township is designated either 'natural heritage system' or 'protected countryside'.
- Happy Valley Forest is one of the largest remaining intact hardwood forests on the Oak Ridges Moraine.
- York Region recently purchased 40.5 hectares (150 acres) of Happy Valley Forest west of 7th concession/south of Pottageville.
- There are 14 rare species identified in King Township.
- In the 1970's, Pottageville Swamp was recognized as an International Biological Programme Site by the International Council of Scientific Unions.



Our Goal

We will be a leader in environmental conservation and be recognized as stewards of Ontario's environmental landscape. Our natural assets, including the Oak Ridges Moraine, the Greenbelt, Happy Valley Forest, Pottageville Swamp, Dufferin Marsh and trail system, will be protected and restored to greater health.

How Will We Get There?

- ▶ Identify, protect and enhance natural areas, including wetlands, meadows, forests and grasslands.
- ▶ Promote and seek recognition (and eventually compensation from upper levels of government) for the Township of King's provision and protection of ecological and agricultural goods and services.
- ▶ Continue to recognize our wetlands and contribute to their protection and monitoring at the local level.
- ▶ Support the long-term protection and restoration of the Oak Ridges Moraine and the Greenbelt.
- ▶ Promote environmental education and foster and support individual and community-based stewardship and restoration.
- ▶ Protect and enhance biodiversity.
- ▶ Establish a shared understanding of King Township's environmental significance.

Actions

See Appendix A for a list of potential actions related to Natural Areas and Stewardship.

Sustainability in Action

Cold Creek Conservation Area and Stewardship Group

The Cold Creek Stewardship, a community-based stewardship group, partners with the Township of King and the TRCA to protect and manage the Cold Creek Conservation Area. This ecologically diverse natural area offers environmental protection and restoration while also providing outdoor education, cultural and heritage experiences and recreation opportunities. The Conservation Area is managed through self-sustaining revenues and community-based stewardship.



Progress Indicator
Percent forest cover



ENERGY, AIR QUALITY & CLIMATE CHANGE

Where We Are in 2012

According to the Provincial government, Ontario can expect average temperatures to rise by as much as 3 to 8 degrees Celsius over the next century, and as a result expect to see significant impacts on our ecosystems and our communities. The Ontario government suggests responding to climate change in two distinct ways: 1) taking action to reduce our production of greenhouse gas emissions and 2) changing the way we do things in order to adapt to our already changing world.

York Region is a member of the Partners for Climate Protection (PCP) program and has a Corporate Greenhouse Gas (GHG) Emissions Inventory, Local Action Plan, and is currently developing a Climate Change Adaptation Strategy. King Township is also eligible to participate in several climate change programs, including FCM's Partners for Climate Protection and TRCA's Climate Change Action Plan. These programs can help us develop a strategy for reducing greenhouse gas emissions and adapting to climate change impacts through a series of targets and policy actions that engage stakeholders and the public. Obtaining baseline data on our GHG levels is an important first step to developing a climate change strategy.

The Province of Ontario has set long-term targets to double the amount of electricity from renewable sources by 2025. They have invested \$150 million toward a bundle of green energy programs, tax rebates, and exemptions that help Ontario homeowners fight climate change, conserve energy and adopt green technologies. Ontario's Green Energy Act was created to a) expand Ontario's use of clean, renewable energy (wind, solar, hydro, biomass and biogas); and b) implement a 21st-century "smart" power grid to support the development of new renewable-energy projects and prepare Ontario for new technologies such as electric cars.

Numerous green energy initiatives have been introduced in King Township, such as The Power Pledge Community Challenge and the construction of the King Township's first two LEED™ certified buildings. Continuing the momentum in energy reduction and showing leadership in renewable energy use within our Township is critical to achieving sustainability and meeting the goals of this Plan.

Both provincial and regional policies indicate that municipalities must support improved air quality by planning for efficient use of land, alternative transportation modes, and promoting renewable energy systems. It may be difficult for King Township to affect air quality alone, however, control and reduction in air pollutants is an important endeavour that requires cooperation from all municipalities in the Province and around the world.

Fast Facts

- King Township is a participant in the GTA Clean Air Council.
- Ontario is Canada's leading province in wind power, producing enough electricity to power more than 300,000 homes.
- Number of wind turbines in Ontario: approximately 800 (compared to 10 in 2003).
- In 2010, Ontario attracted \$16 billion in private sector investment in renewable energy generation projects.
- By the end of 2012, it is estimated that up to 50,000 direct and indirect jobs will have been created as a result of the Green Energy Act.



Our Goal

We will achieve a 30 percent reduction in energy demand by 2031. Residents, businesses and the Township will reduce dependence on non-renewable energy through conservation, promotion of renewable energy and the adoption of community-based initiatives. The community will be working towards reducing our carbon footprint and increasing resiliency to climate change.

How Will We Get There?

- ▶ Build climate change resiliency.
- ▶ Support energy efficiency and safety in all buildings.
- ▶ Show leadership in green energy at the Township level.
- ▶ Encourage energy conservation among residents, businesses and farmers.

Actions

See Appendix A for a list of potential actions related to Energy, Air Quality and Climate Change.

Sustainability in Action

*Ontario Power Authority's
Count Me In!*

In 2009, King Township was one of 83 communities to participate in a competition to be the most energy efficient in the province. King Township came in 14th for the number of pledges received per capita. King successfully reduced energy use by 7.5% and demonstrated leadership in energy conservation.



Progress Indicator
Greenhouse gas
(GHG) emissions
(CO²)



TRANSPORTATION

Where We Are in 2012

Policy direction for transportation is provided by the *Provincial Policy Statement* (PPS) under the *Planning Act*, which indicates that planning for infrastructure must be integrated with planning for growth to meet current and projected needs. It directs municipalities to maintain connectivity within and among transportation systems, to minimize the length and number of vehicle trips and support the development of viable choices for public transit and active transportation modes.

The York Region Transportation Master Plan defines a long-term vision for transportation in York Region and provides a framework for transportation decisions to the year 2031. According to the Plan, the 2031 transit network for King Township includes rural transit links between Schomberg, Nobleton, and King City (see Map C on page 34). York Region also has Transit-Oriented Design Guidelines that provide direction for development in a way that responds to the needs of transit users and the transit service itself.

A number of other transportation studies are currently in progress that will have a significant impact on King Township, including the York Region Mid-York East-West Transportation Corridor and Preliminary Engineering Study in order to create additional east/west lanes across mid York Region. The identified target area is from 18th Concession to Kirby Road. In addition, York Region is assessing King Road between King City and Nobleton to identify the need for changes to improve traffic flow. There are a number of other transportation studies underway that could result in a number of new roadways throughout the Township:

- Highway 427 Extension (MTO);
- Highway 427/Highway 50 Boundary Area Study (Peel);
- Highway 400 widening from King Road to Highway 9 detailed design (MTO); and
- GTA West Corridor (MTO).

York Region Transit (YRT)/Viva provides public transportation across the nine municipalities of the Region, as well as easy access to transit systems in neighbouring regions including Toronto, Durham and Peel. YRT/Viva services in King Township are currently limited with some service into King City and to Seneca College and St. Thomas of Villanova College. GO rail service is available to King City through the Barrie-Bradford GO line; however there is limited service and parking infrastructure to accommodate the current demand. GO Bus service currently goes through Nobleton twice a day.

York Region has a Pedestrian and Cycling Master Plan intended to guide the development of a comprehensive pedestrian system and an off-road, region-wide cycling network. There are a number of proposed bike lanes and proposed signed routes in King Township outlined in the Master Plan.

King Township's three villages and hamlets could benefit from an increase in the number and types of links between village cores and parklands and recreational spaces. New and improved sidewalks and pathways in both existing and new neighbourhoods are important for addressing safety issues and encouraging more active transportation.

Fast Facts

- Mode of transportation to work in King Township (2006):
 - Car, truck, van as driver: 7,995 (84.6%)
 - Car, truck, van as passenger: 685 (7.2%)
 - Public transit: 350 (3.7%)
 - Walked or bicycled: 350 (3.7%)
 - All other modes: 65 (0.7%)
- % of paved lane roads in King Township rated as being in good condition (2009): 44%
- Km of trails in King Township (2009): 49km
- Total Township owned and maintained roads: 300 km
 - Rural = 202 km
 - Semi Urban (e.g., Pottageville) = 40 km
 - Urban = 54 km



Our Goal

We will support the protection of natural and agricultural areas, while encouraging the revitalization of our three villages. Planning strategies and by-laws will direct growth to our three villages with an emphasis on the village cores, respect public input and have the strength to ensure built development meets or exceeds the best available technology and best practices in green building standards.

How Will We Get There?

- ▶ Improve public transportation services and facilities to meet the needs of all age groups, income levels and mobility needs.
- ▶ Ensure the design, construction, use and maintenance of King Township roads follow sustainable practices and minimize impacts on the environment.
- ▶ Make King's villages more walkable and improve connectivity between subdivisions, parks, schools, businesses and other amenities.
- ▶ Reduce the impact transportation has on King's contribution to greenhouse gas emissions.
- ▶ Reduce traffic on our roads and discourage the use of King Township as a thoroughfare.

Actions

See Appendix A for a list of potential actions related to Transportation.

Sustainability in Action

Smart Commute

King Township is part of Smart Commute Central York, a program to reduce single occupant vehicle trips, pollution and greenhouse gas emissions. Through this program, the Township has established a Carpool Zone in its office parking lot, as well as an online ride-matching service.



Progress Indicator

Average number of scheduled bus and train departures (could use transit service kilometres per capita or mode of transportation to work)

Where We Are in 2012

Water is a matter of provincial interest under the *Planning Act* and an objective of the York Region Official Plan, York Region Water and Wastewater Master Plan, York Region Long Term Water Conservation Strategy, York Region Vision 2026 Strategic Plan, the Oak Ridges Moraine Conservation Plan, and the Lake Simcoe Protection Plan, among other regional and provincial plans.

York Region policies, the King Township Official Plan and the more detailed Community Plans are supportive of protecting water sources. They identify policies and criteria for the protection and improvement of ground and surface water quality and quantity, stormwater management and aquatic habitat. Both the TRCA and LSRCA contribute to watershed protection and restoration, as well as the monitoring of watershed health. Watershed management is an important part of selecting and maintaining cost-effective water supply with minimal impact on the environment.

Within King Township, King City is the only community serviced by Lake Ontario – water supply is provided through York Region water infrastructure. The rest of the Township is dependent on groundwater sources from the Oak Ridges Moraine. King Township owns and operates four drinking water distribution systems in King City, Schomberg, Nobleton, and Ansnorveldt, while the remainder of the Township is serviced by private wells. King Township is implementing a Drinking Water Quality Management System (DWQMS) based on the requirements of the Safe Drinking Water Act (2002) and O. Reg. 170/03 to ensure the provision of safe drinking water to our residents, businesses, and visitors.

The Province, Township, Region of York and the Conservation Authorities work together to protect our source water from contaminants through policies, programs and monitoring industrial discharge. Under the *Clean Water Act* (2006), local Source Protection Authorities are required to develop source water protection plans that will set policies on how to reduce, eliminate, or prevent significant threats to drinking water sources. King Township's municipal planning documents must conform to the Source Protection Plan policies.

York Region's *Water for Tomorrow* program aims at lowering demand for water through leakage reduction, water audits, retrofits, education and outreach, and a watering by-law restriction. King Township already structures water rates to encourage conservation. Reducing the demand on municipal water and wastewater treatment facilities through water efficiency and conservation efforts will directly reduce energy use and protect our many streams, rivers and lakes.

York Region supports King Township in providing waste water treatment facilities. Each of King Township's three villages has a municipal wastewater system. The Community Plans now require that all new subdivisions must be within the planning area of these three villages such that the subdivisions can be serviced by the municipal wastewater systems.

Stormwater management criteria are outlined in King Township's Community Plans, based on the best practices at the time they were developed and approved by the Township and Conservation Authorities. York Region's Official Plan has the objective of using innovative techniques to ensure the careful management of stormwater. It also contains a policy to work with local municipalities and the LSRCA to prepare and implement comprehensive stormwater management master plans for each settlement area within the Lake Simcoe watershed by June 2014. The LSRCA also has Stormwater Management Master Plan Guidelines. Additional stormwater and waste water policies will likely be included in the Source Protection Plans.

Fast Facts

- Number of stream corridors in the ORM that meet the ecological target of 75% natural vegetation coverage = 1/3.
- Number of wastewater main backups per 100 km of wastewater main (2009): 5.71
- Number of watermain breaks per 100 kilometers of pipe (2009): York Region: 0.32; King Township: 16.67
- % of total electricity costs from water and waste water facilities (York Region): 58%
- In York Region every resident uses an average of 250L of water each day.



Our Goal

We will protect, manage and maintain groundwater quality and the health of our rivers and lakes. By year 2031, there will be a 30 percent reduction in water demand per person achieved through water conservation and efficiency initiatives, increased public awareness, source water protection and behaviour change.

How Will We Get There?

- ▶ Minimize contaminants to surface and groundwater from stormwater collection and discharge systems.
- ▶ Protect surface and groundwater sources in order to continue to provide healthy drinking water and protect the ecological features and functions of the watersheds.
- ▶ Promote domestic, agricultural and commercial water conservation.

Actions

See Appendix A for a list of potential actions related to Water.

Sustainability in Action

York Region's Water for Tomorrow Program

York Region's Water for Tomorrow program works with residents and business owners to improve water conservation and efficiency by offering personalized seminars, hosting annual events and providing financial incentives. Ongoing water conservation and efficiency initiatives and programs include the Long Term Water Conservation Strategy, a Sustainability Strategy, Water Efficiency Master Plan and a Water and Wastewater Master Plan Update.



Progress Indicator

Number of surface and groundwater sources that fail to meet provincial water quality standards

Where We Are in 2012

The following Act and Policy guide recycling and waste reduction in King Township:

- The *Waste Diversion Act* (2002) – which promotes the reduction, reuse, and recycling of waste, and provides for the development, implementation and operation of waste diversion programs. The Act is currently being reviewed and the Province is proposing to move towards a zero waste future.
- The Ministry of the Environment's Policy Statement on Waste Management Planning: Best Practices for Waste Managers (2007) – recommends that long-term waste management plans should be integrated with other on-going strategic plans (e.g. growth plans, environmental or sustainability plans), and coordinated with the 5-year Official Plan review (or when 10 years or less of disposal capacity remains).

Over the past several years, King Township has launched a number of successful waste reduction programs and initiatives, including:

- Reducing curbside garbage collection to a two bag limit;
- Introducing Blue Box recycling and source separated organics;
- Participating in the Call2Recycle program since 2009, diverted hundreds of pounds of electronic waste from landfills; and
- Phasing out the Miller Sideroad landfill site.

King Township has one of the few remaining active landfills in York Region, predominantly for agricultural waste.

Fast Facts

- The Ontario Ministry of the Environment established a provincial goal of 60% waste diversion.
- King Township currently diverts about 65% of its operational waste away from the landfill.
- Residential waste generated in York Region (2009): 350,429 tonnes; 339 kg/capita.
- Waste disposed in York Region (2009): 150,732 tonnes (43.0%); 146 kg/capita.
- Waste diverted in York Region (2009): 199,696 tonnes (57.0%); 193 kg/capita.



Our Goal

By year 2031, King Township residents and businesses will reduce overall solid waste disposal, while maximizing recycling, composting, and energy recovery contributing to an overall waste diversion target of 75 percent.

How Will We Get There?

- Raise public awareness about our consumption habits and promote waste management solutions.
- Decrease total annual tonnage of solid waste disposed in landfills.
- Explore opportunities to convert bio-mass into energy.

Actions

See Appendix A for a list of potential actions related to Waste.

Sustainability in Action

Call2Recycle

King Township is now participating in the *Call2Recycle* program, which allows for easy rechargeable battery and cell phone recycling. Two collection boxes were set up in the main entrance of the Township foyer and in the west entrance of the Township building. Over 44 kg of rechargeable batteries and used cell phones have been collected for recycling since the start of the program. The Township also partnered with King Bible Church to collect e-waste, giving all proceeds to King Food Bank.



Progress Indicator
% of solid waste diverted



VILLAGE VITALITY & PROSPERITY

Where We Are in 2012

The villages of King City, Nobleton, and Schomberg are the commercial cores or hubs of economic activity within the Township. These are the places where people come to shop, do business, and participate in social and cultural activities.

Community Improvement Plans are valuable planning tools that can help municipalities, residents, business owners, and investors to plan for the revitalization, redevelopment and stabilization of their neighbourhoods.

King Township's Village Design Guidelines provide guidance for community design and physical improvements in village cores that support existing businesses and attract new retail establishments.

The King Chamber of Commerce promotes a healthy, sustainable and environmentally responsible business climate, by providing regular networking events, educational seminars and administrative support. The Chamber participates in community outreach initiatives and advocacy for small business concerns of their members.

The various village associations in King Township are our local ambassadors for the business community and provide a local point of contact for residents, existing businesses and potential new businesses.

Fast Facts

- King Township businesses by size: (2011)
 - Small (1-19 employees): 327
 - Medium (20-99 employees): 45
 - Large (100-499 employees): 16
 - Very Large (500+ employees): 0
 - Total Businesses: 388



Our Goal

We will have a strong local economy, where existing and new businesses prosper and the commercial and retail needs of King Township residents are met locally.

How Will We Get There?

- ▶ Maintain and revitalize King Township's villages.
- ▶ Promote, grow and retain existing local businesses.
- ▶ Attract and encourage the development of new businesses in our village cores, such as small scale shops, services and restaurants.

Actions

See Appendix A for a list of potential actions related to Village Vitality and Prosperity.

Sustainability in Action

Our Village Associations

Several of King Township's villages and hamlets have local village associations, including Nobleton, Schomberg and Kettleby. These volunteer organizations are dedicated to improving their communities, driving commerce and promoting community spirit. They can provide a local point of contact for residents and potential new businesses looking to locate there. For example, the Schomberg Village Association organizes the traditional "A Main Street Christmas" celebration each December, and works with other groups and associations in the Schomberg area. The Nobleton Village Association recently launched a new website, with a focus on encouraging business and tourism to locate in Nobleton.



Progress Indicator

Number of new and existing businesses



AGRICULTURE & EQUINE

Where We Are in 2012

We have approximately 300 agricultural farming operations that employ more than 600 residents. There are also 374 horse farms in King Township, making it the municipality with the largest horse industry infrastructure investment in Ontario.

Agriculture and equine are more than just industries in King Township – they are part of our natural and cultural heritage and a way of life. Agriculture also plays a critical role in promoting and safeguarding human health by providing access to fresh, local produce, decreasing our reliance on foreign food, lowering consumption of fossil fuels for transportation, and protecting the countryside from sprawl and development.

Portions of the Holland Marsh are located in King Township. Based upon provincial soil analysis and current agricultural production, the Holland Marsh area is deemed to contain some of the most fertile soil in the country and as a result produces a significant percentage of produce consumed in Ontario. Primary production activities in the Holland Marsh are estimated to generate in the range of \$35 to \$58 million in Gross Domestic Product annually and between \$95 million and \$169 million of economic activity in the provincial economy.

All three levels of government support the protection of agricultural lands, and promote agricultural industry as essential components of the economy. *The Greenbelt Plan* (2005) protects the agricultural land base and the ecological features and functions of the countryside by identifying where urban development should not occur.

A key to economic viability of farming in Ontario is building a local sustainable food supply chain. This means developing and investing in new markets and supporting infrastructure for agriculture, such as processing and distribution facilities and regional food hubs. Several regional and provincial organizations, such as the Friends of the Greenbelt and the Greater Toronto Area Agricultural Action Committee (GTA AAC), are working to achieve results in this area.

There are a number of initiatives and organizations in Ontario that focus on helping the public understand the benefits of local food and encouraging residents, businesses and the public sectors to 'buy local'. For example, Farmfresh.ca is a website that connects consumers to farmers.

The Province of Ontario offers business training workshops and funding for farmers. For example, the Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) offers a Farm Property Class Tax Rate Program.

Fast Facts

- On average, one Ontario farmer produces enough food to feed 120 people for an entire year.
- Total number of farms in King Township (2006): 293
- Total Area of Farms (2006): 18,636 ha
- Average size of farms (2006): 64 ha
- Total number of operators (2006): 410
- Total greenhouse area in use (2006): 999,478 m²



Our Goal

Agriculture and farming will be an economically viable and prosperous industry, recognized for its contribution to sustainability. We will promote and celebrate local food.

How Will We Get There?

- ▶ Support and grow a robust agricultural industry.
- ▶ Consider supporting new policies to encourage agricultural value-added activities in King Township.
- ▶ Support the production, consumption and sale of locally grown food.
- ▶ Leverage King Township's equine industry to support economic health and protect farmland from development pressures.

Actions

See Appendix A for a list of potential actions related to Agriculture and Equine.

Sustainability in Action

The Holland Marsh Growers Association

Holland Marsh farmers are shifting fresh vegetable production to the local market. In the past, Holland Marsh farmers focused mostly on growing carrots, onions and celery. A new program builds on efforts to diversify crop production to meet the wider demand across the Greater Golden Horseshoe. Farmers in the Marsh are already growing more than 40 different vegetables ranging from red and green leaf lettuce, endive, celery and spinach to bok choy, Asian radishes and kohlrabi.



Progress Indicator:
Total economic value of local agricultural products and services (\$)



LOCAL ECONOMY

Where We Are in 2012

The Township recognizes that in order to achieve economic prosperity and overall sustainability, it must create new jobs and economic opportunities within the Township. Ideally, residents should be able to live, work and play in King Township. The question then becomes, what kind of economy or jobs do we want to create, and given our local circumstances, how are we going to do this?

In King Township, the vast major employment lands are found within the existing Community Plans or built up areas of King City, Nobleton and Schomberg. Within these areas, there are approximately 93 hectares of vacant employment land, as well as several opportunities for infill development and intensification. In order to remain economically sustainable, we need a better understanding of our employment lands and we also need to better understand employment sectors in association with the Growth Plan targets.

In 2007, King Township developed the Employment Area Design Guidelines to provide a vision of how future employment lands could be designed and integrated within the countryside and village settings, as well as to identify what types of employment uses are suitable in which areas.

Much of our employment is concentrated within a few sectors. The largest sectors being education, health and social services, followed by recreation, accommodation, food and other services, and manufacturing. Most of our knowledge-based workers commute to Toronto, Markham and Mississauga for work. Major employers in King Township include: Seneca College, Brookdale Treeland Nurseries Limited, First Student Canada, Showa Canada Inc., Clublink Corporation, Cardinal Golf Club, Robert B. Somerville, King Valley Golf Club, and the Kingbridge Centre.

The Township recognizes that economic development in the community must build on its existing strengths and assets, such as agriculture, research and educational centres of excellence, as well as its proximity to the GTA. There are also opportunities to attract industrial investments that align with the values and priorities of our community in terms of being environmentally and socially conscious, such as health, IT and research and innovation.

Fast Facts

- Total number of businesses in 2011: 388
- Average annual business growth between 1998 and 2009: 3.5%.
- The seven golf courses in King Township represent 17.5% of the employment base.
- Annual average business growth from 2008 to 2009: 9.7%
- There are 3 major designated or zoned industrial and commercial areas available in the existing Community Plans:
 - King City Community Plan: ~ 90+ acres
 - Nobleton Community Plan: ~ 40 acres
 - Schomberg Community Plan: ~ 60 acres
- King Township offers employment for a total of 7,060 people (1.53% of York Region's total employment). This number is projected to increase to 11,910 by 2031 and maintain the same proportion of York Region's employment.



Sustainability in Action

The King Chamber of Commerce

The Chamber of Commerce currently has over 200 members, who operate throughout King Township. They have several strategic initiatives that contribute to economic development in King Township, including:

- Facilitating communications with the membership and with the public at large;
- Providing educational and networking opportunities; and
- Investigating and implementing strategies that promote local business retention and expansion. They also have a business directory, which is available to the public.

Our Goal

There will be a clear vision and strategy for driving economic growth, built on community collaboration and engagement. We will proactively attract and strategically plan for new businesses that are compatible with the community's values and priorities.

How Will We Get There?

- Understand the capacity, gaps and opportunities of our employment lands and employment base.
- Build on our existing strengths and economic development opportunities to attract businesses that share King Township's values.
- Develop a strategic, coordinated and proactive approach for attracting and generating the businesses that provide good quality of life and well-paying jobs for King Township residents.
- Encourage economic development toward green businesses and support the use of sustainable practices in businesses.

Actions

See Appendix A for a list of potential actions related to Local Economy.



Progress Indicator:
Employment levels (# jobs)



TOURISM ADVANCEMENT & PROMOTION

Where We Are in 2012

Many rural communities are turning to tourism as a solution for enhancing economic development and improving productivity. There are wide-ranging benefits for the community, including job creation, new business opportunities, opportunities for youth and preservation of natural and cultural heritage.

The Ontario Tourism Marketing Partnership Corporation (OTMPC) collaborates with local and international tourism partners and colleagues to develop and deliver integrated, research-driven marketing and tourism strategies based on market trends. The York Tourism website is a good reference for residents and visitors. It lists a variety of urban and country experiences and amenities in the Region.

King Township's natural and cultural assets provide valuable opportunities for building the tourism economy and bringing visitors to the community. The diversity of attractions could include: heritage tours, studio tours, cultural events, nature-based tourism/ecotourism, and agri-tourism. Elite conference and meeting facilities include Eaton Hall (the former Eaton Estate) at Seneca College, The Kingbridge Centre and the YMCA's Cedar Glen Conference Centre.

RT06 (includes York Region, Durham and the Hills of Headwaters) is a not-for-profit, industry-led, collaboratively managed organization with a goal to support and grow tourism through the provision of strategic leadership and active partnerships with government and key stakeholders.

RT06's objective is to position Ontario as one of the world's preferred tourism destinations and to double provincial tourism receipts by 2020.

Fast Facts

- York Region is part of Provincial Regional Tourism Organization 6 (RTO 6).
- York Region statistics:
 - Total tourist visits (2009): 2,889,000
 - Total overnight visits (2009): 892,000
 - Total day visits (2009): 1,997,000
 - Total visitor spending (2009): \$289,414,000



Our Goal

We will be a destination for environmental, cultural and recreation-based experiences that have a measurable value to the community. We will promote and capitalize on our considerable strengths, including the uniqueness of the Township's villages and hamlets, the strong arts community and stunning natural assets.

How Will We Get There?

- ▶ Develop and build a local tourism industry.
- ▶ Leverage and promote our natural assets for attracting eco-tourism, culinary and recreation/nature-based tourism.
- ▶ Attract visitors by leveraging and promoting our cultural assets.

Actions

See Appendix A for a list of potential actions related to Tourism, Advancement and Promotion.

Sustainability in Action

Township of King's New Website

The Township of King's official website was recently re-designed, making it more user-friendly and informative for residents, businesses and visitors. The site provides up-to-date information on community events, attractions and local issues, as well as access to Council agendas, minutes and Township plans, policies and by-laws.



Progress Indicator
Annual tourism revenues (\$)



SENSE OF COMMUNITY

Where We Are in 2012

King Township residents put a high value on our sense of belonging and the friendly people that live in our communities. Our community strengths include:

- A strong network of volunteers, clubs, associations and organizations (i.e., community groups, heritage groups, resident and village associations, environmental groups, etc.) who contribute to enhancing various aspects of our community;
- King Township Public Libraries are one of our main community gathering spaces, offering a variety of educational and cultural programs, services, a wide-range of print and digital resources, and electronic and internet services;
- Community centres, halls and outdoor locations where the community can congregate and hold community events. Having places where people can meet, socialize, and enjoy recreational activities is important for supporting a sense of community in King Township.

Other considerations for strong sustainable communities include affordable housing, accessibility, and support for low-income families. A full mix and range of housing, including emergency shelters, affordable housing for low and moderate income families, and special needs accommodations, is critical for sustainability, as it allows residents to live and work in their communities through all phases and stages of life. York Region promotes the provision of a range of housing types and requires a minimum of 25 percent of new housing units across the Region to be affordable.

King Township established an Accessibility Advisory Committee in the fall of 2002 and developed the Township's Accessibility Plan in 2003 as a 'living' document, identifying and setting targets for the removal of barriers for people with disabilities. Ensuring that King Township's halls and facilities meet accessibility standards requires a continued focus and effort on improving accessibility. A further consideration as we move towards sustainability is the soon to be legislated requirement for all multi-unit residential housing to be accessible under the Accessible Build Environment Standard (AODA) by 2025.

The King Township Food Bank provides non-perishable food to those requesting assistance in King Township. It is important that disadvantaged and low-income individuals and families are recognized, supported and made to feel welcome in King Township.

Fast Facts

- Social Housing facilities in King Township include:
 - Kitchen Breendon Manor (32 seniors apartments with 13 modified units for people living with disabilities).
 - Kingview Court (27 existing senior apartments plus 39 new units under construction)
 - Nobleview Pines (26 senior apartments)
 - King Township has a generally older age profile (39.4 years) than York Region (36.0 years) and the Province of Ontario (37.2 years).
 - The King Township Public Library's four branches are located in Ansnorveldt, King City, Nobleton and Schomberg. Community members can also access the Library virtually at www.king-library.on.ca.



Our Goal

We will be a ‘front porch’ community – a place where people know and interact with their neighbours, feel a sense of belonging to their community and participate in cultural activities and civic issues.

How Will We Get There?

- ▶ Support, recognize and celebrate our thriving volunteer community.
- ▶ Reinforce open decision-making, strong responsive municipal leadership and seek to engage the public in community and civic issues.
- ▶ Provide places and spaces for the community to meet, socialize and enjoy recreational activities.
- ▶ Strive to be an inclusive, welcoming and complete community.
- ▶ Provide affordable and accessible housing options for a range of income levels, age groups and household sizes (e.g. seniors and young families).
- ▶ Promote a youth friendly community that builds, attracts and retains young talent.
- ▶ Showcase and promote King Township’s attractions, programs, activities and events.

Actions

See Appendix A for a list of potential actions related to Sense of Community.

Sustainability in Action

Volunteer Appreciation Night

Every spring, King Township hosts a Volunteer Recognition Night showing appreciation for the community’s volunteers. Council invites nominations for awards to recognize volunteer contributions and achievements in several categories, such as Citizen of the Year Award, Special Recognition Award, Lifetime Achievement Award, Senior Citizen Award of Merit and Youth Award of Merit.



Progress Indicator
Volunteerism
(measurement TBD)



CONNECTION TO THE LAND

Where We Are in 2012

To be a sustainable community requires that individual citizens understand and respect the earth's natural systems. Being connected to nature and recognizing our dependence on it helps us to order our priorities in a way that allows us to live within nature's limits. Simply put, people will protect what they love.

King Township is known as a green community, and a place that respects and values the natural environment. We have an opportunity to build on this, creating a shared identity or brand centered on the environment.

Our vast natural areas, open space and many trails provide opportunities for experiencing and connecting with nature, including the King City Trail system, the Oak Ridges Moraine Trail, Happy Valley Forest, and Cold Creek Conservation Area. These areas are well used by many residents for nature walks, hiking, and other recreational activities. Promoting and encouraging our residents, as well as those from surrounding communities, to use King Township trails, parks and natural areas will help to maintain and enhance our connection with nature and improve sustainability in our community.

"Connection to the Land" also means recognizing and appreciating how our food is grown and where it comes from. There are many local and provincial organizations and non-governmental organizations who are promoting local food, such as the Friends of the Greenbelt Foundation, York Region Food Network and Foodshare. These programs are working to make local food products more widely and easily available as well as encouraging people to buy from local sources.

King Township already hosts several nature and food focused events, such as Bird Walk on the Dufferin Marsh, Cold Creek Day, Schomberg Agricultural Fair, Soupfest, and Feast of Fields. Arts Society King also hosts several food and nature based events, such as the ASK Locavore 20 km Diet Bus Tour, and an environmental movie series. Maintaining, enhancing and building on these events will help us to achieve a stronger connection with the land.

Fast Facts

- There are a number of farms in King Township that are open to the public, including:
 - Puck's Farm
 - Holland Marsh Wineries
 - Pine Farms Orchard & Winery
 - Country Apple Orchard
 - Round the Bend Farm
- Community trails in King Township include:
 - King City Trails System - East and West
 - Oak Ridges Moraine Trails
 - Cold Creek Conservation Area
 - Fox Trail
 - Nobleton Trail System
 - Pottageville Park Trail
 - Centennial Park Mountain Bike Trails



Our Goal

King Township residents will have a strong connection and appreciation for nature and agriculture. There will be a strong 'cultural brand' or shared identity among residents, centered on nature, history, and sense of community.

How Will We Get There?

- ▶ Encourage the use, appreciation and respect of King Township's natural areas and trails.
- ▶ Promote the use of King Township's parks and trails more widely.
- ▶ Host special events that celebrate the natural environment.
- ▶ Strengthen our connection with our food and farming and improve access to healthy local food.

Actions

See Appendix A for a list of potential actions related to Connection to the Land.

Sustainability in Action

Holland Marsh Soupfest

The 4th Annual Holland Marsh Soupfest event was held at the Holland Marsh Winery in 2011, organized in partnership with King Township, Bradford West Gwillimbury and the Holland Marsh Growers Association. Guests are able to sample soups made with locally grown produce, prepared by local restaurants, farmer and talented chefs.



Progress Indicator
Number of trail connections



Where We Are in 2012

Our cultural heritage is one of our greatest and most valuable assets. The buildings, cultural traditions, artifacts and landscapes that have been passed down from previous generations enrich and enhance our quality of life and sense of place. They help us to know our roots, give context and meaning to our built environment and can provide guidance as the community grows and changes.

The Ontario *Heritage Act* gives municipalities and the provincial government powers to preserve the heritage of Ontario through the protection of heritage properties, districts and archaeological sites through designations. There are 30 heritage properties in King Township designated under the Ontario *Heritage Act*, and many others are recognized as having heritage value. The Act allows designation of a heritage district when there is a cluster of heritage features. There are currently no heritage districts in King Township.

The Township has a long list of potential properties that have been identified as possibly having heritage value. The Township has embarked on a process to review the current inventory and consider placing properties on the Municipal Register or designating them. Research has shown that across Ontario, in both urban and rural areas, heritage conservation can be economically competitive, leading to higher property values, more jobs and revitalized neighbourhoods.

The Village Centre Urban Design Guidelines encourage development to fit with the existing character of King Township's villages and hamlets. Other valuable planning tools that can be used by municipalities to protect and celebrate its heritage include Cultural Landscape Inventories and Cultural and Heritage Plans.

The Township of King Municipal Heritage Committee advises Council on local heritage matters and assists the Council in carrying out its heritage conservation program. Other community organizations, such as the King Township Archives, King Township Historical Society and Laskay Hall also contribute to the preservation and promotion of the Township's heritage.

The King Township Museum provides cultural heritage education and interpretation and a place for King Township's numerous artifacts ranging from household items to tools, books, clothing, toys, etc. portraying the history of the Township. There are opportunities to work with, expand and build on the Museum's role in the community, making it a centre for cultural interpretation within the Township and a destination for both residents and visitors.

In addition, the King Township Archives provides a centralized location for local historical information on families, organizations and enterprises in King Township. The Archives are maintained through a partnership between the volunteers of the King Township Historical Society and the Board of the King Township Public Library.

Fast Facts

- There are 30 designated heritage properties in King Township.
- King Township was named by Simcoe in honour of Major John King, English Under-Secretary of State. The area remained sparsely settled until the building of roads in the 1820's improved travel.
- The population of King Township in 1800 was 20 residents.
- The population in 1871 was 7,481.
- Part of the Toronto Carrying Place (also known as the Humber Portage or Toronto Portage) is in King Township.



Our Goal

Our cultural and built heritage will be respected by the entire community. Conservation and re-use of heritage buildings, sites and landscapes will be a priority for the Township.

How Will We Get There?

- ▶ Celebrate and promote King Township's cultural identity.
- ▶ Protect and preserve King Township's heritage buildings, historical sites and landscapes.
- ▶ Foster continued support for heritage within the Township.

Actions

See Appendix A for a list of potential actions related to Heritage.

Sustainability in Action

Adaptive Re-use of the Postmaster House

The Postmaster House is an 1860's building that was once the home of the Nobleton postmaster, William Munsie. Recently, it has become the home of King Music Centre, Arts Society King and Humber River Shakespeare. The space is available to community groups for meetings, ticketed events and art shows.



Progress Indicator

Number of properties used for adaptive re-use



Where We Are in 2012

We have a thriving arts sector that provides a range of opportunities for creative expression and builds social capital within our community. It also has a positive financial impact, bringing visitors to King Township and creating cultural opportunities for those visitors.

Current features of our arts community include:

- Art and culture-based events held in King Township throughout the year – e.g. Arts Society King (ASK) organizes an annual month long festival, hosting discussions, documentary screenings, studio tours, heritage walks, as well as other special events throughout the year. Their events showcase and encourage participation in arts, heritage and nature in King Township;
- Kingcrafts, a visual arts guild that has been in existence since 1951 and provides a place where people are brought together by their common interest in the arts (painters, potters, stained glass makers, jewellers, weavers and several other disciplines);
- A long list of professional artists who call King home; and
- ASK sponsors an annual Studio Tour and a juried exhibition and sale, called The Schomberg Village Street Gallery.

Continued support for King Township's artists and promotion of their work within and outside the Township will help to maintain a vibrant and financially strong arts community.

There is momentum within the Township to continue cultivating the arts, culture and heritage facets of the community. Not only will this reap economic rewards and employment opportunities, but it will also instill pride in our community and heritage and showcase our talented and creative people. The goals and strategies within this theme, as well as other themes, focus on celebrating, maintaining and harnessing this momentum.

Fast Facts

- Kingcrafts is a non-profit organization founded by Lady Muriel L. Flavelle in 1950.
- York Region Arts Council is a non-profit, charitable umbrella organization that serves to advance, promote, represent and connect the arts community across the region.



Photo credit: Grege Locke

Sustainability in Action

Schomberg Village Street Gallery

Arts Society King organizes the Schomberg Village Street Gallery annually. It is a two-day outdoor, juried exhibition and sale of fine art, held in Schomberg's historic downtown. This ASK event showcases King Township artists and provides opportunities for artists to sell their work.

Our Goal

King Township will continue to be the home of a thriving arts community, where people have ample opportunity to experience, participate in, and make a living from art and culture.

How Will We Get There?

- ▶ Encourage and cultivate ongoing appreciation and participation in artistic and cultural activities.
- ▶ Leverage our artistic assets and maintain a financially sustainable arts community.
- ▶ Develop the organizational capacity to support the arts.

Actions

See Appendix A for a list of potential actions related to The Arts.



Progress Indicator:
Number of King Township residents participating in arts and culture events



HEALTH, WELLNESS & SAFETY

Where We Are in 2012

A healthy community is an active community that has access to appropriate levels of health care for its entire population. Ontario's Action Plan for Healthy Eating and Active Living presents four key strategies to make healthy living and eating easier for all Ontarians, including: 1) growing healthy children and youth; 2) building healthy communities; 3) championing healthy public policy; and, 4) promoting public awareness and engagement.

Existing recreational opportunities in our community which contribute to our health and well-being include:

- King Township Parks, Recreation and Culture Department programs for participants of all ages;
- Three community recreation centres in King Township (Trisan Centre, Dr. William Laceby Nobleton Community Centre and Arena, and King City Arena). The Trisan Centre provides fitness programs and houses the Township's active Curling club; and
- Over 10 km of trails and a private lake for canoeing, sailing, kayaking and swimming at Seneca College. Their Outdoor Centre has over 700 acres of land, situated on the Oak Ridges Moraine, and offers a wide range of outdoor programs for elementary and secondary schools, community groups and corporate clients. It also accommodates the King Day Camp.

Despite these opportunities, there is room for improvement. Low participation rates, because of our small population, can often lead to cancellation of certain programs yet we are aware there is a need for adequate fields for soccer and baseball. Our youth have identified a need for more youth-focused activities and recreational opportunities (e.g. a new skate park). We also need to ensure our active seniors community has adequate facilities and opportunities for recreation.

We are looking at creative solutions to maintain and improve our recreation services in King Township, while also ensuring our programs remain accessible, affordable and within a reasonable travel distance for our residents.

The Local Health System Integration Act, 2006 changed the way Ontario's health care system is managed by creating 14 Local Health Integration Networks (LHINs). LHINs are not-for-profit corporations that act as a multi-stakeholder regional planning unit taking full responsibility for health services in their communities. The Central Health Integration Network services King Township. The health unit in King Township is York Region Public Health Services.

There are 24 additional long-term care facilities in York Region, one of which (King City Lodge) is located in King Township.

The Province of Ontario has recently approved the building of a new hospital near King Township, in Vaughan, Ontario. This investment is expected to drive the health care industry in the area.

Fast Facts

- Three Emergency Medical Service stations are located in and service King Township.
- Community and recreation centres in King Township include: Trisan Centre, Dr. William Laceby Nobleton Community Centre and Arena and King City Arena.
- King Township has 109 ha of municipal parks and 49 km of trails.



Our Goal

We will be a place where physical and mental well-being of residents is maintained and enhanced through local and regional policies and services. Healthy active lifestyles for residents of all ages, cultures and abilities will be valued strongly by the Township, and will be supported by community partners and the private sector. The Township will continue to be one of the safest, lowest-crime communities in Canada.

How Will We Get There?

- Maintain and enhance public safety, fire, security and emergency services.
- Encourage and support an active lifestyle.
- Improve overall health of residents and ensure the availability of accessible and equitable health care services for all residents.

Actions

See Appendix A for a list of potential actions related to Health, Wellness & Safety.

Sustainability in Action

The King City Seniors Centre

The King City Seniors Centre is a place for seniors to socialize and take part in recreational activities. There are leisure activities as well as stimulating learning opportunities designed with seniors in mind. Activities include: Carpet Bowling, Shuffleboard, 5 Pin Bowling, Badminton, Line Dancing, Art Classes, Fitness Classes, Computer Classes, Card Games, Darts, Billiards, Monthly Pot Luck and Movie, Annual BBQ Supper, Travel Club, Speakers, Special Guests, etc.



Progress Indicator
Average participation in recreation programs



RESEARCH, PARTNERSHIPS & INNOVATION

Where We Are in 2012

Our community has a number of excellent educational and research institutions, such as:

- University of Toronto Koffler Scientific Reserve at Jokers Hill –the site of many ongoing research projects, including studies in forest ecology, soil ecology, biological invasions, plant defences, fungal biodiversity, pollinating insects, plant reproductive ecology, and ecological impacts of global change;
- The University of Guelph Muck Crops Research Station – located in the Holland Marsh, it is the largest area of organic (muck) soil developed for agriculture in the province and one of the most intensive areas of agricultural production in the country. The facilities at this station include a plant pathology lab, green houses with ebb and flow benches and computer monitored environment, cold storage facilities to provide the specific requirements for long term storage of onions and carrots and several sites for field research;
- Seneca College, King Campus Gate House – currently the home to the Oak Ridges Moraine Foundation, Oak Ridges Moraine Land Trust and the Oak Ridges Trail Association;and
- The Kingbridge Meeting Conference Centre and Institute provides services for effective learning and innovation.

We also have many excellent elementary and secondary schools. These institutions play an important role in the development of our youth, and offer community resources in terms of human capital and knowledge. Many of King Township's schools have active co-op programs, which can be leveraged to help achieve many of the goals in this Plan.

The King Township Public Library offers a broad scope of traditional and state-of-the-art programs and services. Residents can access a wide spectrum of material, including print and electronic research databases; reading material in a variety of formats ranging from print to downloadable audio and e-books, movies, music and more. Material can be accessed in-person, online or through mobile apps and QR Codes.

There is an opportunity for us to catalyze the research and ingenuity of these institutions, especially in the areas of climate change, agriculture, and bio-technology. By fostering and supporting partnerships we can drive innovation and development in the Township through applied research and incubation of new ideas.

Fast Facts

- Seneca College, King Campus has an approximate enrolment of 3,100 students.
- There are four libraries in King Township: one in Ansnorveldt, one in King City, one in Nobleton, and one in Schomberg.



Our Goal

We will facilitate strategic partnership and collaboration within and between sectors in order to foster innovation, job creation and prosperity.

How Will We Get There?

- ▶ Maintain excellence and accommodate growth in the education sector.
- ▶ Examine opportunities to add value to existing agricultural and environmental sectors by leveraging King Township's institutional assets.
- ▶ Use King Township's natural assets to support research and innovation.

Actions

See Appendix A for a list of potential actions related to Research, Partnerships and Innovation.

Sustainability in Action

Partnership with Seneca College

Seneca College has received \$43 million in provincial funding to develop a master plan for the campus. This includes revitalizing some of the existing buildings, expanding training services and creating classroom space for an additional 1,450 students at the King City campus. The funding allows for the creation of more spaces for interaction with the community including opportunities for community gardens, shared recreational facilities and joint trails.



Progress Indicator:
Number of individuals/
businesses involved in
Sustainability Plan
projects



MANAGING GROWTH

Where We Are in 2012

Based on provincial growth targets allocated for King Township, our population is expected to grow from 21,400 to 34,900 by the year 2031. Understanding and quantifying growth will allow us to project expenditures and King Township's potential to generate income to cover those expenditures.

A comprehensive overview of the population and growth statistics is being conducted in conjunction with the Township Planning Staff, based on the regional figures and targets.

Continuing to develop a financial model will go a long way to define where we are and where we need to go in order to meet the regional population and employment targets. It will help to determine if we will have sufficient resources available in the medium term, and whether we can cover costs during that period. The Township can use this information to help define specifics such as intensification, tax base, and servicing.

Fast Facts

- Population (2011): 19, 899
- Population projection for 2031: 34,900
- % anticipated growth by 2031: 72%
- Employment (2006): 7,100
- Anticipated employment growth: 68%
- Employment Projection for 2031: 11,900
- Residential tax rate (2010): 1.03
- Commercial tax rate (2010): 2.22
- Industrial tax rate (2010): 2.53

Our Goal

King Township will efficiently and effectively manage its finances in a way that accounts for future growth trends.

How Will We Get There?

- Develop a financial model based on regional growth targets.

Actions

See Appendix A for a list of potential actions related to Managing Growth.

Sustainability in Action

The Township's 10 Year Capital Plan

The Township of King's ten-year capital plan is comprised of the expenditures for the acquisition or repair and replacement of the tangible capital assets (TCA) of the municipality. Tangible capital assets are non-financial assets having physical substance. This Plan will help Council to prioritize investment for the next decade



Progress Indicator
Ratio of residential/
nonresidential taxable
assessments



FINANCIAL SUSTAINABILITY

Where We Are in 2012

Financial sustainability can be understood as generating enough income to meet expenditure needs. A financially sustainable system is generally one that is efficient, and minimizes consumption of resources, while still meeting the needs of its customers.

Municipal governments generally rely upon local property tax, intergovernmental aid and charges for local services for the majority of their revenues. Compared to other municipalities, our commercial tax base is low - on average municipalities have a 80/20 ratio of residential to commercial assessment, while King Township has a 96/4 ratio. The low commercial assessment base and amount of taxes this can produce creates concerns and some challenges for King Township. Attracting industrial and commercial development and expanding the employment base is important. Plans are underway to determine if a review can be undertaken on both the assessment 'equity' issue and the possibility of going to business licensing (e.g. home businesses) as a way of obtaining additional revenue streams.

King Township has significant unfunded financial liabilities pertaining to the management of its roads. Specifically, the roads will age and deteriorate unless additional funds are identified to maintain them. Lack of maintenance, in turn, exposes King Township to risk. Some roads may be better managed by York Region. Such needs will need to be assessed in context of all aspects of sustainability (i.e. the socio-cultural, environmental, economic as well as financial impacts) need to be considered.

King Township is currently looking at the recreational facilities, community halls, libraries, administrative buildings, as well as the operating budget shortfall to determine where there are gaps and how we might be able to add additional facilities. The review includes looking at alternative funding mechanisms or opportunities to partner with institutions in the Township, such as Kingbridge Centre, Country Day School, St. Thomas of Villanova College, or Seneca College and potential common use opportunities between the institutions for shared facilities and joint ventures.

The re-assessment of rural lands and large acreages would identify properties not being accurately assessed. Higher assessments and appeals of market value assessments (based on observed sale prices) also have potential for significantly improving municipal finances. Other financial instruments, such as partnerships, the sharing of resources and facilities, and being more energy and resource efficient within Township facilities will also support financial sustainability.

There are many promising opportunities for helping King Township to achieve financial sustainability. Knowing how to manage our financial resources as well as seeking new revenue sources is essential to achieving financial sustainability as is knowing how to generate income. Efficient procedures for administration and finances will help us make the most of our resources.

To achieve the financial goals in this Plan, King Township should have a strong financial plan and stick to it. The Sustainability Plan is an important tool for guiding future municipal expenditure decisions.

Fast Facts

- Total financial assets (2010): \$17,286,926
- Cash: \$9,480,503
- Taxes receivable: \$5,235,570
- User charges receivable: \$562,063
- Accounts receivable: \$2,008,790
- Total financial liabilities (2009): \$46,407,749
- Accumulated surplus, end of year (2009): \$112,488,671
- Cash provided by operating activities (2009): \$7,789,473
- Change in net debt (2009): \$6,693,497
- Ratio of residential /non-residential taxable assessments is 96% residential and 4% non-residential.



Our Goal

King Township will be financially stable and resilient, with a sufficient tax base to support our needs.

How Will We Get There?

- ▶ Improve management of Township finances and assets.
- ▶ Improve tax assessment equity.
- ▶ Identify and obtain new sources of revenue and funding.
- ▶ Find opportunities for cost savings in municipal spending, while maintaining or improving quality of life.

Actions

See Appendix A for a list of potential actions related to Financial Sustainability.

Sustainability in Action

Rebuilding Our Reserves

King Township has made a commitment to rebuild our reserve fund. Council has approved the 2012 Budget & Business Plan, which includes a 1% contribution to Infrastructure related reserves in an effort to try to rebuild this reserve over time



Progress Indicator:
Debt to Reserve ratio



ANNUAL BUDGET & BUSINESS PLAN

Where We Are in 2012

Every year, Council must consider and prepare a yearly budget, which ultimately determines how money is spent that year. How the Township's budget is structured, invested and managed plays an important role in moving towards a prosperous and financially sustainable King Township.

Community participation in the budget process – in both the short term and long term – is important to ensure that the budget reflects the values and priorities of the community. There are currently a number of opportunities for the public to give input in the business planning process, such as attending budget meetings or sending emails/ letters. Improving public participation in the budgeting process will help to improve accountability and transparency.

Fast Facts

- 2012 Operating Budget:
Proposed 2012 gross expenditures:
\$25,438,423
Proposed 2012 gross revenues:
\$24,068,634
Township net operating: \$1,369,789
Impact on average home assessed @
\$607,709: \$223

Our Goal

We will maintain a fiscally responsible budget that is structured to reflect the needs and priorities of the community for the short, medium and long-term.

How Will We Get There?

- ▶ Maintain a fiscally responsible budget that strengthens our reserves, optimizes revenues from Township assets, practices cost effective management, respects the priorities of the community and meets long term financial sustainability goals.
- ▶ Promote transparency and community participation in decisions about the Township budget.

Actions

See Appendix A for a list of potential actions related to Annual Budget & Business Plan.

Sustainability in Action

New Budget Process

The Township adopted a new budget process for 2011, which was aimed at providing decision makers, Members of Council, with more information (qualitative and quantitative) to ensure that an informed decision regarding the 2011 budget could be made. New initiatives included in the 2012 budget are: Implementation of the Sustainability Plan, a Policy Planning Planner, Museum Strategic Plan and a Trail Study/Plan.



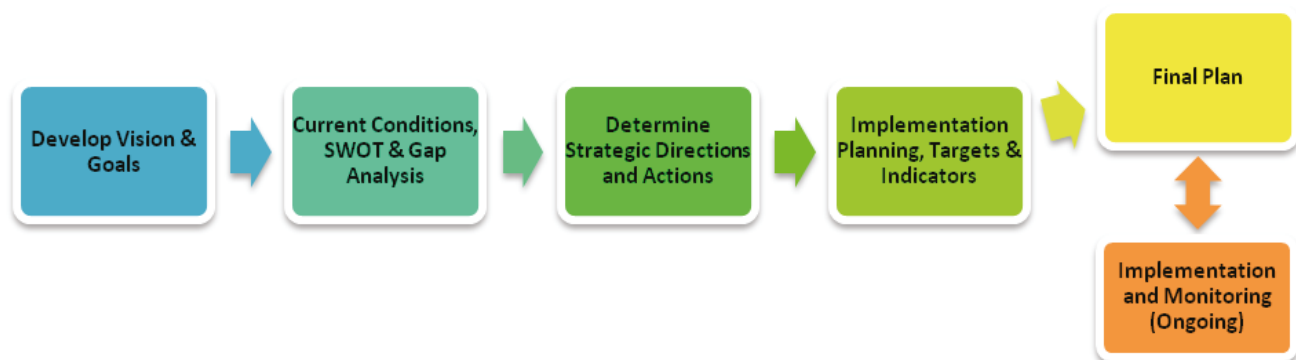
Progress Indicator:
Fiscally responsible
budget

HOW THE PLAN WAS DEVELOPED

Stages of Plan Development

There were several key phases to the development of our Sustainability Plan, with each phase built on the previous one. Key steps in the development of the Plan included:

- Identifying a long-term vision and goals for sustainability;
- Conducting current conditions research and gap analysis, looking at relevant provincial, regional and municipal plans and strategies;
- Identifying strengths, weaknesses, opportunities and threats, based on current conditions;
- Determining strategies and potential actions to achieve our goals;
- Prioritizing actions and strategies and determining priority projects;
- Choosing potential indicators and targets for measuring our progress; and
- Preparing the Final Plan and defining the Implementation strategy.



Who Developed the Plan

Conversations with the community occurred at every stage of the planning process. Input was received using various engagement activities and with a range of stakeholder groups. The following outlines the key groups who contributed to the Plan's development.

The Sustainability Task Force

Consisting of the Mayor, Chief Administrative Officer, members of Council, Senior Management Staff, and four citizen Ambassadors representing public interest in the four sustainability pillars. The Task Force was responsible for guiding development of the Sustainability Plan and providing overall direction on all facets of its development.

Citizen Working Groups

Created for each of the four pillars of sustainability, these groups had in-depth dialogue regarding specific focus areas of the Sustainability Plan and provided decision-making support to the Task Force. The Working Groups met regularly, and consisted of members of the broader community, representing resident, landowner, Township staff and community interests of King Township.

King Township Staff

King Township senior staff provided essential input and advice at various stages of the Plan, including current conditions assessment, gap analysis, and development of potential actions, potential indicators and the implementation model. Members of the Township's Senior Management Team were appointed to the Sustainability Task Force.

Stakeholders

Representatives from local businesses, community groups, institutions and other organizations in the Township of King all contributed to the Plan's development. Various activities were conducted throughout the planning process to engage stakeholders and provide them with meaningful opportunities to provide feedback, such as workshops, online surveys, interviews and a public forum. The input received from these individuals and groups has ensured that the Plan reflects the needs, realities and values of our community.

General Public

This includes residents, youth, seniors, farmers, and tourists, among others, from all areas of King Township. Community collaboration and outreach activities were conducted with these groups in order to obtain feedback from the community members at all stages as well as foster a shared understanding of sustainability and the Sustainability Plan.

FRAMEWORK FOR IMPLEMENTATION

Our Sustainability Plan is a living document, intended to guide us on our path to sustainability over the long term. A strong focus on implementation, governance, and monitoring is essential to our success. The organizational model supporting the implementation of the Plan can be characterized as ‘Municipal-led and Community supported’. The benefits of this model are that it focuses on getting sustainability actions in place. It allows the municipality to share the responsibility of the Plan, and leverages the work and human capital of community groups. It also focuses effort on priorities identified through public consultation.



Organizational Design - Roles and Responsibilities

Sustainability Committee

It is recommended that a Sustainability Committee be established to guide the implementation of the Sustainability Plan. The Committee, appointed by King Township Council, is made up of individuals from the community and ex-officio Council members. The Committee will work with, advise, and support Council and community groups implementing the Plan. They will take the necessary steps to recruit and engage businesses, developers, community organizations, other stakeholders and the larger community to undertake the Plan's actions as well as receive and vet requests from community groups looking to undertake actions within the Plan.

Members of the Sustainability Committee will be selected through a formal recruitment process. Members will be drawn from the community filling +/- three seats per sustainability pillar for a total of twelve to fifteen seats. The four current Ambassadors will be included in the initial Sustainability Committee.

Members of the Committee will be required to ensure there is a balanced and synergistic approach taken to implementation where goals, strategies or actions move forward from across the four pillars and where opportunities for synergies across pillars are explored.

Township Committees that have traditionally supported King Township are encompassed within the Sustainability Committee. The exception will be any Committee that is statutory (Committee of Adjustment) or helps the Municipality administer legislation (Township of King Municipal Heritage Committee, Accessibility for Ontarians with Disabilities Act).

For more information, please see the Terms of Reference for the Sustainability Committee.

King Township Staff

The support and participation of all levels of Township staff is essential for the success of the Plan. Staff from all departments and levels will use the Plan as a guide or framework for decision-making, as the Plan represents the priorities of the community and will help to move King Township towards a more sustainable future. Key staff members for each pillar (e.g. Treasurer, Planning, Economic Development, Parks and Recreation) will also provide occasional technical assistance and information to the Sustainability Committee. A King Township staff Sustainability Coordinator will be available to assist the Sustainability Committee.

King Township Council

Members of Council will continue to provide leadership and support for the Sustainability Plan. Their role in implementation will be to review and/or approve any recommendations from the Sustainability Committee that require funding or other forms of support. Individual Council Members will also be encouraged to participate as ex-officio members in Sustainability Committee meetings and provide support.

CAO

The Township of King's Chief Administrative Officer will continue to play a key role in corporate leadership for the Plan.

Sustainability Coordinator

The Sustainability Coordinator will be the main point of contact for the Plan and ultimately contribute to the coordination of the Plan. Responsibilities of the Coordinator will be to attend, facilitate and coordinate Sustainability Committee meetings, act as a liaison between the Sustainability Committee, Council, Township staff, the public and community groups, as well as coordinate education and outreach efforts related to the Plan.

Community Partners

Community partners will be asked to work closely with the Sustainability Committee, the Township of King administration and staff. Community partners include existing local NGOs, environmental groups, sports and recreation organizations, arts and heritage organizations, government agencies, developers, and community organizations.

These groups are already doing amazing work in the community with respect to sustainability. The support and contribution of these groups is essential in realizing the goals of the Plan. We encourage these groups to work with the Committee to partner, undertake actions and help implement the Plan.

Monitoring and Evaluating Our Progress

Indicators are used to measure our progress towards sustainability and to provide a reference point on how King Township is doing in meeting our vision. The first set of nineteen over-arching indicators will provide an overall look at the progress of sustainability in King Township. These system-wide indicators represent various aspects of sustainability and have been selected for their relevance to King Township, as well as the availability of baseline information.

System Wide Indicators

- 1) **Land-use Planning:** Number of developments implementing green building standards
- 2) **Natural Assets and Stewardship:** Percent forest cover
- 3) **Energy, Air Quality & Climate Change:** Greenhouse gas (GHG) emissions (CO²)
- 4) **Water:** Number of surface and groundwater sources that fail to meet provincial water quality standards
- 5) **Waste:** Percent of solid waste diverted
- 6) **Transportation:** Average number of scheduled bus and train departures (could use transit service kilometres per capita or mode of transportation to work)
- 7) **Agriculture and Equine:** Total economic value of local agricultural products and services (\$)
- 8) **Village Vitality:** Number of new and existing businesses
- 9) **New Economy:** Employment levels (# jobs)
- 10) **Tourism, Marketing and Communication:** Annual tourism revenues (\$)
- 11) **Sense of Community:** Volunteerism (measurement TBD)
- 12) **The Arts:** Number of King Township residents participating in arts and culture events
- 13) **Heritage:** Number of properties used for adaptive re-use
- 14) **Collaboration and Partnership:** Number of individuals/businesses involved in Sustainability Plan projects
- 15) **Health, Safety and Wellness:** Average participation in recreation programs
- 16) **Connection to the Land:** Number of trail connections
- 17) **Managing Growth:** Ratio of residential/nonresidential taxable assessments
- 18) **Financial Sustainability:** Debt to Reserve ratio
- 19) **Annual Budget & Business Plan:** Fiscally responsible budget

Progress Indicator Options List

The second set of progress indicators is presented as a menu of options for each theme. These potential indicators draw from best practices in other municipalities and elements that are already being measured in the Township. The intent is to provide a number of choices under each goal in order that the Sustainability Committee can select those they feel are most appropriate. Potential progress indicators can be found in Appendix B. Other progress indicators may also be established and added to this list as needed.

It should be noted that our progress towards sustainability must be measured and considered within the context of regional and provincial legislation, as this can affect our ability to achieve the goals and strategies set-out in this Plan. Such legislation should be monitored in order to help ensure that the implementation and its future updates of this Plan reflect and integrate with regional and provincial planning.

Accountability & Reporting

The Sustainability Committee will present an annual Progress Report to Council and the community with information about the status of the Plan's implementation using the nineteen system-wide indicators and the potential progress indicators for each priority direction. The annual report will identify:

- (1) progress annually;
- (2) review of action plans; and,
- (3) priorities for the upcoming year.

Third party auditors should be considered to assist the municipality in assessing the progress of the Sustainability Plan. These members would be neutral, third party auditors who evaluate the progress and report to Council directly. The Sustainability Committee will also be required to report progress through submission of minutes to Committee of the Whole.

Financial Considerations

The creation of the Sustainability Plan presents unique opportunities for the Township of King, agencies, non-governmental organizations, community groups and private businesses to work together to implement activities under the Plan's umbrella. These opportunities allow for new financial solutions to be developed to ensure action takes place.

Once the Plan is finalized and approved by Council, the implementation phase of the work can truly begin to take shape. The Sustainability Committee will be formed and provide overall guidance and direction to the actions in the Plan, which includes helping to form partnerships, and identifying financial strategies and funding sources.

In parallel, the Township will continue to move the sustainability agenda forward in its own operations through examining ways to operate more effectively and efficiently, as well as investing in strategic areas through the Municipal budgeting process.

Potential Annual Expenditures

The following identifies the basic potential expenditures associated with the Plan for the Township:

- Sustainability Coordinator salary;
- Sustainability Committee budget;
- Customer service;
- Progress reporting;
- Annual community celebration event;
- Communications and rebranding; and
- Implementation of selected projects (in part or in whole) as proposed by the Sustainability Committee and approved by Council (for those requiring Township resources).

Funding Opportunities

There are a number of avenues for funding actions under the Plan. Most significantly, the development of the Plan has allowed the Township of King to continue to access its portion of the federal gas tax funding (the average annual allocation for King Township is approximate \$597,000). This money is used to finance infrastructure improvement projects and specifically focuses on environmentally sustainable investments that help achieve cleaner water, cleaner air, or reduced greenhouse gas emissions.

The creation of the Sustainability Plan opens the doors for further Federation of Canadian Municipality Green Municipal Fund opportunities in areas such as greenhouse gas emission reduction, brown-field remediation, neighbourhood scale sustainability planning and projects relating to water, wastewater, roads, energy and transportation.

Other opportunities for funding include social enterprises, as a creative solution for implementing and funding sustainability actions, and the development of public and private partnerships based on shared values and principles. There are numerous funding sources that can be tapped into for implementation of various actions (please see Appendix D for a comprehensive listing).

Financial Controls

There is no denying that to implement actions there is a need for financial resources. The expenditure of financial resources to implement sustainability actions must be addressed in a fiscally responsible manner under the direction of the Sustainability Committee and Council (when there is a need for Township resources). The Township has developed a systematic process to review proposed projects, plans and actions using a simple sustainability alignment tool that will help the Sustainability Committee understand how actions link together with the Plan (see Appendix E). The tool is intended to be used for new plans, proposals, projects, and actions put forward to the Sustainability Committee and/or Council by community groups and/or staff. The intent of the alignment tool is to provide the Sustainability Committee and/or Council with a sense of how the proposed initiative helps to further the vision, goals, strategies and actions identified in the Integrated Community Sustainability Plan, and therefore implement the Plan in a controlled and fiscally responsible manner.

Community Collaboration & Outreach

Community collaboration, engagement and outreach are crucial to the successful implementation of the Plan. The Plan is structured so that the municipal government is not expected to implement all of the priority actions alone but rather work in partnership with other organizations in the community. This approach also ensures that the Plan remains relevant and fresh, and can be updated with public input as needed.

To ensure transparency, good governance, community participation and buy-in from all stakeholders, a communication mandate/approach should be developed. This will guarantee ongoing, consistent, effective communication to elected officials and King Township staff.

An ongoing list of interested stakeholders and community members should be housed at the Township offices. The Sustainability Coordinator should identify the people and organizations that may be able to significantly influence the implementation and its success, as well as those directly affected by the implementation. Communication tools such as an e-newsletter, newspaper articles, project announcements, education and outreach should be undertaken throughout.

Celebrating Success

Achievements, hard work and success should be celebrated on an annual basis. The Township's Sustainability Coordinator should be responsible for organizing a public event to provide an opportunity to celebrate moving towards achieving King Township's vision for sustainability as well as update aspects of the Plan on an ongoing basis.

Moving forward, the community will be continually involved and encouraged to support the Plan in various ways, including:

- Attending the Annual Community Forum for Sustainability to share success stories;
- Registering on the Township's email listing to receive notifications of community events and meetings;
- Applying to be on the Sustainability Committee
- Taking part in workshops, programs, and events;
- Continuing to provide input; and
- Promoting sustainability and the sustainability initiatives through individual networks, businesses and conversations.

GLOSSARY OF TERMS AND LIST OF ACRONYMS

Active Transportation

Any form of human-powered transportation such as: walking/jogging/running; cycling; in-line skating; skateboarding; and snowshoeing/skiing.

Asset

A useful or valuable feature, quality, resource, person, place or thing.

Association of Municipalities of Ontario (AMO)

The Association of Municipalities of Ontario (AMO) is a non-profit organization representing almost all of Ontario's 444 municipal governments and provides a variety of services and products to members and non-members.

Benchmark

A standard or point of reference against which things may be compared or assessed.

Biodiversity

The variation of life forms within a given ecosystem, biome or the entire earth. Biodiversity is often used as a measure of the health of biological systems.

Brownfield

Undeveloped or previously developed properties that may be contaminated. Brownfields are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

By-law

The written rules for conduct of a corporation, association, partnership or any organization. They should not be confused with the Articles of Corporation which only state the basic outline of the company, including stock structure. By-laws generally provide for meetings, elections of a board of directors and officers, filling vacancies, notices, types and duties of officers, committees, assessments and other routine conduct. By-laws are, in effect, a contract among members, and must be formally adopted and/or amended.

Carbon Footprint

The total amount of greenhouse gases emitted directly and indirectly to support human activities, usually expressed in equivalent tons of either carbon or carbon dioxide.

Climate Change

Changes in global climate patterns (such as temperature, precipitation, or wind) that last for extended periods of time as a result of either natural processes or human influences. In some cases 'climate change' has been used synonymously with the term 'global warming'.

Community Economic Development

Community Economic Development (CED) is action taken locally by a community to provide economic opportunities and improve social conditions in a sustainable way. CED initiatives often aim to improve the lot of those who are disadvantaged. CED is a community-centred process that blends social and economic development to foster the economic, social, ecological and cultural well-being of communities.

Community Engagement

How stakeholders and the public in communities are engaged in determining their needs and/or ways of addressing these. Engagement goes beyond simple consultation and feedback, and involves people working collaboratively, through inspired action and learning, to create and realize bold visions for their common future.

Complete Community

Complete communities meet people's needs for daily living throughout an entire lifetime by providing convenient access to an appropriate mix of jobs, local services, a full range of housing, and community infrastructure including affordable housing, schools, recreation and open space for their residents. Convenient access to public transportation and options for safe, non-motorized travel is also a component of a complete community.

Culture

A community's values and aspirations, traditions and shared memories, the ways they develop, receive and transmit these, and the ways of life these processes produce. Cultures are maintained through communities. Artistic expression and creativity are ways that cultural identities are developed.

Cultural Heritage

The legacy of physical artifacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations. Cultural heritage includes tangible culture (such as buildings, monuments, landscapes, books, works of art and artifacts), intangible culture (such as folklore, traditions, language and knowledge), and natural heritage (including culturally-significant landscapes and biodiversity).

Current Conditions

Current conditions describe the current situation within the community relative to sustainability. It is about mapping out the current conditions, from a community perspective.

Ecosystem

The system of interactions between living organisms and their environment.

Federation of Canadian Municipalities (FCM)

The Federation of Canadian Municipalities, consisting of in excess of 1,900 members, represents municipal interests on federal policies and programs. The Federation's membership is represented by a diverse range of community types and ranges from the country's largest cities to its small, rural communities.

Gap analysis

The identification of where there are gaps between where an organization or municipality is today and where it wants to be in a successful, sustainable future. The tension established by the identification of these gaps is fundamental to the sustainability planning and finding new ways forward.

Goal

Statement of general direction leading towards a desired end state or vision.

Greenhouse Gas (GHG) Emissions

Greenhouse gases include naturally occurring gases as well as new emissions created by industrial and individual activities. Naturally occurring GHG include water vapor, carbon dioxide, methane,

nitrous oxide, and ozone. Others result exclusively from human industrial processes. Human activities also add significantly to the level of naturally occurring greenhouse gases:

- *Carbon dioxide* is released into the atmosphere by the burning of solid waste, wood and wood products, and fossil fuels (oil, natural gas, and coal).
- *Nitrous oxide* emissions occur during various agricultural and industrial processes, and when solid waste or fossil fuels are burned.
- *Methane* is emitted when organic waste decomposes, whether in landfills or in connection with livestock farming. Methane emissions also occur during the production and transport of fossil fuels.

Indicator

A component of the community, such as a flow, an action, an activity or built space, that is measured over time and can help show changes in a specific condition. Indicators provide a measurement tool to gauge performance and can be used to educate and affect change.

Integrated

In this context, “integrated” refers to the practice of bringing diverse, normally separate, concerns and planning processes together (e.g., transportation, land use, environment, housing, waste, water, energy, community health, recreation, culture, municipal finance, and others). Although community planning is, in principle, supposed to link these planning processes, in practice, this is not often done - the “silo” approach is the de facto practice. A Sustainability Plan aims to establish a framework through which these various planning efforts can be dovetailed and integrated and therefore involves a multi-disciplinary approach that brings together a wide range of expertise. Moreover, a Sustainability Plan recognizes that the municipality does not have sole control over urban processes and attempts to integrate other actors (such as industry, NGOs, other levels of government) into the planning process.

Knowledge-Based Economy

An expression that describes trends in advanced economies towards greater dependence on knowledge, information and high skill levels, and the increasing need for ready access to all of these by the business and public sectors.

Leadership in Energy and Environmental Design™ (LEED™)

The LEED Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. LEED™ is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of high performance green buildings. It promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: (1) sustainable site development, (2) water efficiency, (3) energy efficiency, (4) materials selection, and (5) indoor environmental quality.

Natural Capital

An organization’s (i.e., a municipality, regional body, company, etc.) environmental assets and natural resources existing in the physical environment, either owned (such as mineral, forest, or energy resources) or simply used in business operations (such as clean water and atmosphere). Traditional economic measures and indicators often fail to take into account the development use of natural capital, although preservation of its quantity and quality, and therefore its sustainable use, is essential to a business’ long-term survival and growth.

Natural Heritage

Natural features consisting of physical and biological formations or groups of such formations, which are of outstanding universal value from an aesthetic or scientific point of view. Geological and physiographical formations and precisely delineated areas which constitute the habitat of threatened species of animals and plants of outstanding universal value from the point of view of science or conservation. Natural sites or precisely delineated natural areas of outstanding universal value from the point of view of science, conservation or natural beauty.

Partners for Climate Protection Program

The Partners for Climate Protection (PCP) program is a network of Canadian municipal governments that have committed to reducing greenhouse gases and acting on climate change. PCP is the Canadian component of ICLEI's Cities for Climate Protection (CCP) network, which involves more than 900 communities worldwide. PCP is a partnership between the Federation of Canadian Municipalities (FCM) and ICLEI – Local Governments for Sustainability. PCP receives financial support from FCM's Green Municipal Fund™.

Peak Oil

Peak oil refers to the point at which the supply of that oil is at its limit. After this point, oil supply will begin to decline.

Policy

Principles or rules used by organizations, governments and/or businesses to guide decisions and achieve rational outcomes.

Renewable Energy

Natural resources that provide energy such as sunlight, wind, tides and geothermal heat, which are naturally replenished.

Resilient

The capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change.

Right to Light

A term that describes an individual home owner's entitlement to have sunlight come into their home. In Canada, residents do not have the legal "right to light" unless a bylaw is created at the municipal level.

Smart growth

A development approach that aims to improve environmental, economic and social sustainability by managing urban sprawl.

Stakeholder

An individual or group potentially affected by the activities of an organization/ government body.

Stormwater

The discharge of water by runoff from land and impervious areas, such as paved streets, parking lots and buildings, during rainfall and snow events.

Stormwater Management

Stormwater management is anything associated with the planning, maintenance, and regulation of facilities which collect, store, or convey stormwater.

Sustainable development

A vision of development that encompasses populations, animal and plant species, ecosystems, natural resources – water, air, energy – and that integrates concerns such as the fight against poverty, gender equality, human rights, education for all, health, human security, intercultural dialogue, etc.

Swamp

A low area of land partially or intermittently saturated with water.

SWOT (Strength, Weakness, Opportunity, Threat)

A way of assessing the positive and negative forces affecting an organization. A SWOT analysis identifies the positives and negatives inside an organization (S-W) and outside of it, in the external environment (O-T).

Target

A target is a desirable value that you want an indicator to reach within a particular period of time. For example, if you are measuring the percent of forest-related jobs in your community and you want to increase these over time, you may set up a target of 10% increase over the next 10 years.

Vision

A shared description or desired direction for the future.

Waste Diversion Rate

The percentage of total waste that a jurisdiction diverts from disposal at landfills and transformation facilities through reduction, reuse, recycling programs and composting programs.

Zoning By-law

Provisions that regulates the use, size, height, density and location of buildings on properties within a municipality. The basic purpose of a zoning bylaw is to regulate what you can build and how big the building can be on a property. A typical zoning bylaw maps out the zones which show how the property can be used. That is, the property can be used for various land uses that range from residential to commercial to industrial and other land uses.

Acronyms

ASK – Arts Society King
BILD – Building Industry and Land Development Association
CaGBC – Canada Green Building Council
CFFO – Christian Farmers Federation of Ontario
DWQMS - Drinking Water Quality Management System
EFP – Environmental Farm Plan
FCM – Federation of Canadian Municipalities
GTA – Greater Toronto Area
GTA AAC – Greater Toronto Area Agricultural Action Committee
GHG – Greenhouse Gas
HMGA – Holland Marsh Growers Association
ICSP – Integrated Community Sustainability Plan
KEAC – King Environmental Advisory Committee
LEED™ – Leadership in Energy and Environmental Design
LSCRA – Lake Simcoe Region Conservation Authority
LDC – Local Distribution Companies

MNR – Ontario Ministry of Natural Resources
MTO – Ontario Ministry of Transportation
NCC – Nature Conservancy of Canada
NFU – National Farmers Union
NGO – Non-governmental Organization
OFA – Ontario Federation of Agriculture
ORMLT – Oak Ridge Moraine Land Trust
OPA – Ontario Power Authority
OMAFRA – Ontario Ministry of Agriculture, Food and Rural Affairs
ORMCP – Oak Ridges Moraine Conservation Plan
ORTA – Oak Ridges Trail Association
PPS – Provincial Policy Statement
PRC – Parks Recreation and Culture Department
SNAP – Sustainable Neighbourhood Retrofit Action Plan
STORM – Save the Oak Ridges Moraine
RFP – Request for Proposal
TOD – Transit Oriented Development
TRCA – Toronto and Region Conservation Authority
YRT – York Region Transit



King Township's
Integrated Community
SUSTAINABILITY PLAN
APPENDICES A - D



April 2012



TABLE OF CONTENTS

Appendix A – Potential Action Bank	4
Appendix B – Potential Indicators & Targets	27
Appendix C – Possible Funding Sources	39
Appendix D – List of Potential Partners	59

Appendix A – Potential Action Bank

APPENDIX A: POTENTIAL ACTION BANK

ENVIRONMENTAL PILLAR

THEME 1: LAND-USE PLANNING STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
1.1	Identify and measure incoming development.
	<ul style="list-style-type: none"> ▶ Create a user-friendly online map that shows the locations and status of new development ▶ Provide opportunities for the public to learn about new development, considering different levels of planning literacy
1.2	Support and encourage 'green building' design, development and construction as well as the adoption of accredited, recognizable standards such as LEED™.
	<ul style="list-style-type: none"> ▶ Require green building and safety standards in all new buildings ▶ Consider the use of finance-based incentives and accelerated approvals to encourage going beyond minimum green building standards ▶ Educate the public and development industry about the benefits of green development ▶ Work more closely and collaboratively with developers to find mutually beneficial solutions for green development ▶ Facilitate a more integrated approach to development, by encouraging more interaction and collaboration between planners, developers as well as other agencies and interest groups ▶ Participate in the review of the Ontario Building Code ▶ Consider offering bonus density to developers in exchange for obtaining LEED™ certification or the equivalent
1.3	Strategically direct planned future growth, intensification and infill to communities where existing servicing and public transit exists or where there is planned transit service while avoiding key natural heritage and hydrological features
	<ul style="list-style-type: none"> ▶ Educate the development industry about environmental protection – e.g. native tree protection and invasive species issues ▶ Ensure major developments adhere to land form policies in Community Plans ▶ Provide developers with a list of options to meet parkland acquisition requirements. Options should add value to the character and environmental protection of a development ▶ Review the zoning by-laws to ensure they support the Village Design Guidelines ▶ Review and update the Township's various Design Guidelines to ensure they remain current and applicable ▶ Update strategies to control erosion and sediment during construction ▶ Incorporate policies that encourage new subdivisions to become part of the larger community through trails and connections to existing public spaces, natural heritage and through heritage preservation ▶ Review site plan and urban design policies to ensure they encourage use of native plant species
1.4	Strengthen King Township's planning legislation and by-laws to reinforce environmental protection and public health.
	<ul style="list-style-type: none"> ▶ Review and update the Official Plan to ensure policies are consistent with regional and provincial legislation and support the goals of the Sustainability Plan ▶ Evaluate proposed by-laws based on a sustainability focus (e.g. best practice fill by-law) ▶ Update zoning by-laws ▶ Adopt a dark sky policy ▶ Develop policies that minimize drive thru uses in village cores

<ul style="list-style-type: none"> ▶ Review site plan and urban design policies to ensure they encourage use of native plant species ▶ Adopt a local tree by-law; build on York Region's Forest Conservation by-law 	
1.5 Improve land-use by-law compliance and encourage more consistent by-law enforcement.	
<ul style="list-style-type: none"> ▶ Proactively monitor compliance of King Township's by-laws ▶ Expand training for by-law enforcement 	
1.6 Control future planned growth based on smart growth principles in order to limit our impact on the natural environment.	
<ul style="list-style-type: none"> ▶ Support and promote the development and implementation of a 'made in King Township' intensification strategy ▶ Encourage mixed-use development and intensification in village cores with transit to support complete communities ▶ Consider policies that require two or more storeys for new commercial, industrial and institutional development to limit footprint ▶ Evaluate policy options for restricting/limiting big box development ▶ Support transit supportive development ▶ Support mixture of land uses within new developments so as to encourage <i>complete communities</i> ▶ Develop plans for undeveloped parcels of land using zoning by-laws 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ Toronto and Region Conservation Authority ▶ Lake Simcoe Region Conservation Authority ▶ Canada Green Building Council ▶ Hydro companies/authorities ▶ Construction organizations and developer groups 	<ul style="list-style-type: none"> ▶ Developers ▶ Ontario Power Authority ▶ Environmental Advocacy Groups ▶ Environmental Education and Awareness Groups ▶ King Township By-law department

THEME 2: NATURAL ASSETS & STEWARDSHIP STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
2.1 Identify, protect and enhance natural areas, including wetlands, meadows, forests and grasslands.	
<ul style="list-style-type: none"> ▶ Create a natural heritage strategy that looks at the entire ecological system <ul style="list-style-type: none"> ○ Use community mapping to promote our natural heritage assets and obtain locally specific data ○ Identify opportunities to connect Areas of Natural & Scientific Interest (ANSI's), Environmentally Significant Areas (ESA's) and natural heritage areas in order to provide corridors and habitat for wildlife and linkages between greenspace ▶ Build stronger relationships with local organizations responsible for conservation, protection and restoration of natural areas ▶ Use existing planting programs to plan and schedule restoration projects and targets ▶ Support the Region in their efforts to encourage sustainable forest harvest practices and to encourage the naturalization of plantation components of Regional forests 	
2.2 Promote and seek recognition for (and eventually compensation from upper levels of government) the Township of King's provision and protection of ecological and agricultural goods and services.	
<ul style="list-style-type: none"> ▶ Conduct an economic evaluation/audit of the Township's natural assets and rural land ▶ Work with existing groups and agencies to communicate the economic value of our natural assets and encourage provincial and federal government to see its value 	

<ul style="list-style-type: none"> ▶ Request the Province to provide compensation to municipalities for the delivery of tax credit for agriculture and environmental conservation (e.g. Managed Forest Tax Incentive and Agricultural land tax credit) ▶ Establish an awards ceremony held annually to recognize the local achievements of developers, associations and individuals who demonstrate sound stewardship practices or contributions to the protection and enhancement of the natural environment
2.3 Recognize our wetlands and contribute to their protection and monitoring at the local level.
<ul style="list-style-type: none"> ▶ Establish local groups/organizations to develop a program to monitor and protect our wetlands particularly adjacent to new developments (e.g. use Dufferin Marsh as a model) ▶ Develop signage to identify, promote and educate the community about our wetlands ▶ Seek new and creative funding sources for wetland protection
2.4 Support the long-term protection and restoration of the Oak Ridges Moraine (ORM) and the Greenbelt.
<ul style="list-style-type: none"> ▶ Play an active role in the 2015 Review of the Oak Ridges Moraine and Greenbelt Act ▶ Send resolutions for both legislations to ORM and Greenbelt municipalities to gain additional support ▶ Strengthen partnerships with agencies and NGOs responsible for protection and conservation of the ORM and Greenbelt ▶ Consider playing a role in advocating for the expansion of the Greenbelt boundaries within King Township
2.5 Promote environmental education and foster and support individual and community-based stewardship and restoration.
<ul style="list-style-type: none"> ▶ Establish a part-time stewardship coordination role within the Township ▶ Develop information packages for new homeowners about locally specific environmental protection issues and practices ▶ Collaborate with stewardship groups, community organizations and Conservation Authorities to support the delivery of stewardship programs, environmental education and events ▶ Investigate the provision of a central online portal for King Township residents to go for environmental information ▶ Identify opportunities for interest groups and agencies to provide more environmental education and programming for adults in King Township ▶ Promote Cold Creek Conservation Area as a destination for experiencing nature and learning about the environment ▶ Build stronger relationships with educators and principals to continue to promote sustainability initiatives in King Township schools ▶ Support the use of natural areas for education in surrounding communities and schools ▶ Celebrate farmers who have developed and implemented an Environmental Farm Plan or who participate in stewardship programs ▶ Continue the “adopt a highway” program for Township roads to assist in maintaining the beauty of King Township ▶ Offer certificate programs/courses for farmers on key areas of agricultural stewardship, such as horticulture, soil quality, and irrigation and drainage
2.6 Protect and enhance biodiversity.
<ul style="list-style-type: none"> ▶ Encourage the expansion of existing woodlots ▶ Educate residents about species-at-risk and encourage them to report sightings to the Ministry of Natural Resources (MNR) ▶ Request MNR to update the inventory of species-at-risk in key areas

▶ Improve the integration of biodiversity protection with land-use planning	
2.7 Establish a shared understanding of King Township's environmental significance.	
▶ Develop and implement communication and outreach activities that: <ul style="list-style-type: none"> ○ Brand King Township as a place for environmental excellence, leadership and education ○ Promote the spiritual and aesthetic value of King Township's natural heritage ○ Use King Township's newspapers, website and other local publications to support King Township's environmental goals ○ Promote the environment in well-trafficked areas (e.g. community centres, libraries and events) ▶ Develop demonstration projects within the community that promote the environment (e.g. composting projects, educational displays, green retrofits)	
POTENTIAL PARTNERS & RESOURCES	
▶ Conservation Authorities ▶ Ontario Ministry of Natural Resources ▶ Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) ▶ Provincial Rural and Agricultural Associations and Groups ▶ Environmental Awareness/Education Groups ▶ Environmental Stewardship Groups ▶ Environmental Advocacy/Lobbying Groups ▶ Trail Associations	▶ Land Acquisition/Private Stewardship Organizations ▶ Foundations/Funding Organizations ▶ Post Secondary Educational Institutions ▶ Elementary and Secondary Schools ▶ Ontario Soil and Crop Improvement Association ▶ Agricultural Advocacy Groups ▶ Township of King Parks, Recreation and Culture Department ▶ Newcomer Resources

THEME 3: ENERGY, CLIMATE CHANGE AND AIR QUALITY STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
3.1 Build climate change resiliency.	
▶ Join FCM's Partners for Climate Change program ▶ Develop a Climate Change Action Plan ▶ Educate municipal staff about municipal self-reliance as a strategy to deal with climate change ▶ Develop an educational program to increase community awareness about and to prepare for the effects of climate change	
3.2 Support energy efficiency and safety in all buildings.	
▶ Encourage the use of energy efficient technology for new developments and retrofits for existing buildings. ▶ Conduct an energy audit of the Township's operations and facilities, including buildings in the broader municipal, university, schools and hospitals (MUSH) sector ▶ Ensure wise energy use in all municipal facilities <ul style="list-style-type: none"> ○ Install energy saving technologies in public facilities and buildings ▶ Reduce energy consumption of King Township's fleet. ▶ Design municipal infrastructure, roads, and buildings to minimize energy consumption and GHG's (e.g. minimize drive thru uses, LED lighting, etc.)	
3.3 Show leadership in green energy at the Township level.	
▶ Use renewable energy sources, including solar, wind, geo-thermal, where appropriate; and	

consider the lifecycle cost of various energy sources	
3.4 Encourage energy conservation among residents, businesses and farmers.	
<ul style="list-style-type: none"> ▶ Promote and raise awareness of existing renewable energy programs among residents, businesses and farmers (e.g. micro-fit programs, retro-fits, workshops, grants) ▶ Recognize and promote green homes, businesses and farms (using signage, grants and awards) ▶ Inform residents, businesses and farmers about the financial benefits of energy reduction. (e.g. OMAFRA's Energy Business Information Bundle and Environmental Farm Plan energy worksheet amongst farmers) ▶ Host Township wide competitions for energy reduction (as well as water and heat); use the utility bill to measure and compare household energy consumption ▶ Encourage citizens to make small energy efficiency improvements (e.g. pipe wrap or water heater blankets) ▶ Implement a community energy plan. Facilitate private sector investment in alternative energy investment 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ Toronto and Region Conservation Authority ▶ Lake Simcoe Region Conservation Authority ▶ Sustainable Neighbourhood Retrofit Action Plan (TRCA) ▶ Post Secondary Educational Institutions ▶ Elementary & Secondary Schools ▶ King Township Public Library ▶ Hydro Companies/Authorities ▶ Enbridge 	<ul style="list-style-type: none"> ▶ Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) ▶ Ontario Sustainable Energy Association (OSEA) ▶ Community Energy Programs ▶ Local Businesses ▶ Ontario Soil and Crop Improvement Association ▶ Local Distribution Companies ▶ Third Party Auditor ▶ Federation of Canadian Municipalities

THEME 4: TRANSPORTATION STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
4.1 Improve public transportation services and facilities to meet the needs of all age groups, income levels and mobility needs.	
<ul style="list-style-type: none"> ▶ Develop and implement a King Township Sustainable Transportation Strategy that includes roads, trails, transit and cycling and incorporates York Region's sustainable transportation strategy as it applies to King Township ▶ Support or advocate for the expansion of GO bus and train service <ul style="list-style-type: none"> ○ Provide expanded all-day two-way service from King City to Toronto ○ Provide bus service to and from Schomberg/Nobleton to Toronto ▶ Support the expansion of public transit to colleges and places of employment within villages ▶ Lobby for the expansion of the parking lot at the existing GO station in order to accommodate existing overflow and future growth ▶ Investigate solutions for diverting excess traffic from the GO station ▶ Build awareness of GO services and the GO/YRT fare integration system in order to increase ridership and improve service levels ▶ Investigate shuttle services for moving residents and visitors from King Township's more remote villages to the bus and train stations ▶ Facilitate routes for biking and walking to the GO Station 	
4.2 Ensure the design, construction, use and maintenance of King Township's roads follow sustainable practices and minimize impacts on the environment.	

<ul style="list-style-type: none"> ▶ Maintain King Township's gravel road network. Consider the cost and liability issues using life cycle cost analysis ▶ Prepare and implement a Salt Management Plan that investigates alternatives to salt, especially for environmentally significant areas ▶ Discourage more interchanges from 400 series highways in King Township ▶ Actively participate in Regional and Provincial transportation studies to advocate for our Township' needs and interests 	
4.3 Make King's villages more walkable and improve connectivity between subdivisions, parks, schools, businesses and other amenities.	
<ul style="list-style-type: none"> ▶ Complete a Sidewalk Needs Assessment to identify safety issues and sidewalk improvements – e.g. more sidewalks, better maintenance, accessible access and right-of-ways ▶ Integrate and connect existing communities with downtowns and ensure walkability is a key factor in new development ▶ Include sidewalks and pathways in new subdivisions that allow people to walk or bike from their neighbourhoods to parks, schools, businesses and other amenities ▶ Build sidewalks within existing neighbourhoods to improve connectivity ▶ Increase the number of bike racks at existing municipal facilities ▶ Work with developers and businesses to ensure that bike racks are included in new site plan developments ▶ Plan development and parking in village cores strategically to encourage walking ▶ Intensify development through infill and intensification within the existing built boundary to support enhanced transit services 	
4.4 Reduce traffic on our roads and discourage the use of King Township's as a thoroughfare.	
<ul style="list-style-type: none"> ▶ Implement traffic calming techniques in problem locations ▶ Consider methods of moderating the effect of car traffic in village cores ▶ Support the development of the King City and Nobleton by-passes ▶ Identify roads that need improvement and develop a roadway improvements plan to improve conditions ▶ Investigate opportunities to reduce speed limits in target areas ▶ Evaluate existing traffic signage and make improvements where needed ▶ Provide farm vehicle traffic warning signs in agricultural areas 	
4.5 Reduce the impact transportation has on King Township's contribution to greenhouse gas emissions.	
<ul style="list-style-type: none"> ▶ Consider developing and implementing a public awareness campaign about anti-idling, particularly in school parking lots ▶ Consider establishing an anti-idling by-law ▶ Reduce parking requirements in areas with regular transit and more intensive development 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ Ministry of Transportation Ontario ▶ York Region Transit (YRT) ▶ GO Transit ▶ Metrolinx ▶ Ontario Good Roads Association ▶ King Township Planning 	<ul style="list-style-type: none"> ▶ Developers and Builders ▶ Post Secondary Educational Institutions ▶ Ontario Power Authority ▶ Cycling Groups ▶ Trail Associations ▶ Municipal Streetscape Partnership Program ▶ Municipal Partnership Program

THEME 5: WATER STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
5.1 Minimize contaminants to surface and groundwater from stormwater collection and discharge systems.	
<ul style="list-style-type: none"> ▶ Review King Township's stormwater management policy to ensure that it meets or exceeds environmental best practices (e.g. use of stormceptors in Industrial, Commercial and Institutional (ICI) developments) ▶ Adopt alternative design standards for stormwater management (e.g. swales) in new and existing subdivisions 	
5.2 Protect surface and groundwater sources in order to continue to provide healthy drinking water and protect the ecological features and functions of the watersheds.	
<ul style="list-style-type: none"> ▶ Implement a wetland and groundwater protection program, including: <ul style="list-style-type: none"> ○ Review and promote best management practices for well water protection and well decommissioning, septic system maintenance/inspections ○ Support hydrological integrity by monitoring projects (e.g. "Check Your Watershed Day") ▶ Educate the public about King Township's good water quality and raise awareness about Source Water Protection Planning 	
5.3 Promote domestic, agricultural and commercial water conservation.	
<ul style="list-style-type: none"> ▶ Structure residential water and sewer rates to reduce water consumption ▶ Implement best practices for water conservation and efficiency, including grey water recycling, and waterless fixtures such as urinals in Industrial, Commercial and Institutional (ICI) development <ul style="list-style-type: none"> ○ Continue to support and promote awareness of York Region's Long-Term Water Conservation Strategy and Water for Tomorrow Program initiatives including the use of water efficient landscaping among residential, commercial and institutional sectors ▶ Adopt water efficient landscaping requirements for new development (e.g. permeable surfaces for driveways instead of asphalt); include best practices in Village Urban Design Guidelines 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ Landscaping Companies ▶ Agricultural Community ▶ Source Protection Authorities 	<ul style="list-style-type: none"> ▶ Ontario Groundwater Association ▶ Water for Tomorrow – York Region ▶ Local Golf Courses

THEME 6: WASTE STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
6.1 Raise public awareness about our consumption habits and promote waste management solutions.	
<ul style="list-style-type: none"> ▶ Conduct a waste audit to determine our current level of waste and identify areas for improvement ▶ Develop and implement an education and outreach campaign around our consumption habits and waste reduction ▶ Link with York Region's waste awareness and reduction campaign Sm4rt Living 	
6.2 Decrease total annual tonnage of solid waste disposed in landfills.	
<ul style="list-style-type: none"> ▶ Provide opportunities for hazardous waste and electronic goods recycling (e.g. e-waste recycling days) ▶ Install recycling units in public spaces and facilities (e.g. arenas, post offices) 	

<ul style="list-style-type: none"> ▶ Increase community awareness of composting and the green bin ▶ Encourage resource recovery (e.g. reusable items exchange days) ▶ Encourage sustainable landscape and yard waste practices, such as grass-cycling, composting and composting 	
6.3 Explore opportunities to convert bio-mass into energy.	
<ul style="list-style-type: none"> ▶ Conduct an inventory of the Township's and Region's bio-mass products (waste vegetable products, manure) to determine if there is interest and need for a bio-mass facility <ul style="list-style-type: none"> ○ If feasible, develop a bio-mass facility and consider using a co-op model to heat greenhouses ○ Seek funding through communityenergy.ca and OMAFRA 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ Compost Council of Canada ▶ Holland Marsh Growers Association (HMGA) ▶ Equine Industry ▶ Ontario Federation of Agriculture ▶ OMAFRA ▶ Ontario Ministry of Energy 	<ul style="list-style-type: none"> ▶ Developers ▶ Construction Organizations and Developer Groups ▶ Ontario Sustainable Energy Association ▶ Faith Organizations ▶ Northern 6 Municipalities ▶ MUSH sector – (Municipalities, Universities, Schools, and Hospitals)

ECONOMIC PILLAR

THEME 1: VILLAGE VITALITY AND PROSPERITY STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
1.1 Maintain and revitalize King Township's villages.	
<ul style="list-style-type: none"> ▶ Pursue the adoption of Community Improvement Plans for each village ▶ Consider organizing and creating Business Improvement Areas (BIAs) in each village ▶ Make physical improvements to village cores, such as lighting, sidewalks, signage, banners and planters ▶ Support the implementation of each of the Village Centre Urban Design Guidelines (See also Socio-cultural – 3 and Environment – 1.4) ▶ Continue participating in the First Impressions Community Exchange Program ▶ Promote mixed use buildings in the three village cores 	
1.2 Promote, grow and retain existing local businesses.	
<ul style="list-style-type: none"> ▶ Conduct a Business Retention and Expansion Study and/or Retail Market Analysis for local businesses, to determine: <ul style="list-style-type: none"> ○ What successful businesses King Township has ○ How to improve and maintain existing businesses ○ How best to integrate new and existing businesses ▶ Continue to encourage and support King Township residents to 'shop King' ▶ Support and promote the Township's Village Associations as local ambassadors for the business community ▶ Encourage King City to develop its own Village Association 	
1.3 Attract and encourage the development of new businesses in our village cores, such as small scale shops, services and restaurants	
<ul style="list-style-type: none"> ▶ Provide easy access to information for potential new businesses (e.g. zoning, allowed uses) by: <ul style="list-style-type: none"> ○ Updating and enhancing the Township's database of existing businesses, including home-based ones ○ Updating, enhancing and monitoring information for potential new businesses online ▶ Streamline and consolidate the process for new businesses to set-up in King Township 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ King Chamber of Commerce ▶ Local Businesses ▶ The Kingbridge Centre 	<ul style="list-style-type: none"> ▶ Village Associations ▶ Town of Whitchurch-Stouffville ▶ OMAFRA (Rural Economic Development Programs)

THEME 2: AGRICULTURE AND EQUINE STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
2.1 Support and grow a robust agricultural industry.	
<ul style="list-style-type: none"> ▶ Link to and promote existing programs, studies and workshops for improving economic viability of agriculture (e.g. Growing Forward, the Greater Toronto Agricultural Action Committee) ▶ Endorse and integrate the recommendations of the Golden Horseshoe Food and Farming Action Plan ▶ Support the development of co-operative, apprenticeship and scholarship programs that introduce students to careers in food and farming ▶ Raise awareness among farmers about funding opportunities for agriculture <ul style="list-style-type: none"> ○ Provide links to OMAFRA's list of Programs and Funding Support 	

<ul style="list-style-type: none"> ○ Encourage local farmers to submit applications for the Premiers Award for Agri-food Innovation ▶ Support agricultural associations and advocacy groups, such as the Holland Marsh Grower's Association ▶ Support provincial agencies and other organizations to develop King Township's agricultural industry. Consider the development of an agricultural liaison committee for improving communication between Council and farmers - explore existing models to determine best practices. 	
2.2 Consider supporting new policies to encourage agricultural value-added activities in King Township.	
<ul style="list-style-type: none"> ▶ Develop policy and implementation measures for agricultural value added activities ▶ Support opportunities to establish secondary value added agricultural facilities ▶ Proactively attract distribution and processing facilities to King Township near the Holland Marsh 	
2.3 Support the production, consumption and sale of locally grown food.	
<ul style="list-style-type: none"> ▶ Promote the use of existing websites/resources that connect consumers with local farmers (e.g. Ontario Farm Fresh). Assist King Township's agricultural industry to become further integrated with these resources. ▶ Consider the development of a website for promoting King Township's agricultural products and connecting consumers with local farmers. ▶ Adopt a local food procurement policy for the public sector (municipalities, universities, schools, hospitals) ▶ Endorse the York Region Food Charter and incorporate recommendations into Township policies and practices. 	
2.4 Leverage King Township's equine industry to support economic health and protect farmland from development pressures.	
<ul style="list-style-type: none"> ▶ Find opportunities to build and strengthen relationships with the equine community ▶ Identify potential opportunities for driving the equine industry research (e.g. by connecting with universities to conduct research on issues such as bio-technology) ▶ Connect with regional equine tourism initiatives through the Hills of the Headwaters Tourism Association 	
POTENTIAL PARTNERS AND RESOURCES	
<ul style="list-style-type: none"> ▶ OMAFRA (RED Program) ▶ The Friends of the Greenbelt Foundation ▶ Greater Toronto Area Agricultural Action Committee (GTA AAC) ▶ Holland Marsh Growers Association (HMGA) ▶ Rural Ontario Institute 	<ul style="list-style-type: none"> ▶ Agriculture Funding Organizations ▶ Local Food Groups ▶ Local Food Policy Experts ▶ Hills of the Headwaters Tourism Association ▶ Post Secondary Educational Institutions

THEME 3: LOCAL ECNOMY STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
3.1 Understand the capacity, gaps and opportunities of our employment lands and employment base.	
<ul style="list-style-type: none"> ▶ Develop an updated inventory and map of King Township's employment, businesses and agricultural lands that will provide guidance to: <ul style="list-style-type: none"> ○ Determine the capacity for new commercial development/industry required to meet growth plan targets 	

<ul style="list-style-type: none"> ○ Assess the feasibility of additional commercial employment lands in King Township's three community cores ▶ Undertake an analysis of the Township's industrial, commercial and/or institutional employment areas to determine if additional lands are required to accommodate job planned employment growth and potential locations for further employment growth if required ▶ Include new policies in any Official Plan or secondary plan update to discourage the conversion of areas of employment to non-employment uses, unless it is through a municipal comprehensive review. ▶ Investigate opportunities for receiving stimulus funding or other government grants 	
3.2 Build on our existing strengths and economic development opportunities to attract businesses that share King Township's values.	
<ul style="list-style-type: none"> ▶ Develop and Implement an Economic Development Strategy <ul style="list-style-type: none"> ○ Evaluate King Township's economic assets and determine opportunities for growth ○ Bring together stakeholders from the business sector to discuss and collaborate on the right direction for King Township's economic future ○ Identify and attract a number of newer, high-growth and higher-wage industries such as health, IT, green business and hi-tech and encourage them to locate in King ○ Consider the value of creative industries in King Township's future and new types of working conditions (e.g. working from home); seek to find a balance with traditional jobs and industry ▶ Build on the findings and outcomes of the Rural and Agricultural Business Retention and Expansion Study 	
3.3 Develop a strategic, coordinated and proactive approach for attracting and generating the businesses that provide good quality of life and well-paying jobs for King Township residents.	
<ul style="list-style-type: none"> ▶ Develop targeted marketing and/or promotion strategies to attract or promote select businesses ▶ Consolidate and update information about King Township's business sectors and use it to attract new industry ▶ Make King Township appealing and easy for business development, through things like incentives such as Community Improvement Plans (CIP), clear, streamlined processes, and easy access to information ▶ Market King Township's proximity to GTA, accessibility to transportation, and well-educated workforce ▶ Work with private sector cable providers, senior levels of government and other groups to bring broadband Internet to all residents 	
3.4 Encourage economic development toward green businesses and support the use of sustainable practices in businesses.	
<ul style="list-style-type: none"> ▶ Develop a check-up system for businesses who wish to assess their compliance with environmental by-laws and regulations ▶ Develop a sustainability checklist to be applied to welcome each new business application, zoning type/employment lands; begin as a pilot project ▶ Attract green industries (e.g. green energy) and green businesses that best fit within King Township's land-use policies ▶ Promote, recognize and reward green businesses by offering incentives for businesses implementing green technologies or initiatives ▶ Develop and adopt 'green' guidelines to support the integration of new industrial development with their surrounding natural settings 	
POTENTIAL PARTNERS & RESOURCES	
▶ King Chamber of Commerce	▶ Village Associations

<ul style="list-style-type: none"> ▶ The Kingbridge Centre ▶ Local businesses ▶ York Region communities 	
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THEME 4: TOURISM ADVANCEMENT & PROMOTION STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
4.1 Develop and build a local tourism industry.	
<ul style="list-style-type: none"> ▶ Develop and implement a Township tourism strategy <ul style="list-style-type: none"> ○ Identify and explore opportunities for leveraging our cultural and natural assets to drive tourism ○ Identify ways of adding monetary value to the Township tourism experiences ○ Develop marketable tourism packages and programs ▶ Monitor and quantify the Township's visitors and tourism industry <ul style="list-style-type: none"> ○ Improve tourism marketing and promotion (i.e., update and monitor online visitor information and maps) ▶ Improve marketing and promotion of Township events ▶ Continue to support and promote the development of a website that provides information for potential visitors (i.e., notice of events) 	
4.2 Leverage and promote our natural assets for attracting eco-tourism, culinary and recreation/nature-based tourism.	
<ul style="list-style-type: none"> ▶ Develop partnerships within Regional Tourism Organization 6 (Central Counties) and integrate with tourism initiatives from surrounding areas ▶ Establish restaurants and food markets as destinations for visitors and residents ▶ Work with the cycling community and businesses to attract the cycling community <ul style="list-style-type: none"> ○ Establish meeting places and destinations for cyclists (e.g. a Pavilion) ○ Provide online resources and information about biking in King Township ▶ Continue to work with the Township of King's Parks, Recreation and Culture Department to provide destinations and activities for attracting visitors (i.e., Cold Creek Conservation Area) ▶ Leverage equine events and attractions in support of tourism 	
4.3 Attract visitors by leveraging and promoting our cultural assets.	
<ul style="list-style-type: none"> ▶ Package and promote King Township as an arts community/destination ▶ Resume and promote Doors Open events ▶ Investigate how to meet the need for a cultural performance centre 	
POTENTIAL PARTNERS AND RESOURCES	
<ul style="list-style-type: none"> ▶ Trail Associations ▶ Cold Creek Stewardship ▶ RTO 6 (Central Counties) ▶ Hills of the Headwaters Tourism Association 	<ul style="list-style-type: none"> ▶ Arts Society King ▶ York Region Arts Council ▶ Cable Providers

SOCIO-CULTURAL PILLAR

THEME 1: SENSE OF COMMUNITY STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
1.1	Support, recognize and celebrate our thriving volunteer community.
	<ul style="list-style-type: none"> ▶ Develop ongoing marketing programs for residents and business owners with the objective of recruiting new volunteers ▶ Host an annual summit for our community organizations to celebrate their accomplishments, initiatives foster collaboration and encourage new volunteers ▶ Support the development of a website that showcases our volunteer groups and makes it easy for new volunteers to get involved ▶ Enhance financial support for our volunteer groups ▶ Encourage volunteerism amongst youth and newcomers to help ensure the sustainability of our volunteer community ▶ Ensure the Township's by-laws, regulations and processes (e.g. booking venues) support the work of volunteer groups
1.2	Reinforce open decision-making, strong, responsive municipal leadership and seek to engage the public in community and civic issues.
	<ul style="list-style-type: none"> ▶ Provide opportunities for residents to voice their aspirations, positive recommendations and concerns about the Township (e.g. a comment card with the tax bill) ▶ Make Council meeting minutes more easily accessible to the general public ▶ Consider hosting King Township Council meetings/or other special purpose meetings at locations throughout King Township to make it easier for people to attend and learn about local issues
1.3	Provide places and spaces for the community to meet, socialize and enjoy recreational activities.
	<ul style="list-style-type: none"> ▶ Create community hubs throughout the Township that provide space for educational programming, recreation and socializing. Consider using/updating existing buildings/ facilities ▶ Establish a flexible community space in a central location to hold activities/events for minimum of 200 people ▶ Consider re-use of the Schomberg Arena as a community space ▶ Conduct an inventory of existing facilities/space for seniors for seniors programming and if a gap is identified, consider expanding to accommodate growth ▶ Ensure community spaces meet accessibility standards ▶ Consider making King Road into a boulevard ▶ Establish destination points that encourage people to visit King Township's villages and walk around
1.4	Strive to be an inclusive, welcoming and complete community.
	<ul style="list-style-type: none"> ▶ Engage new residents to become involved in King Township activities and provide opportunities for them to learn about the culture of King Township ▶ Look for opportunities to promote inclusivity and celebrate ethnic and cultural diversity within the Township ▶ Review and support the provision of sufficient and adequate services and facilities for seniors ▶ Encourage more interaction between King Township's villages and hamlets and foster a greater sense of inclusion for King Township's smaller hamlets ▶ Provide community services and programs for newcomers ▶ Recognize and support less advantaged individuals and families who live in King Township
1.5	Provide affordable and accessible housing options for a range of income levels, age groups and household sizes (e.g., seniors and young families).

<ul style="list-style-type: none"> ▶ Look to affordable housing best practices to find a model that works for King Township ▶ Encourage builders/developers to consider projects that provide density so as to achieve affordability ▶ Provide positive examples in order to support greater resident understanding of housing density and intensification (e.g. what it looks like, what are the benefits) ▶ Develop affordable housing plans including policies and procedures that support the development of affordable housing (e.g. a housing first policy) 	
1.6 Promote a youth friendly community that builds, attracts and retains young talent.	
<ul style="list-style-type: none"> ▶ Create more jobs for youth by encouraging businesses and local agencies to develop employment and training opportunities for youth (e.g. co-op, internships, apprenticeships, etc.) ▶ Create a system that assists students in completing their volunteer hours towards community/civic issues (e.g. a website or bulletin) ▶ Expand and diversify youth programming ▶ Host a Township wide outdoor skills competition or fair for students in King Township to encourage a sense of community and promote youth development 	
1.7 Showcase and promote King's attractions, programs, activities and events.	
<ul style="list-style-type: none"> ▶ Develop and distribute a pamphlet or calendar to all King Township residents, providing information on various aspects of the community, events and businesses ▶ Improve promotion of King Township's assets, programs, activities and events within and outside the Township (e.g. information provided on the Township website) ▶ Continue the Township's community mapping exercise 	
POTENTIAL PARTNERS AND RESOURCES	
<ul style="list-style-type: none"> ▶ King Township Public Library ▶ Secondary Schools ▶ School Boards ▶ Faith Organizations ▶ Volunteer Organizations 	<ul style="list-style-type: none"> ▶ Community Halls ▶ Sports Clubs ▶ Local Golf Clubs ▶ Resident Associations/Ratepayer Groups ▶ Welcome Wagon

THEME 2: CONNECTION TO THE LAND STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
2.1 Encourage the use, appreciation and respect of King Township's natural areas and trails.	
<ul style="list-style-type: none"> ▶ Prepare a Trails Master Plan focusing on improved connectivity of King Township's trails ▶ Identify and address maintenance and liability issues ▶ Support existing trail associations that provide trail maintenance and restoration ▶ Increase the base of volunteers who can work on trail maintenance and restoration ▶ Develop policies that encourage more effective use of volunteers for trail maintenance and restoration ▶ Introduce signage along trails to provide education about their significance ▶ Create an Internet/smartphone application for King Township's trails ▶ Support the development of trails in Happy Valley 	
2.2 Promote the use of King Township's parks and trails more widely.	
<ul style="list-style-type: none"> ▶ Consolidate information about King Township's trails and make it easily available to the public ▶ Update King Township's trail map and distribute it more widely ▶ Promote group hikes and tailor them to new audiences (e.g. young people, families, newcomers) ▶ Mark major trail heads to identify/advertise trail locations ▶ Promote King Township's trails amongst surrounding communities and trail/hiking groups 	
2.3 Host special events that celebrate the natural environment.	
<ul style="list-style-type: none"> ▶ Support and promote King Township's nature film festival with targeted outreach in order to attract a larger and more diverse audience ▶ Establish a position or committee that focuses on nature promotion and events ▶ Celebrate Earth Day as a Township 	
2.4 Strengthen our connection with our food and farming and improve access to healthy local food	
<ul style="list-style-type: none"> ▶ Establish a farmers market in King Township, using a model that works for its local circumstances ▶ Support and encourage the creation of community gardens in each of King Township's communities ▶ Support, encourage and promote participation in King Township's farm tours and other food based events (e.g. Soupfest, Locavore Bus Tour) ▶ Endorse the York Region Food Charter and incorporate recommendations into Township policies and practices ▶ Encourage participation in the York Region Agricultural Tour ▶ Work with Seneca College to develop an urban agriculture project for local and surrounding communities to learn about and engage in growing their own food ▶ Advertise local food and farming throughout the community (e.g. a pamphlet on local food) ▶ Inform citizens about the importance of healthy, locally sourced food and farm products, and seasonal eating ▶ Consider the implementation of Good Food Box program in King Township for delivering healthy local food to residents on a weekly/monthly basis ▶ Consider expressing the municipality's concern with the Canada Europe Comprehensive Economic and Trade Agreement (CETA) policy on favoring foreign goods and services, including local food 	
POTENTIAL PARTNERS & RESOURCES	
▶ Toronto and Region Conservation Authority	▶ Funding Organizations/Foundations

<ul style="list-style-type: none"> ▶ Lake Simcoe Region Conservation Authority ▶ Nature Conservancy of Canada (NCC) ▶ Cold Creek Stewardship ▶ Trail Associations ▶ First Nations Representatives ▶ Local Heritage and History Groups ▶ Earth Day Canada ▶ York Region Film Festival ▶ Arts Society King (ASK) ▶ Holland Marsh Growers Association (HMGA) 	<ul style="list-style-type: none"> ▶ Farmers ▶ Chamber of Commerce ▶ King Township Food Bank ▶ Local Food Groups ▶ Post Secondary Educational Institutions ▶ Elementary Schools ▶ Secondary Schools students (for trail restoration) ▶ King Township Public Library ▶ Local Media ▶ York Region Food Network ▶ Community and Recreation Centers
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THEME 3: HERITAGE STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
3.1 Celebrate and promote King Township's cultural identity.	
<ul style="list-style-type: none"> ▶ Develop a Culture and Heritage Plan for King Township <ul style="list-style-type: none"> ○ Identify an overall vision for culture and heritage ○ Provide direction to the Township for protecting its cultural assets ○ Identify opportunities for leveraging heritage assets to promote tourism ▶ Support the incorporation of Village Design Guidelines into new developments in order to maintain the character of King Township's buildings ▶ Consider establishing Heritage Conservation Districts in King Township's villages and hamlets where appropriate ▶ Develop a strategy for Archives ▶ Conduct a Cultural Mapping Inventory of King Township ▶ Explore opportunities for adaptive re-use of heritage buildings (e.g. the King Station as an information centre). Work with Economic Development to identify incentives or other drivers ▶ Continue to tell and promote the history of King Township and the stories behind King Township's buildings <ul style="list-style-type: none"> ○ Host photo exhibits of King Township's heritage in well trafficked community area (e.g. King Township Public Library, Trisan Centre) ○ Encourage schools to teach students about local and national history through King Township's heritage ○ Endorse the heritage film <i>King</i> and continue providing opportunities for residents to view it ○ Promote King Township's heritage map ▶ Promote the use of the King Township Museum as a cultural centre and destination <ul style="list-style-type: none"> ○ Continue to host and expand arts and heritage based programming, events, lectures, at the Museum ○ Look for opportunities to cluster culture/heritage activities around the Museum and connect to King Township's trail system ○ Use the green space surrounding the Museum (e.g. for natural interpretation centre) ○ Promote and support the Museum's repository of artifacts ▶ Continue to study and promote the existence of the Carrying Place Trail ▶ Acknowledge and support York Region's Archeology strategy ▶ Facilitate collaboration and community engagement around the approach to cultural heritage ▶ Consider potential uses for King Station 	

3.2 Protect and preserve King Township's heritage buildings, historical sites and landscapes.	
<ul style="list-style-type: none"> ▶ Review the Built Heritage Inventory to identify properties suitable to be placed on the Municipal Register or for designation under the Heritage Act ▶ Consider providing tax incentives for designated heritage properties (e.g. Heritage Tax Relief Program) ▶ Develop a heritage permit system and official applications, so development of heritage properties can be monitored ▶ Look for ways to discourage demolition by neglect ▶ Support the protection and continued recognition of Richard Serra's Shift sculpture 	
3.3 Foster continued support for heritage within the Township.	
<ul style="list-style-type: none"> ▶ Develop arts, culture and heritage policies and guidelines and incorporate comprehensive policies into the Official Plan ▶ Support the inclusion of heritage expertise within the Township Planning department. Integrate more heritage planning tools with land-use policies (e.g. heritage impact studies, archeological assessments) ▶ Investigate opportunities for heritage funding 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ King Township Museum ▶ Township of King Municipal Heritage Committee ▶ King Township Historical Society 	<ul style="list-style-type: none"> ▶ King Township Archives ▶ TRCA (Humber Watershed Alliance) ▶ Arts Society King

THEME 4: THE ARTS STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
4.1 Encourage and cultivate ongoing appreciation and participation in artistic and cultural activities.	
<ul style="list-style-type: none"> ▶ Ensure diverse opportunities for residents to experience theatre, music, dance, visual arts and other forms of art ▶ Increase awareness and support of arts based events that appeal to a variety of audiences ▶ Host family oriented events, such as concerts in the park ▶ Raise funding to establish a community arts centre that can host performances, showcase King Township's art and provide community programming. Consider the revitalization of an existing building such as the Pottageville Lions Club ▶ Encourage and support the placement of King Township's art in public spaces ▶ Support artists/musicians/writers-in-residence programs in local schools and set up apprenticeship program that train students to become artists 	
4.2 Leverage our artistic assets and maintain a financially sustainable arts community.	
<ul style="list-style-type: none"> ▶ Financially support King Township's arts organizations and volunteers to ensure they can maintain and expand their arts and cultural programs ▶ Promote and support studio tours and signage for studio locations ▶ Promote King Township's art in surrounding communities and explore opportunities for taking their artistic works on the road 	
4.3 Develop the organizational capacity to support the arts.	
<ul style="list-style-type: none"> ▶ Include more art programming within the Parks, Recreation and Culture Department ▶ Encourage Council to make arts a priority and acknowledge its economic value 	
POTENTIAL PARTNERS & RESOURCES	

<ul style="list-style-type: none"> ▶ Arts Society King ▶ Kingcrafts ▶ Rotary Clubs ▶ King Township Public Library 	<ul style="list-style-type: none"> ▶ King Township Museum ▶ Humber River Shakespeare Company ▶ Secondary Schools
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THEME 5: HEALTH, WELLNESS & SAFETY STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
5.1 Maintain and enhance public safety, fire, security and emergency services.	
<ul style="list-style-type: none"> ▶ Work with the Community Policing Centre in Schomberg to maintain public safety ▶ Continue to support fire services and King Township's volunteer firefighters ▶ Continue promoting fire prevention and other life safety programs 	
5.2 Encourage and support an active lifestyle.	
<ul style="list-style-type: none"> ▶ Promote regular physical activity as a way of life across all age groups (e.g. walking to school, going for an after dinner play in the park) ▶ Build an adult playground (e.g. adult size park swings and/or an obstacle course) ▶ Ensure exercise programs and facilities are accessible and affordable for all residents ▶ Promote King Township's recreation programs within and outside the municipality (e.g. to Seneca students) in order to increase enrollment ▶ Support programming, activities and facilities that promote active lifestyles for seniors ▶ Explore partnerships in order to establish a public indoor swimming facility in King Township ▶ Identify opportunities to partner with institutions in King Township 	
5.3 Improve overall health of residents and ensure the availability of accessible and equitable health care services for all residents.	
<ul style="list-style-type: none"> ▶ Advocate for health care services for residents in all stages of life and consider the increase in service needed to meet the needs of the growing and aging population ▶ Support programs or organizations that foster health and wellness education ▶ Promote access to alternative health care/practice ▶ Provide opportunities to age at home 	
POTENTIAL PARTNERS AND RESOURCES	
<ul style="list-style-type: none"> ▶ York Region Public Health ▶ Community Policing Centre ▶ Local Health Integration Networks Central ▶ Seneca College ▶ Toronto and Region Conservation Authority 	<ul style="list-style-type: none"> ▶ The Kingbridge Centre ▶ YMCA ▶ Sport Associations and Clubs ▶ Trail Associations ▶ Elementary and Secondary Schools

THEME 6: PARTNERSHIPS, RESEARCH AND INNOVATION STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
6.1 Maintain excellence and accommodate growth in the education sector.	
<ul style="list-style-type: none"> ▶ Promote expansion of post-secondary campuses with the availability of space/land ▶ Foster the development of new institutional learning facilities to accommodate students ▶ Facilitate the development of adequate housing for students at King Township's post-secondary institutions and within the three villages 	
6.2 Examine opportunities to add value to existing agricultural and environmental sectors by leveraging King Township's institutional assets.	

<ul style="list-style-type: none"> ▶ Cultivate partnerships with local researchers, innovators, businesses and other stakeholders for knowledge exchange and partnership development to support a green/high-tech economy in King Township ▶ Consider the potential for commercialization of new technologies and discoveries around agriculture/agri-business operation. 	
6.3 Use King Township's natural assets to support research and innovation.	
<ul style="list-style-type: none"> ▶ Create a centre (virtual or physical) for environmental learning, excellence and innovation focused on the ORM and/or Greenbelt and agriculture ▶ Facilitate partnerships between Seneca College and King Township organizations to apply sustainability research underway on the campus 	
6.4 Develop strategic partnerships with educational institutions to support learning and community development.	
<ul style="list-style-type: none"> ▶ Promote co-operative programs with schools, universities and research facilities in order to support research and planning initiatives within the Township ▶ Support expansion of community programs and classes at educational institutions (e.g. classes on growing and cooking of local foods at Seneca College and natural heritage courses at Koffler Scientific Research Institute) ▶ Seek access to Seneca College's library for King Township residents 	
POTENTIAL PARTNERS & RESOURCES	
<ul style="list-style-type: none"> ▶ Post Secondary Educational Institutions (e.g. Hospitality Programs) ▶ Secondary Schools ▶ University of Toronto Koffler Scientific Reserve ▶ University of Guelph Muck Crop Research Centre ▶ The Kingbridge Centre 	<ul style="list-style-type: none"> ▶ King Township Public Library ▶ Holland Marsh Growers Association (HGMA) ▶ Toronto and Region Conservation Authority ▶ Lake Simcoe Region Conservation Authority

FINANCIAL PILLAR

THEME 1: MANAGING GROWTH STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
1.1	Develop a financial model based on regional growth targets.
<ul style="list-style-type: none"> ▶ Use land-use planning policies and other data to determine where and what type of growth will occur ▶ Develop clear metrics to illustrate current and future growth ▶ Forecast revenue requirements and tax rates needed to meet regional growth targets over the 25 year horizon ▶ Measure and quantify the financial impact of King Township's aging population ▶ Create an updated profile of our employment sectors and determine their impact on the Township's finances 	

THEME 2: FINANCIAL SUSTAINABILITY - STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
2.1	Improve management of Township finances.
<ul style="list-style-type: none"> ▶ Utilize financial software to improve financial planning ▶ Develop a long-term financial plan/model ▶ Review accounting methodologies used at the Township to determine whether 'best practices' are in place ▶ Develop a detailed set of guidelines for Council with regard to managing resources, creating fiscally responsible budgets, being accountable and transparent and showing financial leadership ▶ Develop operating plans that optimize revenues from Township assets so as to exceed assessment growth by an additional 2 – 3% per year (average) for the next 3 years. <ul style="list-style-type: none"> ○ The operating plans could include: increased usage, productivity improvements, cost effective management practices, community partnerships and increases or decreases in rates as required 	
2.2	Improve tax assessment equity.
<ul style="list-style-type: none"> ▶ Adjust tax for businesses in the wrong rate class ▶ Explore the idea of introducing a “home business license” ▶ Hire an assessment professional to manage/review the Township's tax assessment base and manage the relationship with the Municipal Property Assessment Corporation. 	
2.3	Identify and obtain new sources of revenue and funding.
<ul style="list-style-type: none"> ▶ Actively explore opportunities for new capital funding, alternative funding models and partnerships to finance municipal capital projects ▶ Encourage and provide opportunities for King Township residents to invest in their own community ▶ Explore the expansion of employment lands and retail/ commercial investment associated with existing villages ▶ Examine opportunities to achieve increased industrial and commercial assessment associated with 400 series highways and other highway transportation uses ▶ Review financial growth opportunities associated with new Provincial and Regional transportation infrastructure ▶ Improve grant writing process and consider hiring a contract professional to write grants 	

applications ▶ Restructure King Township's equity in the Trisan Centre	
2.4 Find opportunities for cost savings in municipal spending, while maintaining or improving quality of life.	
▶ Consider lifecycle cost vs. capital cost when making financial decisions ▶ Look for opportunities to "streamline" services ▶ Promote efficiency within Township operations ▶ Practice cost effective management toward a potential average efficiency target of 2 – 3 % per year for the next three years. ▶ Consider various methods of delivering Township services to include: internal service provision, outsourcing and partnering with like service providers. ▶ Conduct a review of King Township's fleet and downsize where possible ▶ Catalogue the Township's existing facilities (including unused facilities) to determine ways of making better use of them ▶ Continue to explore opportunities to share costs and resources with other municipalities and York Region (e.g. joint RFPs, sharing of maintenance vehicles) ▶ Continue to explore opportunities for providing services and sharing facilities with the Township's community, business partners and academic institutions. ▶ Explore creative opportunities for meeting the Township's recreation needs <ul style="list-style-type: none"> ○ Continue to develop and maintain relationships with colleges, schools, businesses and other institutions in order to share facilities and provide recreation programming ▶ Encourage an entrepreneurial approach to the provisions of programs and services	
POTENTIAL PARTNERS AND RESOURCES	
▶ Local Media ▶ King Township Public Library ▶ Other Municipalities	▶ Secondary Schools ▶ Post Secondary Educational Institutions

THEME 3: Annual Budget & Business Plan - STRATEGIC DIRECTIONS AND POTENTIAL ACTIONS	
3.1 Maintain a fiscally responsible budget that respects the priorities of the community and meets long term financial sustainability goals.	
▶ Maintain a fiscally responsible budget that stays within growth from new assessment and or rate increases ▶ Develop a macro budget plan for all Township departments to accommodate growth in conjunction with the needs of the Official Plan ▶ Review current standards, costs and priorities for all Township departments	
3.2 Promote transparency and community participation in decisions about the Township budget.	
▶ Communicate the Township budget/financial plan to all residents in a clear, transparent and engaging way ▶ Engage volunteer community members who have expertise to contribute to the budget process ▶ Predict future tax rates and communicate potential increases to the public, so families can plan ahead ▶ Continue to provide information regarding the Township budget on the Township website and make updates on a regular basis	

Appendix B – Potential Indicators & Targets

Appendix B – Potential Targets and Indicators

The following is a list of potential indicators for each of the Plan's themes. The intent is to provide a menu of options that the Sustainability Committee can choose from when measuring the success of particular initiatives and reporting on the Plan's progress. Selection of the indicators may be influenced by what benchmark data is available. The benchmark data presented is a preliminary review of easily accessible data at the time of the project; further investigation of benchmark data is required.

Land-Use Planning

INDICATORS	CURRENT BENCHMARK	TARGET (2031)
# of Leadership in Energy and Environmental Design New Construction (LEED™) certified buildings (or equivalent)	2 (2012)	All new buildings to meet LEED™ Standard (or equivalent)
# of developments implementing green and safe building standards		
# of green and safe building promotional materials distributed annually		
# of buildings that implement village design guidelines		Improvement from baseline
# of Official Plan amendments integrating policies supporting the ICSP – such as natural and cultural heritage policies, employment land policies, LEED™ supportive policies, core area revitalization, transportation policies, housing density targets.		
# of zoning bylaw amendments supporting Community Improvement Plans		
# of zoning bylaws supporting the actions in the ICSP e.g. new employment lands, transit oriented development, cultural and recreational facilities amendments		
% of new residential and commercial new buildings located within settlement areas	97% (2009)	100%
# of bylaw exemptions granted vs. # of bylaw exemption requests denied	Obtain from by-law office	

# of new commercial developments in village cores		
# of business closures in village cores		
Housing Type Diversity		
# of mixed-use developments on redeveloped land		
Average density of new residential developments		Greater than xx units/ hectare for new housing
# of intensification units developed		
# of hectares of land designated for agricultural purposes which was not re-designated for other uses during the reporting year	100% (2009)	100%
# of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000 (2009)	0 (2009)	0

Natural Areas & Stewardship

INDICATORS	BENCHMARK	TARGET (2026)
% land area protected		
% protected of natural areas and parkland from encroaching development		100%
# of hectares of agricultural land lost to development		
# of public documents recognizing King's provision of ecological goods and services		
Amount of form funding that King has received from other levels of government for provision of ecological goods and services		
# of trees planted on public property		
# of volunteers engaged in Township stewardship activities		
% increase in survivability of trees on both public and private property planted through development I		
# of farmers that have completed the Environmental Farm Plan		

# of bird species		
Area and linear extent of contiguous habitat types (HME)		
Forest cover (E&SDI)		
% of land under Managed Forest Tax credit		
# of cold and warm water fisheries		

Energy, Air Quality and Climate Change

INDICATORS	BENCHMARK	TARGET (2026)
Completion of a GHG inventory		
# of climate change programs/activities initiated		
Per capita energy consumption and greenhouse gas emission for the community as a whole		Carbon neutrality by 2050 • 6% reduction by 2018, 50% by 2036 Decrease by 30%
# of industrial facilities on the National Pollutant Release Inventory database % change /year of emissions		
Total energy consumption for Township buildings (kWh) % change by year/usage		Decrease by 30%
Energy coming from low-impact renewable sources (as % of whole)		Increase by 30%
# of alternative fuel cars/trucks operated by the Township (diesel, electric, biodiesel, natural gas)		
Development of a community energy plan		Completion of a Plan
# of households/institutions/businesses participating in OPA energy conservation initiatives	* need to know if the utilities can disclose this information	
# of educational materials distributed		

# of microfit projects (renewable generation) completed and kWh generated		
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Transportation

INDICATORS	BENCHMARK	TARGET (2026)
Availability of GO and other public transit systems servicing King Villages and large institutions.		
Level of availability of York regional transit services by town		
Average # of scheduled bus departures		
% of total winter road treatment from salt		
% of new and existing roads that include sidewalks		
Traffic on village main streets – move to transportation		
Per capita energy consumption for trips to work		
Kilometers of continuous trails		Interconnected trail network and walkways established throughout
Level of trail maintenance		
# of residents with hybrid or electric cars		
Personal vehicle use as a way of commuting		Reduce by 30%
# of electric fuel facilities		
# of anti-idling signs	Zero	
Mode of travel to work		
# of transit trips per person per year (FCB) (OMBI) (MPMP)		
% of residents commuting by transit		
Mode of Choice to Downtown Toronto		
Km of dedicated bike lanes		___% increase in

		dedicated bike lane
Km of rural roads- gravel	202 km	
Km of Township owned paved roads – (urban and semi-urban)	94 km	
Condition of King roads.		
Remaining life of roads (asset management)		

Water

INDICATORS	BENCHMARK	TARGET (2026)
Quality of runoff into groundwater		
# of surface and groundwater sources that fail to meet Provincial Water Quality standards		Zero
Residential water consumption per capita- per village		
# of surface and groundwater sources that fail to meet CCME Water Quality Index Standards (CESI)		
Per capita daily residential water consumption - per village - (m3/day) per capita per annum		
% of residents/ businesses in top consumption billing category		
Quantity of groundwater in Schomberg, Nobleton, King City		

Waste

INDICATORS	BENCHMARK	TARGET (2026)
% of solid waste diverted (OMBI) (MPMP)	65%	20% Reduction
% of households that compost kitchen waste (CVS)		100%
% of households that use the green bin (CVS)		
% of materials converted to useful products		85%
Tonnes (kgs) of hazardous waste collected annually/per capita for proper disposal		

# of people participating in the spring clean up campaigns and # of bags of garbage collected		
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Local Economy

INDICATORS	BENCHMARK	TARGET (2026)
# of new creative, green economy jobs per year		
# of registered green home businesses		
# of new green businesses established annually		
# of green Jobs created		
Creative, green economy building permits – Commercial		
# of new business inquiries received		
# of new jobs per year		
# of registered home businesses		
# of new green businesses established annually		
# of building permits – Commercial		
Inquiries received from potential new businesses		
% of the knowledge workforce		
# of Jobs in Area (York Region Employment and Industry Report) and # of new jobs created in King)	5,800 (2009)	Increase by xx%
Full time Employment		
Employment rate (Stats Can)		
% of population employed locally (Stats Canada)	9.8%	
Annual Employment growth	-0.6% (2008-2009)	

Village Vitality and Prosperity

INDICATORS	BENCHMARK:	TARGET (2026):
# of “buy local” purchasing policies	Zero	
# of businesses registered to King addresses		
Local business closures		
Retail vacancy rates		
# of small – medium sized businesses (York Region Employment and Industry Report 2009)		

Collaboration and Partnerships

INDICATORS	BENCHMARK	TARGET (2026)
Total economic value of local agricultural products and services		
Local employment in agriculture sector	8.3% (2009)	Increase from baseline
Total area of farms (hectares) (Stats Can)	18,636 (2006)	No net loss
Revenue from equine industry		
# of horse farms		
Capital investment in equine industry		Baseline data is available
% local food procured by public sector		Increase from baseline
% local food procured from sustainable sources		100%
% of food being processed locally		Increase from baseline
Total gross farm receipts (Stats Can)	\$74,422,468 (2006)	Increase from baseline
Total farm capital (market value in dollars) (Stats Can)	\$706,696,723 (2006)	Increase from baseline

Tourism Advancement & Promotion

INDICATORS	BENCHMARK	TARGET (2026)
Annual tourism revenues		
Development and implementation of tourism strategy		Strategy to set targets
# of tourism jobs		Increase by 80%
Online hits to Township Tourism webpage		
Availability of high speed internet in the Township		100%
# of tourism focused marketing/promotional materials developed		

Sense of Community

INDICATORS	BENCHMARK	TARGET (2026)
# of Volunteers		Establish baseline and set targets
% of residents that are members of voluntary community organizations		Establish baseline and set targets
Voter turn-out for municipal elections (CVS) (%)		75%
Food Bank Usage	Obtain from King Food Bank	
Housing Tenure diversity		
Total Visible Minority Population(Stats Can)	895 (4.6%) (2006)	
Level of education achieved		
Total participant hours for recreation programs per 1000 persons (2009)	5,013.6 (MPMP)	
# of Seniors housing units	85 (2010)	
% or # Low-income seniors		

Low-Income Households and Persons		
Youth participation in programs		
Dollars (public or private) invested in community space		
# and value of grants to community organizations by Township		
# of community led festivals / events		
# of collaborative social/ cultural activities across organizations		
# of Township pamphlets/educational materials distributed.		
Dollars invested in community by residents, business, province, township, federal government		

Connection to the Land

INDICATORS	BENCHMARK	TARGET (2026)
# of trail maps distributed/requested		
# of visitors to Cold Creek Conservation Area		
# of nature focused events within the Township		
# of farm visits		
# of local food/gardening initiatives within King	Benchmark: 3	
Area of Parkland	109 hectares of municipal parks	
# of trail users / trail volunteers		
Community perception of sustainability how do you measure this?		
# of articles in local newspaper about the environment		
# of residents involved in local community garden activities		
Area of community demonstration garden		
Inclusion of a farmers market		

Heritage

INDICATORS	BENCHMARK:	TARGET (2026):
# of properties on Heritage Register	30	
# of Designated Heritage Conservation Districts	0	
# of brochures distributed about local history		
# of books on local heritage at libraries borrowed	Obtain from Library	
# of visitors to the Museum	Obtain from Museum	
# of arts based programs/activities provided by the Township	Obtain from Museum	

The Arts

INDICATORS	BENCHMARK	TARGET (2026)
# of art studio visits		
# of arts/culture events		
Local participation in art-based events		
Visitor participation in art-based events		
Household concert attendance (CVS)		
# of art based events per year		
# of professional artists in King		
# of art pieces sold at ASK Studio Tour King and ASK Schomberg Village Street Gallery		
% of Township budget allocated to the arts based activities/initiatives		

Health, Safety & Wellness

INDICATORS	BENCHMARK	TARGET (2026)
# of road accidents per month / year (measured through emergency room visits / fatalities) on Township roads/overall		(Use OPP and local police force targets)
Crimes against property per 100,000 pop (2010)	1873.76	(Use OPP and local police force targets)
Total crime rate (OMBI)		(Use OPP and local police force targets)
# of Residential Structural Fires with Losses per 1,000 Household (Urban and Rural)		
Average km of travel to medical services		
# of doctors providing local health care services/total population		
Average life expectancy		
Square metres of indoor/outdoor recreation facilities per 1,000 persons (MPMP)		
Average participation in key recreational programs		

Research, Partnerships, & Innovation

INDICATORS	BENCHMARK	TARGET (2026)
# of post-secondary education programs		
% of businesses in King receiving government funds for innovation and commercialization		
Establishment of environmental research centre of excellence and innovation		
# of co-op projects initiated with students in the Township		

Managing Growth

INDICATORS	BENCHMARK	TARGET (2026)
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Studies/guidelines developed for managing growth		
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Financial Sustainability

INDICATORS	BENCHMARK	TARGET (2026)
Ratio of residential/non-residential taxable assessment (King Community Report 2009/10)	94%/6%	
Taxes Receivable	\$5,128,488	
Debt to Reserve Ratio	1.6 (2009)	
Tangible Capital assets	\$134,111,756 (2009)	
Operating costs to run buildings/building		
Operating revenue from rental sources		
Operating Surplus and Operating Surplus Ratio		
Debt obligation pertaining to Municipal Roads		
Cost of running programs/income from programs- variance		
# of facilities being shared		
Township Operations cost per capita		

Annual Budget & Business Plan

INDICATORS	BENCHMARK	TARGET (2026)
# of deputations at the budget meeting		

Appendix C – Possible Funding Sources

Appendix C – Possible Funding Sources

The following is a list of potential funding sources available to King Township and its Community partners that can be utilized for the implementation of various actions. The list includes government (federal and provincial), corporate and private funding sources, as well as additional resources.

All Four Pillars/ Community-based	
Federal Gas Tax Fund Agreements	<p>The Federal Gas Tax Fund is a component of the <i>Building Canada</i> infrastructure plan. It provides funding for municipal infrastructure projects that contribute to cleaner air, cleaner water and reduced greenhouse gas emissions, such as:</p> <ul style="list-style-type: none"> • Public transit • Drinking water • Wastewater infrastructure • Green energy • Solid waste management • Local roads and bridges <p>Municipalities can pool, bank and borrow against this funding. They are required to report on their use of the funds on an annual basis. There is \$2 billion per year available to municipalities. For more information visit: www.infc.gc.ca/ip-pi/gtf-fte/gtf-fte-eng.html</p>
Green Municipal Fund Projects	<p>FCM's Green Municipal Fund (GMF) offers loans and grants, to implement capital projects. Financing is provided for up to 80 percent of costs to a maximum of \$4 million in loans combined with \$400,000 in grants. The focus of the funding is on brownfield remediation projects, energy/green building projects for both retrofits and new construction, sustainable transportation projects, waste diversion projects, and wastewater projects. For more information visit: www.sustainablecommunities.fcm.ca/GMF/GMF-Funding-Projects.asp</p> <p>Partners for Climate Protection</p> <p>The Partners for Climate Protection (PCP) program is a network of Canadian municipal governments that have committed to reducing greenhouse gases and acting on climate change. PCP is the Canadian component of ICLEI's Cities for Climate Protection (CCP) network, which involves more than 900 communities worldwide. PCP is a partnership between the Federation of Canadian Municipalities (FCM) and ICLEI - Local Governments for Sustainability. Financial support is available for municipalities that participate in the PCP program from FCM's Green Municipal Fund.</p>
Rural Economic Development (RED) Program	<p>The Rural Economic Development (RED) program is widely recognized as OMAFRA's main CED program. The program is available to local groups, businesses and municipalities (located outside the Greater Toronto Area and eight other large urban areas) that form partnerships/strategic alliances towards new initiatives that aim to strengthen rural communities.</p> <p>The RED program contributes to:</p> <ul style="list-style-type: none"> • Revitalized communities • Improved access to healthcare services • Improved access to skills development and enhancement opportunities • New community development tools • Sustainable rural economies • Improved business opportunities

All Four Pillars/ Community-based

- New and enhanced community partnerships and teamwork

Funding through the program is provided by the Province on a matching 50-50 basis and is one of the few Provincial funding programs that does not set a maximum funding amount.

Since October 2003, the Province has co-invested in over 300 projects through the RED Program. This has resulted in approximately \$940 million in new economic activity. (Ministry of Agricultural, Food and Rural Affairs Rural Development Policy Unit, 2010b). Because of its popularity among rural communities, the RED program is oversubscribed.

The **Rural Economic Development Data and Intelligence** website provides information for rural municipalities through the Rural Economic Development (RED) program is a community development initiative that helps rural communities remove barriers to community development and economic growth. The website lists a number of funding sources for rural communities in the categories of:

- Education, research, employment
- Culture, arts, recreation
- Business, industry
- Rural, agricultural
- Technology
- Infrastructures
- Green (energy, ecology)
- Community, Social services
- Various
- Northern Ontario
- Aboriginal

For more information visit: www.reddi.gov.on.ca/financingresources.htm

A component of OMAFRA's RED Program, **Business Retention + Expansion (BR+E)** is a community economic development strategy with a focus on supporting businesses that already exist in the community. Depending on the characteristics of the community's economy, anywhere from 40% to 90% of new jobs come from existing businesses (Ministry of Agriculture, Food and Rural Affairs, 2009). Tied to individual funding applications through the RED Program, OMAFRA requires that the applicant undertake a BR+E evaluation to identify the economic development barrier(s) that it must overcome (Caldwell 2010).

For more information visit: <http://www.reddi.gov.on.ca/bre.htm>

All Four Pillars/ Community-based	
EcoAction Community Funding Program	<p>Environment Canada's EcoAction Community Funding Program provides financial support to community groups for projects that have measurable, positive impacts on the environment. Projects must address one of Environment Canada's environmental priorities: clean air, climate change, clean water and nature. Funding support may be requested for projects that have an action focus to improve the environment and increase environmental awareness and capacity in the community.</p> <p>Non-profit groups and organizations are eligible to receive funding through the EcoAction Community Funding Program. Examples of eligible groups include:</p> <ul style="list-style-type: none"> • environmental groups; • community groups; • youth and seniors groups; • community-based associations; • service clubs; and • Aboriginal organizations. • <p>For more information visit: http://www.ec.gc.ca/ecoaction/default.asp?lang=En&n=FA475FEB-1</p>
Earth Day Canada Community Environment Fund	<p>The Earth Day Canada Community Environment Fund was created by Earth Day Canada and Sobeys Ontario to provide financial support to local environmental initiatives and projects in Ontario.</p> <p>Applicants for the Community Environment Fund must be affiliated with a not-for-profit organization or school in Ontario. To be eligible for a grant, a project must</p> <ul style="list-style-type: none"> ▪ Be a registered not-for-profit organization, registered charity or school ▪ Be open to the public ▪ Have a strong volunteer involvement component ▪ Engage the local community ▪ Be located on publicly accessible property ▪ Have a plan to be sustainable beyond the life of the grant ▪ Demonstrate quantified benefits and achievements to the environment ▪ Have signed approval of the school's principal if it is a school application ▪ Have signed approval of a senior administrator if it is an application from a college or university student group ▪ Must be completed within one year of receipt of the grant. <p>For more information visit: http://www.earthday.ca/envirofund/</p>

All Four Pillars/ Community-based	
Ontario Trillium Foundation (OTF) Community Program	<p>The OTF Community Program provides grants for proposals that have primarily a local impact. Grants are available for operations, projects or capital up to a maximum value of \$150,000 per project. Funds are available for initiatives in the following areas: arts and culture, environment, human and social services, sports and recreation. OTF focuses on projects or initiatives that:</p> <ul style="list-style-type: none"> • Enhance success for students and learners • Encouraging Ontarians to lead healthier lifestyles • Enhanced employment and economic potential for workers and their families • More effective volunteers and more people engaged in their communities <p>The following organizations may apply for either the Community Program or the Province-Wide Program</p> <ul style="list-style-type: none"> • A charitable organization or foundation registered as a charity by the Canada Revenue Agency • An organization incorporated as a not-for-profit corporation without share capital in a Canadian jurisdiction • An unincorporated branch or chapter of a registered charity or incorporated not-for-profit organization. The incorporated organization or registered charity must authorize the application and accept responsibility for any approved grant • A First Nation • A Métis or other Aboriginal community • A collaborative of two or more organizations that are working together to achieve a common goal. The collaborative must include at least one eligible member. The eligible member normally acts as the lead applicant and accepts responsibility for any approved grant
Green Apple School Program	<p>The Green Apple School Program is an initiative created to encourage conservation and healthy living. They provide grants of \$1,000 grants to primary and secondary schools with big ideas for green projects in their communities. For more information visit: http://www.greenapplegrants.ca/home.en.html</p>
Home Depot Canada Foundation	<p>The Home Depot Canada Foundation believes that good neighbours make great neighbourhoods. The foundation is dedicated to the development of affordable, sustainable housing and the creation of vibrant, environmentally responsible communities for Canadians. Eligible Projects include but are not limited to: affordable housing initiatives and neighbourhood improvement projects that involve building, rebuilding, painting, refurbishing, increasing energy efficiency or sustainability, landscaping, planting. For more information visit: http://www.homedepot.ca/foundation/what-we-do/grant-programs</p>
The Friends of the Greenbelt Foundation	<p>The Friends of the Greenbelt Foundation is dedicated to promoting and sustaining the Greenbelt as a beneficial, valuable, and permanent feature, enhancing the quality of life for all residents of Ontario. They support a variety of activities in the following three program areas:</p> <ul style="list-style-type: none"> • Promoting Greenbelt-grown food; • Greening the Greenbelt through cleaner air and cleaner water; and • Inspiring innovation in the Greenbelt.

All Four Pillars/ Community-based	
	<p>Proposals that integrate the three program areas and seek outcomes that are beneficial to each of our agricultural, rural and environmental goals are encouraged. Applicants to consider including public awareness and engagement activities in their proposals or to conduct specific public awareness efforts geared to targeted audiences with focused messages and benchmarks for success. The Foundation will fund activities including, but not limited to:</p> <ul style="list-style-type: none"> • Communications and event coordination • Contract and professional service costs • Human resources costs, including salary and benefits • Materials and supplies • Planning • Translation, printing, production and distribution costs • Travel <p>For more information visit: http://www.greenbelt.ca/grants</p>
Ontario Lottery and Gaming Corporation – Sponsorship Program	<p>OLG supports local events and festivals in communities across Ontario. In particular, OLG provides sponsorship support to events that involve and benefit the community as well as generate business and interest in the town or city. Their prime areas of focus for sponsorships are:</p> <ul style="list-style-type: none"> • Community music festivals or significant local festivals and events • Civic, stakeholder and business-community related events in communities with OLG operations <p>For more information visit: http://www.olg.ca/about/community/index.jsp</p>

Environment Funding Sources	
Transportation Demand Management (TDM) Municipal Grant Program	<p>The Ontario Transportation Demand Management (TDM) Municipal Grant Program encourages Cycling, Walking, Transit, and Trip Reduction by providing financial assistance to Ontario municipalities for the development and implementation of TDM plans, programs, and services that promote alternatives to driving alone such as cycling, walking, transit, or carpooling.</p> <p>The TDM Grant Program supports projects that produce the kinds of programs, education, awareness, and practical tools that will help make sustainable transportation a reality.</p> <p>The maximum funding available per project is \$50,000. Funding will only be available for one-year projects. Matching funds will be required and can include some in-kind contributions. The TDM Grant Program is open to all Ontario municipalities. Municipalities are encouraged to work collaboratively with local stakeholders including non-governmental organizations, transportation management associations, businesses, and schools to deliver services focusing on one or more of the priority areas identified in the application guidelines and requirements.</p>

Environment Funding Sources	
	<p>Examples of prior grantees include:</p> <ul style="list-style-type: none"> • Town of Ajax - Bike This Way: A Pilot Wayfinding Signage Program • County of Brant - Improved Paris Area Transit Service Pilot Program • City of Burlington - Transit, Trails, and Tourism: A Green Map for Burlington • Municipality of Chatham-Kent - Growing Active Transportation in Chatham-Kent • Township of Cramahe - Promote Transit for Employment and Encourage Trip Reduction • City of Dryden - Sustainable Travel to School and Work • City of Hamilton - Smart Commute Pedestrian Initiative • County of Huron - Transportation Demand Management Plan for Huron • City of Mississauga - Secure Bike Parking Project • District Municipality of Muskoka - 'Share the Road' Signage <p>For more information visit: http://www.mto.gov.on.ca/english/sustainability/programs/tdm-grant-09-10.shtml </p>
Smart Grid Fund	<p>This SGF is a grant program administered by the Ministry of Energy. Its goal is to help accelerate growth in Ontario's smart grid industry through targeted financial support for projects that advance the development of the smart grid in Ontario and provide economic development opportunities, including the creation of new jobs. For more information visit: http://www.energy.gov.on.ca/en/smart-grid-fund/</p>
Showcasing Water Innovation	<p>The SWI is a program of the Ministry of the Environment that seeks to encourage the adoption of innovative and cost effective approaches for integrated sustainable water management. The program funds projects that</p> <ul style="list-style-type: none"> • Showcase sustainable water technologies, services, practices; • Produce results and knowledge applicable to other communities; • Show the impacts of collaboration through partnerships; and • Show the market potential of innovative technologies and practices in real community settings. <p>For more information visit: http://www.ene.gov.on.ca/environment/en/funding/showcasing_water_innovation/index.htm </p>
Community Energy Partnership Program (CEPP) (Ontario Power Authority & Government of Ontario)	<p>CEPP is a grant program that supports community power in Ontario, providing up to \$200,000 worth of funding. Energy projects that are eligible for funding include: installed capacity greater than 10kW and less than or equal to 10MW; use wind, solar photovoltaic, biomass, biogas, landfill gas, waterpower; economically viable and subject to future Feed-In-Tariff contract; not funded by any other OPA funding program; developed by a "community". For more information visit: http://www.communityenergyprogram.ca/Home.aspx</p>
Habitat Stewardship Program for Species at Risk	<p>Funds allocated to projects that conserve and protect species at risk and their habitats and help preserve biodiversity. These funds promote participation of local communities to help with the recovery of species at risk and prevent other species from becoming a conservation concern. Applications are accepted by: non – governmental organizations, community groups, private corporations, Aboriginal organizations, educational institutions, provincial, territorial and municipal</p>

Environment Funding Sources	
	governments and crown corporations. Projects may take place on non-federal lands across Canada. Funding ranges from \$30,000-\$100,000 per year and may extend more than one year. For more information visit: http://www.ec.gc.ca/hsp-pih/default.asp?lang=En&n=59BF488F-1
Invasive Alien Species Partnership Program	Goal is to engage Canadians in actions to prevent detect and respond rapidly to invasive alien species to minimize their risk to the environment, economy and society. Funded projects reduce the introduction and spread of invasive species through prevention, detection and rapid response activities, improve Canadians' understanding and awareness of invasive alien species and improve coordination and communications related to invasive alien species at the provincial level. This program is managed by Environment Canada. Non- profits, for-profits, local organizations and municipal governments among many others can apply. For more information visit: http://www.ec.gc.ca/eee-ias/default.asp?lang=En&n=A49893BC-1
WWF-Canada Green CommUnity School	<p>The WWF-Canada Green CommUnity School Grants Program aims to support school projects that will help connect students with nature, reduce their community's impact on the environment, increase understanding of environmental issues and solutions, stimulate environmental leadership, and inspire students and communities to take action. Grants of up to \$5,000 each are made to approximately 50 schools per year, across 5 regions in Canada: North, West, Central, Quebec and Atlantic. Grants will be awarded twice per year, in the spring and fall.</p> <p>Any private, public, or independent Canadian elementary or secondary school is eligible to apply for a WWF-Canada Green CommUnity School Grant. Any "green" project that focuses on connecting students with nature and the environment is eligible! The WWF-Canada Green CommUnity School Grants Program aims to support school projects that will help reduce a community's impact on the environment, increase understanding of environmental issues and solutions, stimulate environmental leadership, and inspire students and communities to take action.</p> <p>Topics of interest to WWF-Canada may include, in no particular order:</p> <ul style="list-style-type: none"> • Water Conservation – projects that support the reduction of water use, conserve water, e.g. with rain barrels, or create freshwater ecosystems. • Sustainable Transportation – projects that support the use of sustainable means of transport such as walking, biking, transit, carpooling, and ride sharing. • Increased Energy Efficiency – projects that support a reduction in energy consumption (lighting, electricity, heating and cooling, etc.) through behavioural change and technology improvements. • Increased Biodiversity on School Grounds – projects that support biodiversity health such as planting wildlife gardens, frog ponds, nest boxes, and projects that help a local species at risk and connect the students with nature. • Local and Sustainable Food – projects that support sustainable food programs: locally grown, organic, pesticide-free, reduced packaging, fair trade, etc. • Waste Reduction – projects that support the reduction of waste, including composting, recycling, and reduced packaging.

Environment Funding Sources	
	For more information visit http://c.studentawards.com/greencommunityprogram/
RBC Blue Water Project	<p>RBC Blue Water Project offers Leadership Grants ranging from \$25,000 to \$500,000, which are annually awarded to organizations that are leaders in providing programs in North America and other countries where they do business. They also offer Community Action Grants. These grants range from \$1,000 to \$5,000, and focus on local watershed protection. They are available on an on-going basis to local or community organizations in Canada, the United States or the Caribbean.</p> <p>There are two areas of focus for the grant program, including:</p> <ol style="list-style-type: none"> 1) Watershed protection <ul style="list-style-type: none"> • Protection and restoration of sensitive natural areas • Community-based watershed stewardship • Sustainable water use and conservation, or • Watershed awareness 2) Access to clean drinking water <ul style="list-style-type: none"> • making sure communities have access to clean, safe drinking water, when and where it is needed. <p>Organizations applying for RBC Blue Water Project grants must be a CRA federally registered charity in Canada, or be considered a qualified donee under the Canadian Income Tax Act, or have IRS 501 (c)3 status in the United States, or if outside Canada or the United States, have official charitable status as designated by local regulatory authorities. For more information visit: http://www.rbc.com/community-sustainability/environment/rbc-blue-water/about/index.html</p>
Shell Canada - Shell Environment Fund (SEF)	<p>The SEF Fund seeks to provide financial support for grass roots, action-oriented projects that improve and protect the Canadian environment. Any Canadian resident can apply on their own or on behalf of a service club, charitable or volunteer organization, environmental group, youth group or others. Eligible projects are those that propose innovative, action-oriented ways of improving and protecting the Canadian environment. Any individual or group can only receive a grant once for any single project. SEF provides grants up to \$5000 per project. For more information visit: http://www.shell.ca/home/content/can-en/environment_society/fuellingchange/</p>
<u>Mountain Equipment Coop (MEC) - Environment Fund</u>	<p>The objectives of the MEC Environment fund are: (i) to protect the outdoor environment in areas having significant recreational or wilderness value to MEC members; (ii) to educate MEC members in environmental issues and to enhance their awareness, concern, and support for the environment; and (iii) to promote the safe and environmentally conscious use of MEC products in outdoor recreation activities. The categories for projects supported by MEC include:</p> <p>Land acquisitions for conservation</p> <ol style="list-style-type: none"> 1. Projects that educate the public on environmental issues 2. Advocacy and education projects which advance conservation or environmental causes 3. Environmental research projects <p>For more information visit: http://www.mec.ca/AST/ContentPrimary/Sustainability/CommunityContributions.jsp</p>
<u>Toronto Dominion</u>	The focus of the fund is to provide support for worthwhile community-based

Environment Funding Sources	
Bank - Friends of the Environment Fund (FEF)	<p>initiatives that make a positive difference to the Canadian environment. The FEF vision that when people join together, every positive action, no matter how large or small, contributes to the overall health of our environment. Eligible projects include the following criteria:</p> <ol style="list-style-type: none"> 1. Protects and preserves the environment 2. Assists young Canadians in understanding and participating in environmental activities in local communities 3. Enhances partnerships among environmental organizations 4. Takes place within the geographic scope of the Community Fund chapter. <p>The following groups are encouraged to apply for TD FEF funding:</p> <ul style="list-style-type: none"> • Registered Canadian charities with a Charitable Registration Number (CRN) • Educational Institutions (primary/secondary/post-secondary schools) • Municipalities • Aboriginal Groups <p>For more information visit: http://www.fef.td.com/funding.jsp</p>
Walmart – Evergreen Green Grants	<p>Walmart Canada and Evergreen have combined to offer a national program funding community-based initiatives. Projects of up to \$10,000 up to 50% of project budget) are supported through the Green Grants program. Eligible projects include, but are not limited to:</p> <ul style="list-style-type: none"> • Native planting initiatives • Invasive species removal • Community food gardens • Youth-based and intergenerational projects • Wildlife habitat restoration • Aquatic stewardship projects • Environmental workshops and educational events • Community skills sharing workshops • Projects serving underserved communities <p>The grants are available to Canadian community groups and non-profit organizations working on community development and environmental initiatives such as those listed above.</p> <ul style="list-style-type: none"> • Eligible groups must be working collaboratively with a local municipality or other institutional partner. • Projects must be located on publicly accessible lands. • Previous grant recipients are welcome to apply again. There is no preference given to previously granted organizations and all applications will go through the same review process. • Projects developed on land belonging to a public school board are only eligible for funding through the Toyota Evergreen Learning Grounds funding program. <p>For more information visit: http://www.evergreen.ca/en/funding/grants/walmart.sn </p>

Socio-Cultural Funding Sources	
Creative Communities Prosperity Fund	Provides Ontario municipalities and Aboriginal communities with financial assistance for cultural planning projects. It also provides funding to help not-for-profit organizations carry out specific capacity-building initiatives that enhance the cultural planning process. http://www.mtc.gov.on.ca/en/awards_funding/ccpf_fund.shtml
Cultural Strategic Investment Fund	Supports not-for-profit organizations working in arts, public libraries and public library organizations, heritage, cultural industry organizations or Ontario-based research/academic institutions which focus on the cultural sector. It helps build a strong and stable cultural sector by providing non-capital funding for projects that will contribute to Ontario's cultural development and achieve economic and creative growth. For more information visit: http://www.mtc.gov.on.ca/en/awards_funding/csif_fund.shtml
Entertainment and Creative Cluster Partnerships Fund	Helps Ontario companies, trade associations and their partners work together to stand out in the global marketplace. It is co-administered by the Ontario Media Development Corporation. For more information visit: http://www.omdc.on.ca/Page3231.aspx
International Culture Initiatives	The program supports Ontario's cultural sector by assisting in the development of strategic international market opportunities for Ontario's creative businesses. For more information visit: http://www.mtc.gov.on.ca/en/awards_funding/ici_fund.shtml
Museums and Technology Fund	Provides arts and heritage organizations that house collections, such as community organizations, art galleries and archives with support to invest in digital technology that makes Ontario's heritage and its history in their collections more accessible to the public. For more information visit: http://www.mtc.gov.on.ca/en/awards_funding/ici_fund.shtml
Ontario Cultural Attractions Fund	The Ontario government, through the Ontario Cultural Attractions Fund, helps not-for-profit organizations cover the marketing and promotional costs of their new attraction or special event. For more information visit: http://www.ocaf.on.ca/en/index.aspx
Ontario Arts Council	The Ontario Arts Council offers more than fifty grant programs for individual artists, collectives, ad hoc groups and organizations in 12 sectors. For more information visit: http://www.arts.on.ca/Page16.aspx
Canadian Council for the Arts	Grant opportunities range from Aboriginal Art, architecture, audio art, community collaborative art, contemporary circus arts, dance, film and video, fine crafts, integrated arts, literacy performance, literature, music, new media, science, humanities, storytelling, theatre, translation and visual arts. The grants are available for individuals, organizations, groups and collectives. For more information visit: http://www.canadacouncil.ca/calendar/
<u>Celebrate Ontario</u>	This is an annual program that helps new and existing Ontario festivals and events enhance their programs, activities and services to grow Ontario's tourism market. The program also supports bid and event hosting costs of major one-time events and festivals attracting out-of-province visitors. For more information visit:

Socio-Cultural Funding Sources	
	http://www.mtc.gov.on.ca/en/awards_funding/celebrate_ontario.shtml
Ontario Labour Market Partnerships	<p>The Labour Market Partnerships program supports partnerships among employers, employer/employee associations, and community organizations. The program is itself a partnership between the MTCU and the Federal Department of Human Resources and Skills Development that was developed to reduce duplication and overlap of labour market programs. The Labour Market Partnerships program supports projects that:</p> <ul style="list-style-type: none"> • Address a labour market issue • Include two or more partners, contributing financial or in-kind resources • Are finite, with clear start and end dates • Are not dependent upon future funding <p>The amount awarded to each project will vary depending on the project.</p> <p>Preference is to be given to industry sectors that are experiencing one or more of the following:</p> <ul style="list-style-type: none"> • Projected growth rates in high-demand occupations • Current or emerging issues significantly impacting human resource requirements or labour market adjustment needs • Current or projected skill shortages • Highest potential for value-added growth and innovation (Ministry of Training, Colleges and Universities, 2010). <p>For more information visit: http://www.tcu.gov.on.ca/eng/employers/labourMarket.html</p>
RBC Play Hockey	<p>Offers 20 grants, in the amount of \$25,000 each awarded across North America. Grants are awarded to community hockey organizations, sport associations and hockey minded individuals with great ideas to grow the game and keep hockey vital. Support is provided with an initiatives with and an emphasis on:</p> <ul style="list-style-type: none"> -Increase access to the game of hockey - Break down the barriers to entry -Introduce the game to newcomers in North America -Keep hockey growing and vibrant. <p>For more information visit: http://www.rbc.com/community-sustainability/community/rbc-play-hockey/grants.html</p>
Kid Sport Ontario	<p>Provides grant assistance to local children 18 years old or younger who are facing financial barriers preventing them from joining organized sport. Grants are available for local sports clubs/equipment fees and for high school/interschool league fees. For more information visit: http://www.kidsportcanada.ca/index.php?page=ontario_how_to_apply</p>
Canadian Tire Jumpstart	<p>Provides grants up to a maximum of \$300 per qualifying child per session (spring/summer, fall/winter). Grants are provided directly to the non-profit or charitable organization coordinating the sport or recreational activity on behalf of the qualifying child. The contribution can be made towards equipment, registration or transportation costs. For more information visit: http://jumpstart.canadiantire.ca/what-we-do.html#hta</p>
Creative Communities	<p>Provides Ontario municipalities and Aboriginal communities with financial assistance for cultural planning projects. It also provides funding to help not-for-</p>

Socio-Cultural Funding Sources	
Prosperity Fund	profit organizations carry out specific capacity-building initiatives that enhance the cultural planning process. For more information visit: http://www.mtc.gov.on.ca/en/awards_funding/ccpf_fund.shtml
Cultural Strategic Investment Fund	Supports not-for-profit organizations working in arts, public libraries and public library organizations, heritage, cultural industry organizations or Ontario-based research/academic institutions which focus on the cultural sector. It helps build a strong and stable cultural sector by providing non-capital funding for projects that will contribute to Ontario's cultural development and achieve economic and creative growth. For more information visit: http://www.mtc.gov.on.ca/en/awards_funding/csif_fund.shtml
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Ontario Cultural Attractions Fund	The Ontario government, through the Ontario Cultural Attractions Fund, helps not-for-profit organizations cover the marketing and promotional costs of their new attraction or special event. For more information visit: http://www.ocaf.on.ca/en/index.aspx
Ontario Arts Council	The Ontario Arts Council offers more than fifty grant programs for individual artists, collectives, ad hoc groups and organizations in 12 sectors. For more information visit: http://www.arts.on.ca/Page16.aspx
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Canadian Heritage Funding	Provides an alphabetical listing of Canadian Heritage Funding Programs. http://www.canadianheritage.gc.ca/eng/1268917737337/1268917925906
Canada Cultural Investment Fund	The Canada Cultural Investment Fund supports arts and heritage organizations in adopting measures to improve their financial stability and to develop modern management practices. For more information visit: http://www.pch.gc.ca/eng/1268609659093/1268611082334
Canada Arts Presentation Fund	The Canada Art Presentation Fund supports arts festivals and other artistic events. Canadian, non-profit organizations, provincial, territorial or municipal institutions among others may apply. For more information visit:

Socio-Cultural Funding Sources	
	http://www.pch.gc.ca/progs/pac-apc/index_e.cfm
Human Resources and Social Development Canada – Community Partnerships	<p>Community Partnership works to advance the social priorities related to children and their families by working with the voluntary sector by making strategic investments that build knowledge, facilitate information sharing, and support effective practices in early learning. There are two primary programs:</p> <ul style="list-style-type: none"> • New Horizons for Seniors Program - helps to ensure that seniors are able to benefit from and contribute to the quality of life in their community through their social participation and active living. For more information visit: www.hrsdc.gc.ca/eng/community_partnerships/seniors/index.shtml • Social Development Partnerships Program - provides funding to help them improve life outcomes for children, families, and people with disabilities and other vulnerable populations. For more information visit: www.hrsdc.gc.ca/eng/community_partnerships/index.shtml
Public Library Operating Grant/Pay Equity Program	<p>Library operating grants are statutory under the <i>Public Libraries Act</i>. This funding goes to public library boards and First Nations libraries as well as municipalities, local service boards or First Nations that establish a contract for library service with a neighbouring public library board.</p> <p>For more information: http://www.mtc.gov.on.ca/en/awards_funding/lib_operating_grant.shtml</p>

Economic Development Funding Sources	
Community 'Futures' Development' Corporations	<p>The Community Futures Development Program is an initiative of the Government of Canada which supports 61 Community Futures Development Corporations (CFDCs) across Ontario. The Federal Economic Development Agency for Ontario (FedDev) and the Federal Economic Development Initiative for Northern Ontario (FedNor) supports CFDCs throughout Ontario. Both FedDev and FedNor are responsible for:</p> <ul style="list-style-type: none"> • Facilitating and coordinating partnerships and networks • Providing non-financial support to CFDCs and Communities • Providing Funding to CFDCs and their Network <p>CFDCs are incorporated, non-profit organizations governed by a local volunteer board of directors that represents various community interests. While primarily funded through the Federal Government, each local CFDC pursues its own priorities and strategies for development by creating and implementing a strategic community plan in cooperation with its partners. Individual CFDCs have also taken steps to partner and pool resources with local governments, universities and other agencies in providing expanded support to rural communities. CFDCs provide advice, information and referral service to local businesses and entrepreneurs and access to capital for small business financing by operating locally governed investment funds that can provide loans, loan guarantees or equity investments for business start-up, expansion or stabilization.</p> <p>For rural communities with stable or declining populations, CFDCs provide an alternative to traditional lending institutions that may be reluctant to support businesses or organizations in economically depressed areas. CFDCs across</p>

Economic Development Funding Sources	
	<p>Ontario received a boost of \$30 million from the Community Adjustment Fund (CAF), a component of the Federal Government's Economic Stimulus Plan (Caldwell 2010).</p> <p>For more information visit: http://www.ontcfdc.com/</p>
Southern Ontario Development Program	<p>The Southern Ontario Development Program (SODP) is a business led program established in 2009 as part of the Federal Government's Economic Stimulus. SODP economic development approach is more sector driven, compared to the Eastern and Northern Ontario programs. Approximately \$100 million was allocated between 2009-2010 to the program, including:</p> <ul style="list-style-type: none"> • nearly \$63 million through a general intake process; • up to \$20 million through an intake for the food and beverage processing sector; • \$15.75 million for the Canadian Manufacturers and Exporters' (CME) SMART Program to fund an estimated 300 projects that will help small- and medium sized manufacturers increase their productivity and competitiveness in the global economy; • and \$1.6 million for the Ontario Chamber of Commerce's Export Market Access Program to help Southern Ontario businesses that would like to increase their sales internationally (Industry Canada, 2009). <p>Funding through this program is available to both urban and rural areas, which results in increased competition for rural communities to access (Caldwell 2010). As of November 2011, all funding for this program has been committed and FedDev Ontario is monitoring the progress of the approved projects. For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00097.html</p>
Prosperity Initiative	<p>The Prosperity Initiative encourages businesses, not-for-profit organizations and post-secondary institutions in southern Ontario to undertake projects that will result in a more productive, diversified and competitive economy in the region.</p> <p>There are three program funding opportunities under this initiative, including:</p> <ul style="list-style-type: none"> • productivity enhancement; • regional diversification; and • building a competitive advantage for southern Ontario. <p>Applications for the Prosperity Initiative are being accepted on an ongoing basis. For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00398.html</p>
<u>Tourism Development Fund</u>	<p>This fund supports projects which result in investment attraction, product and experience development and industry capacity building (Ministry of Tourism, Culture and Sport, 2011). For more information visit: http://www.mtc.gov.on.ca/en/awards_funding/tourism_dev_fund.shtml</p>
Technology Development Program	<p>The Technology Development Program provides support for research and innovation organizations, the private sector, post-secondary institutions and not-for-profit organizations work together to accelerate the development of technologies that will result in new market opportunities for southern Ontario businesses. Applications are being accepted on an ongoing basis. Eligibility criteria for this program includes:</p> <ul style="list-style-type: none"> • established southern Ontario not-for-profit organizations, such as innovation and commercialization organizations

Economic Development Funding Sources	
	<ul style="list-style-type: none"> southern Ontario post-secondary institutions <p>Eligible activities may include: product and process applied research, engineering design, technology acceleration, product testing, certification, marketing studies, proof of concept, piloting and demonstration, problem solving, clinical trials, pre-commercialization activities; and commercialization of intellectual property (IP). For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00332.html</p>
Youth STEM Initiative	<p>The Youth STEM encourages southern Ontario students from kindergarten to grade 12 to pursue an education and career in science, technology, engineering and mathematics (STEM). Eligible groups include not-for-profit organizations with established track records and currently providing STEM outreach programs in southern Ontario</p> <p>Eligible activities include:</p> <ul style="list-style-type: none"> development, enhancement and delivery of STEM learning activities (e.g., workshops, demonstrations, science fairs, competitions, mentorships, enrichment programs or camps and early learning activities); collaborative activities with other major players in STEM outreach with the aim of coordinating and focusing efforts and broadening the impact of existing programs in southern Ontario; other activities to broaden the impact and reach of programs in southern Ontario. <p>For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00329.html</p>
Communities in Transition (Ministry of Economic Development and Innovation)	<p>A program that helps communities and regions across Ontario who are facing economic development challenges and need help to develop innovative solutions to create a productive and progressive future. Applications are accepted at any time and non-profit organizations are eligible (e.g. local economic development corporations, industry organizations, local authorities, professional/business associations assisting transitioning sectors/industries or those focused on economic development.</p> <p>For more information visit: http://www.ontariocanada.com/ontcan/1medt/en/progserv_cit_en.jsp</p>
Canadian Foundation for Innovation (CFI)- Innovation Fund	<p>The purpose of the CFI Fund is to strengthen the capability of Canadian universities, colleges, research hospitals, and other not-for-profit institutions to carry out world-class research and technology development. Canadian universities, colleges, hospitals and not-for-profit research organizations and projects with total costs of \$100,000 or more are eligible. Projects must meet the CFI criteria:</p> <ol style="list-style-type: none"> 1. Enable researchers to work on groundbreaking topics that are currently beyond their means and that will support innovative research that is linked to new ideas and concepts or different ways of performing research. 1. Reinforce and support excellent research; or help create excellence where there is already evidence of real potential and need to do so. 2. Help attract and retain the best researchers and create a stimulating and innovative training environment that will prepare individuals for research and other careers that will benefit Canada. 3. Make a difference and contribute to the Canadian economy and/or to the

Economic Development Funding Sources	
	<p>improvement of society, the quality of life, health, or the environment.</p> <p>For more information visit: http://www.innovation.ca/en</p>
Rural Connections Broadband Program	<p>In recognition of the importance of broadband to the digital economy and service delivery, the Rural Connections program was launched by the Ontario government in 2008. Led by OMAFRA in partnership with the Ministries of Government Services and Economic Development and Trade, the Provincial Government committed \$30 million over four years towards the development of a modern, efficient and reliable telecommunications system across rural Ontario. The program provides up to one-third of eligible costs (including capital costs), to a maximum of \$1 million per application to rural municipalities that have demonstrated a need to expand and improve their broadband coverage. While applications are led by municipalities, local partnerships are encouraged with local businesses, First Nations communities, utilities, school boards and any other community organizations that are able to contribute to, and will benefit from, expanded broadband capacity (Caldwell 2010).</p> <p>For more information visit: http://www.omafra.gov.on.ca/english/rural/ruralconnections/broadband.htm</p>
Canadian Foundation for Innovation (CFI) - Innovation Fund	<p>The purpose of the CFI Fund is to strengthen the capability of Canadian universities, colleges, research hospitals, and other not-for-profit institutions to carry out world-class research and technology development. Canadian universities, colleges, hospitals and not-for-profit research organizations and projects with total costs of \$100,000 or more are eligible. Projects must meet the CFI criteria:</p> <ol style="list-style-type: none"> 2. Enable researchers to work on groundbreaking topics that are currently beyond their means and that will support innovative research that is linked to new ideas and concepts or different ways of performing research. 4. Reinforce and support excellent research; or help create excellence where there is already evidence of real potential and need to do so. 5. Help attract and retain the best researchers and create a stimulating and innovative training environment that will prepare individuals for research and other careers that will benefit Canada. 6. Make a difference and contribute to the Canadian economy and/or to the improvement of society, the quality of life, health, or the environment. <p>For more information visit: http://www.innovation.ca/en</p>

Additional Resources for Communities

Federation of Canadian Municipalities	www.fcm.ca
Association of Municipalities of Ontario	www.amo.on.ca

Canada Mortgage and Housing Corporation (CMHC) - Sustainable Community Planning Equilibrium Sustainable Housing Demonstration Initiative	<p>Equilibrium is a national housing initiative, led by CMHC, that brings together the private and public sectors to develop homes that combine resource and energy-efficient technologies in order to reduce their environmental impacts. For more information visit: www.cmhc.ca/en/inpr/su/eqho/index.cfm</p>
CMHC Sustainable Community Planning	<p>CMHC encourages neighbourhood design and land use planning approaches that reduce costs and environmental impacts, while maintaining community liveability. CMHC's web site provides examples of best practices in design and development, tools for planners and designers, and other research on sustainability. For more information visit: www.cmhc.ca/en/inpr/su/sucopl/index.cfm</p>
Centre for Innovative & Entrepreneurial Leadership	<p>Provides tools, training and innovative solutions, allowing communities and organizations to realize their potential. Their tools and services are applicable to a wide range of communities: rural and urban, First Nations, communities of interest, and organizations. Resources available include:</p> <ul style="list-style-type: none"> • Communities Matrix: 69 Tools, Techniques, and Resources for Communities • Communities 'Life Cycle' Matrix • Provincial Report: The State of Entrepreneurship in Rural Communities <p>For more information visit: www.theciel.com</p>
Canadian Heritage Funding	<p>Provides an alphabetical listing of Canadian Heritage Funding Programs. For more information visit: http://www.canadianheritage.gc.ca/eng/1268917737337/1268917925906</p>
Community Economic Analysis Tools	<p>The Community Economic Analysis Tools program provides organizations engaged in rural economic development with access to reliable local economic data and technical guidance for incorporating economic analysis into strategy development and implementation. The tools are used by a community to understand:</p> <ol style="list-style-type: none"> 1) businesses sectors that are the main sources of wealth creation; 2) businesses that the community or region offers a competitive advantage given its attributes, infrastructure and location; 3) structure of jobs in the economy; 4) skill base of the employed labour force; and 5) change occurring in the character of work in the economy. <p>The knowledge gained from interpreting the analytical information provides the foundation for informed local economic development strategies aimed at attracting new investment, retaining and expanding existing businesses, and strengthening local labour forces (Government of Ontario, 2009).</p> <p>For more information visit: http://www.omafra.gov.on.ca/english/rural/edr/ceatools/cea-</p>

	availability.htm
Municipal or Community Bonds	<p>Municipalities are looking for alternate ways to fund capital projects in their communities. A suggested revenue source that may be viable is the issuance of municipal bonds. Bonds appear to be a desirable option as they can attract investment from other sources than local taxpayers.</p> <p>A bond refers to when a corporation or government wishes to borrow money from the public on a long-term debt basis, it usually does so by issuing and selling debt securities – notes, debentures, and bonds. Investors, who may be individuals or businesses, donate the potential interest their money could have earned elsewhere over the five-year period to the community. They agree that their money is held in a bond for particular period of time, at the end of which it is returned. Their investment is safeguarded by a third party trust and bank guarantee. Businesses investing in social bonds can therefore gain corporate social responsibility recognition.</p> <p>Incentives can be added to encourage investment, such a small return after five years (although this reduces the 25% grant portion) or a non-monetary advantage. If the bond was to fund a community centre, for example, investors could be offered reduced or free use of the facilities.</p> <p>In Canada, the Municipal Finance Authority of British Columbia has its own Community Bond Program that has raised money throughout the province since its inception in 1995. The program is pitched to communities that need financing for capital projects, but have been unable to raise the money through traditional municipal bonds.</p>

Appendix D – List of Potential Partners

Appendix D: Potential Partners – Listed by Category

Construction organizations and developer groups Green Building Council

- Building Industry and Land Development Association (BILD)
- Canada Green Building Council (CaGBC)
- Leadership in Energy and Environmental Design (LEED™)

Conservation Authorities

- Toronto and Region Conservation Authority
- Lake Simcoe Region Conservation Authority

Developers and Builders

- | | |
|-----------------------------------|-----------------------------|
| • King North Developments Inc. | • Zancor |
| • King Dufferin Developments Inc. | • DiNardo |
| • King Rocks Development | • Genview Development Corp. |
| • King Green Developments | • Marylake Estates |
| • Valley King | • Signature Developments |
| • Osmington Inc. | • Laurier Homes |
| • Hickory Hills | • DiPoce Management Limited |
| • Kingshire Estates | • Brownsville Junction Ltd. |
| • Hobson | • Metrus |
| • King Station | • Fandor Homes |
| • King Country Estates | • Baldesarra |

Elementary and Secondary Schools

- | | |
|--|--|
| • King City Secondary School | • St. Patrick's Catholic Elementary School |
| • St Mary's Catholic Elementary School | • St. Thomas of Villa Nova College |
| • Nobleton Junior Public School | • Country Day School |
| • Nobleton Senior Public School | • King City Montessori School |
| • Holy Name Catholic Elementary School | • The Montessori Country School |
| • King City Public School | • Cardinal Carter Catholic High School |
| • Schomberg Public School | |

Community Energy Programs/Resources

- Canadian Solar Energy Association
- Ontario Sustainable Energy Association
- Windfall Ecology Centre
- Ontario Sustainable Energy Association
- TREC Renewable Energy Co-operative (TREC)

Environmental Advocacy/Lobbying Groups

- Concerned Citizens of King Township- Incorporated Non Profit
- Nobleton Alert Residents Association- Non-Profit
- Ontario Greenbelt Alliance
- Save the Oak Ridges Moraine

- Environmental Defence
- York Region Environmental Alliance
- Monitoring the Moraine
- Ecojustice

Environmental Awareness/Education Groups

- King Environmental Advisory Committee
- Arts Society King
- Ontario Nature
- Water for Tomorrow
- The Dufferin Marsh Committee

Foundations/Funding Organizations

- Environmental Defence
- Oak Ridges Moraine Foundation
- David Suzuki Foundation
- Trillium Foundation
- The Friends of the Greenbelt Foundation

Hydro Companies/Authorities

- Ontario Power Authority (OPA)
- Enbridge
- Local Distribution Companies (LDC)

Land Acquisition/Private Stewardship Organizations

- Nature Conservancy Canada
- Oak Ridges Moraine Land Trust
- Ducks Unlimited

Faith Organizations

- | | |
|---|--|
| <ul style="list-style-type: none"> • Springdale Christian Reformed Church • All Saints Anglican Church • Community Bible Church • King Bible Church – Associated Gospel Churches • King City United Church • Mary Lake Monastery, Shrine & Retreat House • Sacred Heart Church • St. Andrew's Presbyterian Church • Christ Church – Anglican • York Pines United Church • Nobleton United Church • St. Alban's Anglican Church • St. Kosmas Aitolos Greek Orthodox Monastery • St. Mary's Roman Catholic Church | <ul style="list-style-type: none"> • St. Paul's Presbyterian Church • St. Mary Magdalene Anglican Church • St. Patrick's Roman Catholic Church • Schomberg United Church |
|---|--|

Local Food Groups

- Farm Fresh
- Local Food Plus
- York Region Food Network
- Sustain Ontario
- FoodShare
- Greenbeltfresh.ca
- Ontario Farm Fresh
- The Friends of the Greenbelt Foundation

Local Media

- King Sentinel
- King Weekly
- King MOSAIC Magazine
- Tapestry Magazine

Newcomer Resources

- Welcome Wagon

Post-Secondary Institutions

- Seneca College

Research Centres

- Koffler Scientific Reserve
- Muck Crop Research Centre

Rotary and Lions Clubs

- Nobleton Lions Club
- Rotary Club of Kleinburg, Nobleton, Schomberg
- King City Lions Club
- Schomberg Lions Club

Rural and Agricultural Associations and Groups

- Christian Farmers Federation of Ontario (CFFO)
- Carron Farms - Food Box Program
- Ontario Farm Fresh Marketing Association
- Ontario Soil and Crop Improvement Association
- GTA Countryside Mayors Alliance
- Holland Marsh
- Schomberg Agricultural Fair
- Ontario Federation of Agriculture(OFA)
- National Farmers Union

Sport Associations and Clubs

- Nobleton Curling Club

- King Curling Club
- Kleinberg Nobleton Soccer Club
- NobleKing Hockey Association
- King Township Baseball Association
- King City Youth Soccer Club
- Maple Leaf Cricket Club
- Schomberg Cougars Jr. Hockey Club
- Schomberg Minor Hockey Association
- Schomberg Skating Club

Stewardship and Restoration Groups

- Humber Alliance
- Oak Ridges Moraine Foundation
- York Simcoe Naturalists
- Cold Creek Stewardship
- Dufferin Marsh Committee
- EcoSpark

Trail Associations

- Oak Ridges Trail Association
- King City Trails
- Ontario Trails Association

