

UNITY PLAN: HUNTSVILLE'S GUIDE TO A SUSTAINABLE FUTURE



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The Unity Plan: Huntsville's Guide to a Sustainable Future

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EXECUTIVE SUMMARY

Our Vision for the Future...

Huntsville is a vibrant, welcoming and healthy place in which to live and play as we foster innovation, celebrate arts, culture, heritage, and recreation, develop a strong and resilient economy and follow an ethic of social caring and environmental stewardship.

Introduction

In 2009, The Town of Huntsville made application and was awarded a grant through the Federation of Canadian Municipalities to develop a sustainability plan (i.e.: the Unity Plan: Huntsville's Guide to a Sustainable Future) to guide Huntsville into the future.

Over the course of almost a year, the community, a working group, stakeholders, partners and the Town have been working together to prepare the Unity Plan that identifies goals for the community as well as strategies and actions on how to reach the goals and vision. The Unity Plan is designed to be a long range plan to address environmental, social/cultural and economic issues in Huntsville, put action plans in place and monitor the effect of these actions over time. The plan builds on work the community has already taken through the Official Plan, Strategic Plan, Community Master Plan, Business Retention and Expansion Strategy, Events and Marketing Programs and others. The Unity Plan is just the beginning – it is intended to be a living document that will be reviewed and revised as progress is made.

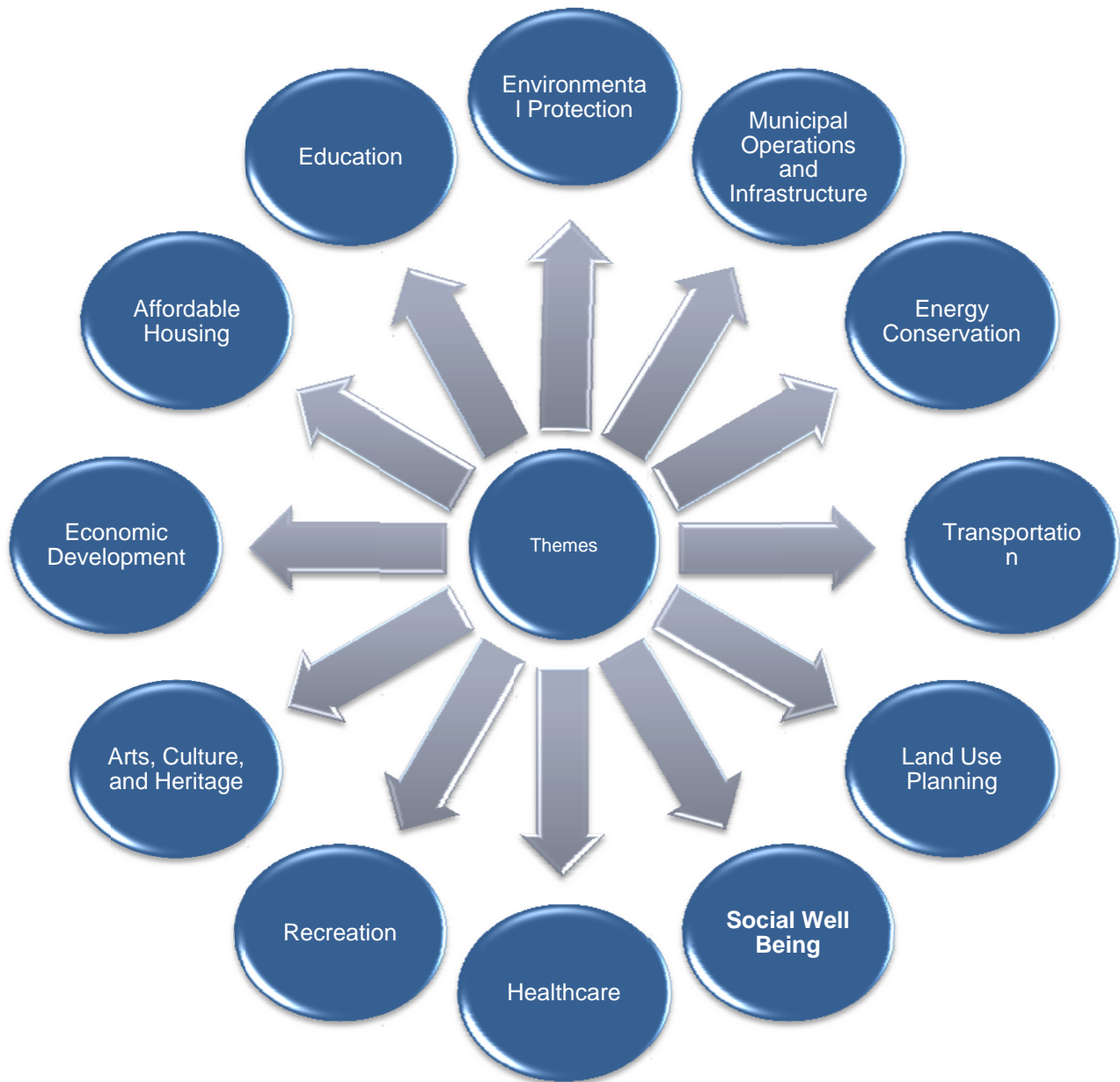
Why Huntsville Needs a Sustainability Plan

There are several reasons to develop and implement a community-based sustainability plan:

- It ensures the Town's eligibility for future Federal Gas Tax funding which can be used for roads, bridges, public transit, water, wastewater, energy and waste management projects. Without this plan the Town will not be eligible to receive the annual federal funding which within a few years will be over \$1,000,000.00 per annum
- It opens doors for other funding and partnerships and identifies opportunities for collaboration with stakeholders and community members
- It creates a unified vision for the future that integrates aspects of the environment, society and economy in all decision making and future directions
- It provides the Town with opportunity to show leadership in the District as the first to prepare a Town-wide sustainability plan
- It builds on existing programs, plans and policies and identifies areas for further action
- It includes the ideas, dreams, hopes of Huntsville residents and includes community members in implementing change
- It provides a framework for municipal decision making, as well as a tool to monitor and track progress and success

The Unity Plan Goal Themes

The community of Huntsville has identified 12 key goals to help our community become a sustainable one in the long term.



Within each goal there are strategies and actions that the community has identified for success.

The Unity Plan: Huntsville's Guide to a Sustainable Future

Next Steps

Now that the Plan is complete, it will move forward to implementation. Highlights of the implementation plan include:

- An Implementation Committee that reports to Council
- A series of implementation teams that:
 - Are comprised of community organizations and individuals
 - Include Town staff as resources
 - Work together to develop detailed action plans for the goals and facilitate their implementation
 - Work together to engage the community
- A process to engage the community in the plan
- A monitoring and reporting framework to make sure the plan stays on track
- Identification of funding opportunities

The Town will be working to establish the Implementation Teams in the fall and early winter 2010/11. Any ideas and input for actions to implement the Plan or interest in participating in the Implementation teams are welcomed. To register your feedback, please contact unityplan@huntsville.ca.

ACKNOWLEDGEMENTS

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Accessibility Advisory Committee

Residents of Huntsville

Community

Over 1,200 people who helped in the development of this plan

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The Unity Plan: Huntsville's Guide to a Sustainable Future

A NOTE FROM MAYOR CLAUDE DOUGHTY ...

As Mayor of the Town of Huntsville, I have been watching the progress of the team working on our Unity Plan. Their efforts over the past year have been most impressive. They have worked hard under the Leadership of Mary Jane Fletcher as Chair and Mike Greaves as Vice Chair. The Working Group has been proactive in getting the community involved in this process of visioning for the future of this great town. Meetings have been held with people from all interest groups within our community in order to get their input into the plan. It is this involvement that will foster success of the plan when it comes to implementing the actions and priorities that it sets out for our town.

This task is one that will have great significance for Huntsville far beyond the term of any one Council. Some of the recommendations in the plan may take a decade or more to implement but the goals have been set. This document is more of an overall vision for our community. Official plans and zoning bylaws will operate under the umbrella of the Unity Plan from a priorities perspective.

Clearly the message from our community is one of environmental protection and stewardship. The challenges come when all three major components of the Plan, the societal, environmental and economic aspects are considered. The balance between these primary aspects will be the big issue for our community. It is one however, that I think we are ready and willing to face as Huntsville continues to evolve into one of the most desirable places to live in Canada.

Congratulations to all who have worked so hard to accomplish this “start” to the future of Huntsville.

A NOTE FROM THE WORKING GROUP...

Welcome to ‘Huntsville’s Guide to a Sustainable Future’!

This Plan has been developed by your neighbours, community partners and the Town of Huntsville, under the guidance of Lura Consulting. The purpose is to provide guidance for matters pertaining to economic, environment and social issues in balance as they relate to sustainability for our community.

Our Working Group has taken what the community voiced as being the issues of importance for the future of Huntsville, and then through discussion, debate and review, a Plan has been completed as the first step in our sustainable future.

The presentation of the Unity Plan is just the beginning!

Our community is engaged and excited about the future. We believe the Unity Plan provides the guidance required to achieve the sustainability goals that are essential for our community to attract new jobs, protect our environment and enhance our cultural community.

Thank you to all who have contributed to the development of this Plan. We look forward to working with you as it moves into implementation.

1 INTRODUCTION

Our Vision

Huntsville is a vibrant, welcoming and healthy place in which to live and play as we foster innovation, celebrate arts, culture, heritage, and recreation, develop a strong and resilient economy and follow an ethic of social caring and environmental stewardship.

Huntsville has taken some important steps towards long-term sustainability and stewardship in its planning initiatives. The Town's 2006 Official Plan outlines a wide range of sustainability objectives and has expressed a need for a balance among society, economy, and environment. Part of the Town's environmental objectives is to have a guiding vision of sustainable growth, environmental protection, conservation and preservation through the adoption of a “Stewardship Ethic”.

The Town's 2002 Strategic Plan and the 2008 Community Master Plan also identified a number of key actions that contribute to sustainability and the long-term future of the community. Highlights of actions already initiated or accomplished include:

- Restoring Town Hall that contributes to the maintenance of cultural heritage resources in the Town
- Protecting and maintaining trails and waterfront that provide opportunities for healthy active living, environmental protection and community well-being
- Expanding the Centennial Centre and improving access - achieved through G8 investment contributing to infrastructural improvements and service
- Building fire department service capacity through construction of a new Fire station in Port Sydney that contributes to the continued emphasis on Huntsville as a safe community to live, work and play
- Creating a multi-sport centre through the Centennial Centre expansion and second ice pad that foster opportunities for active living and recreation for all ages and abilities
- Establishing post-secondary education in Huntsville through the presence of University of Waterloo and the Northern School of Medicine, and discussions with Georgian College and Nipissing College to grow educational opportunities for youth in Huntsville and Muskoka
- Continuing public works initiatives such as bridge and road repairs; renovation of community halls; vehicle or equipment upgrades; and exploration of bike lines, pedestrian pathways and access that contribute to our road infrastructure and expanded capacity for alternatives to driving
- Continuing to updating our parks and recreation facilities to provide opportunities for all ages, abilities and income levels.

In 2008, Council endorsed a Green Plan Task Force as a subset of Local Environmental Advisory Forum (LEAF) to examine green plans, programs, and funding mechanisms to help move forward with a framework that incorporates sustainable guidelines into the way the Town of Huntsville and the community functions. Sustainability Plans look at the community needs as a whole, with the natural environment, one of Huntsville's greatest assets, as a priority that is connected to all of the community's societal and economic needs. Upon receiving funding from the Federation of Canadian Municipalities Green Municipal Fund, the Green Task Force was able to promulgate the green plan as a community-based, integrated sustainability plan, which was later termed, “The Unity Plan”.

The Unity Plan: Huntsville's Guide to a Sustainable Future

Through this project, Huntsville has created a community-based vision of sustainability and a lasting plan that will provide guidance for the municipality, residents and the business community of Huntsville. By working with diverse sectors of Huntsville, the District of Muskoka and area municipalities, the community collectively defined a series of principles that reflect the overall commitment to comprehensive sustainability for the future:

Our Sustainability Principles

Provide a long term guide for this community that balances economic, social and environmental needs.

Promote a good quality of life for everyone in the community.

Achieve a strong and resilient economy and thriving social environment.

Protect and restore biodiversity and natural ecosystems. Provide this community with the necessary tools to be good stewards of the environment.

Build upon positive characteristics of this community including its human and cultural values, history and its natural and economic systems.

Foster participation and enable a collaborative effort to work toward a common, sustainable future.

Enable continual improvement of the sustainability plan through ongoing monitoring of plan performance and community needs, and through good governance.

The Unity Plan is not focused on one particular need; but balances the community needs as a whole, highlighting and building upon what Huntsville already has within all three pillars of sustainability – environment, society and economy.

Ultimately the Unity Plan identifies opportunities for change that are important to Huntsville and fosters a commitment to action that has been and will continue to be developed.

2 ABOUT THE PLAN

2.1 Defining Sustainability

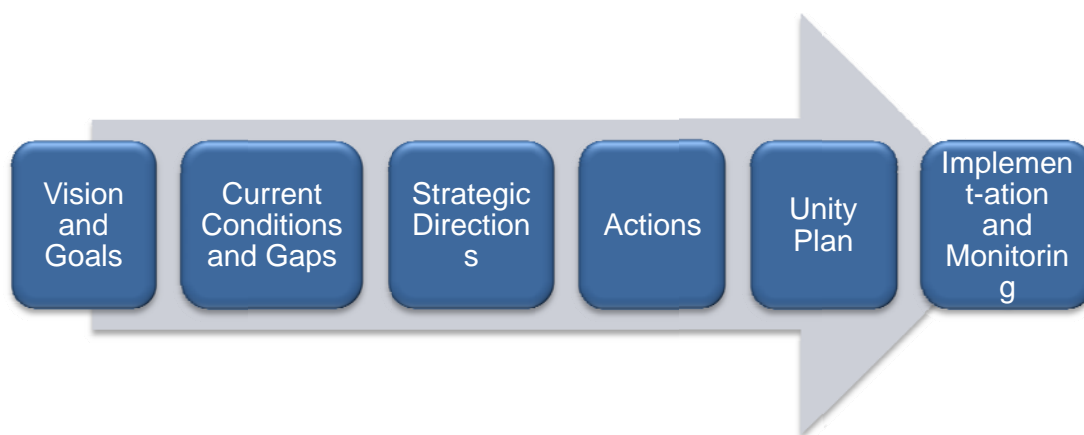
The most commonly adopted definition of **sustainability** is "meeting the needs of the present generation without compromising the ability of future generations to meet their needs" (Brundtland Report, 1987).

Individual communities and municipalities however, must define sustainability further at the local level. The community understands that for Huntsville, sustainability is about protecting and valuing the natural environment - not using natural resources faster than they can be replenished; recognizing and acknowledging that there are limits to growth and development; recognizing that communities must prepare for climate change; retaining Huntsville's small rural Town feel; ensuring the community can foster its thriving arts and cultural community; recognizing and celebrating its strong sense of belonging and history; and ensuring there are economic opportunities to attract and retain youth while balancing the needs of all our residents, visitors and businesses. In this spirit, the Unity Plan was developed around three key pillars of sustainability; environment, economy, society to encompass these core values of the community.

NOTE: Throughout the document you will see terms that are in bold and italics. Definitions for these terms can be found in Appendix A.

2.2 Developing the Unity Plan – the Process and How to Read This Document

From January to September 2010 the following steps were undertaken in developing the Plan.



The process of developing the draft plan began with a series of community conversations and the first community forum to discuss the hopes, dreams, ideas and concerns of residents about the future of Huntsville. From the ideas put forward, a vision statement, a set of sustainability principles and series of 12 goals were developed that form the cornerstone of this plan. The vision statement and sustainability principles can be found on page 1 and 2 respectively.

Once the vision and goals were drafted, the current conditions review and gap analysis process was able to begin. One of the key steps in developing a sustainability plan is to understand and document the policies, programs and plans currently in place that support the sustainability vision, goals and strategic directions identified by the community. This inventory of current conditions ensures that the actions identified focus on filling gaps through improvements, refinements or additions in order to implement the Unity Plan successfully.

Using existing information, including Official Plans, *A Vision for Huntsville* (report produced by Ryerson University students in 2009), and relevant community, municipal, District, provincial and federal reports and documentation, the Working Group and Lura Consulting team reviewed the community's current situation, and worked with the community to identify areas of strength and issues of concern based on the three sustainability pillars; environment, economy, and society. A summary of the current conditions for each goal is provided in the *Our Sustainability Strategy* section starting on page 5.

The second round of community dialogue focused on the development of strategies and actions to achieve the vision and goals. Actions for each goal can also be found in the *Our Sustainability Strategy* Section starting on page 5.

Lastly, the Working Group and the consulting team developed a set of potential progress indicators to measure the progress of the sustainability plan. These indicators draw from best practice in other municipalities and most importantly from the elements that are already being measured in the community. The intent is to provide a number of choices under each goal so the Town and Implementation teams can select those they feel are most appropriate. Proposed progress indicators can be found in *Our Sustainability Strategy* starting on page 5.

The implementation framework can be found starting on page 40.

2.3 How It All Fits Together



Huntsville's Unity Plan is intended to be a high level document that provides guidance to the plans, policies, programs and initiatives that are under the responsibility of the Town, and those actions that are led by the community, stakeholders and organizations. From a Town operations perspective, the Unity Plan serves as an umbrella plan that will influence all other plans, programs and decisions at the municipality and all other plans must be consistent with it. From a community perspective, the Unity Plan provides a mechanism for community organizations and individuals to influence the decisions made for their community and participate in implementing the actions that are identified in the Plan.

2.4 Community Input and How it has Shaped the Unity Plan

The Town of Huntsville chose to create a community-based sustainability plan and as a result, over 1,200 individuals have had an opportunity to learn about the Plan and provide input through three community forums, individual face-to-face conversations, places and spaces meetings, presentations, display booths, as well as online through Facebook and a blog. The public's response and level of engagement has been exceptional. The Unity Plan includes a vision, sustainability principles, goals, strategic directions, actions, and partners for implementation – all of which were defined through conversations with the community about goals for the future and how the people of Huntsville feel they are best achieved. The Working Group, Town staff and consulting team also developed a set of potential progress indicators and implementation mechanisms to ensure the successful continuation of the Unity Plan.

3 OUR SUSTAINABILITY STRATEGY

The community of Huntsville identified the following sustainability themes as the focus of the Unity Plan. Each of these themes represents a goal and strategies and actions were developed for each, as an overarching guide for the long-term decision making process for the Town and the community.



3.1 Goals

As part of the Unity Plan – the following goals were developed:

- Goal #1: Environmental Protection:** The community will protect, preserve, restore, and enhance the terrestrial and aquatic environments and *biodiversity* of Huntsville and surrounding area by being responsible stewards of the environment.
- Goal #2: Municipal Operations and Infrastructure:** The Town of Huntsville will strive to be a model sustainable community, by reducing its impact on the environment, and planning for climate change adaptation by following best management practices in all municipal operations and infrastructure projects and by leading by example.

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- Goal #3: Energy Conservation:** Huntsville will be a leader in reducing energy consumption and greenhouse gas emissions by promoting sustainable, innovative community-based energy initiatives.
- Goal #4: Transportation:** The community will support, encourage and promote safe *active transportation*, such as walking and cycling, and will ensure that infrastructure to support these activities is convenient and accessible for all. Through these measures, Huntsville will act to lower dependency on automobiles and reduce their negative impacts.
- Goal #5: Land Use Planning:** Huntsville will become a model of sustainable community development, by incorporating the principles of *smart growth*, sustainable design and green buildings into all land use planning decisions. This will include a commitment to the protection and maintenance of Huntsville's rural small town character and vibrant downtown, both of which are valued by the community.
- Goal #6: Social well-being:** The community will encourage and support social diversity and a personal sense of well being by improving accessibility, promoting volunteerism, striving to reduce poverty, and maintaining a healthy, safe, friendly community to live, work, and play for all ages, cultures and abilities.
- Goal #7: Education:** The community will encourage ongoing high quality education services for all community members, including public awareness campaigns/programs and training on sustainability.
- Goal #8: Public Health & Health Care:** The community will promote healthy active living in an effort to promote the well-being of all its citizens and reduce long term stress on the medical system, and will improve access to various forms of health care.
- Goal #9: Healthy Active Community:** Huntsville will continue to support and encourage healthy, active lifestyles through supporting the availability of fresh, nutritious and local food, and the continued provision, maintenance and expansion of opportunities for recreation for all residents of all ages, cultures and abilities.
- Goal #10: Arts, Cultural and Heritage:** The community will encourage and foster continual growth of arts, culture, and heritage through municipal and community awareness, education and support.
- Goal #11: Economic Development:** Huntsville will promote a diverse and prosperous economy by attracting innovation, growing a *knowledge-based economy*, providing adequate training, developing green jobs, and offering sustainable year round employment to retain Huntsville's youth.
- Goal #12: Affordable Housing:** The community of Huntsville will advocate for, provide and facilitate housing that is affordable to a range of incomes, and household sizes to meet the needs of all demographics at all stages of life.

3.2 Our Strategy to Become a Sustainable Community

Goal #1: Environmental Protection:

The community will protect, preserve, restore, and enhance the terrestrial and aquatic environments and biodiversity of Huntsville and surrounding area by being responsible stewards of the environment.

The Town, District of Muskoka, and other government agencies have strong mandates to protect our environment. Local environmental initiatives by volunteers and non-governmental organizations have been successful in maintaining continued vigilance to ensure the natural environment's protection. Staff at, Algonquin Park, Arrowhead Park, the Ministry of Natural Resources, Muskoka Watershed Council and the Dorset Environmental Science Centre are among the many other environmental leaders who are contributing to our understanding of the natural environment, monitoring various environmental indicators, and providing opportunities for education and tourism to flourish in the local context.

The Town of Huntsville has

...

- Over 150,000 acres of wooded lands (forest habitat)
- 214 acres of parkland
- 144 lakes
- 18 rare species

Specific policies within the Official Plans of Huntsville and Muskoka address Significant Heritage Areas which include historical, geological, archaeological, and scenic features, as well as policies that maintain and enhance the quality of natural resources by minimizing and reducing, where possible, the pollution of water, air and land. The Town of Huntsville's Official Plan outlines its commitment to the protection and enhancement of the dominant visual characteristics of the lands and lakes outside the identified urban areas, including the natural landscape, shorelines, natural panoramas or vistas, clean air and the night sky.

Protection of the natural environment is encouraged by proper management of land during development; the chief objective of which is maintaining the Town's unique natural environment. Private landowners are also encouraged to be stewards of the land. The Muskoka Heritage Foundation is a non-profit, charitable organization that works with private landowners to encourage protection of natural areas in Muskoka. Over 31,000 acres of land are protected by 340 volunteer private landowners in Muskoka.

The Town of Huntsville recognizes the importance of leading by example. There are presently 69 parcels or combination parcels of municipally-owned land within the Town's boundaries designated in Huntsville's Official Plan as Open Space (O1). Approximately half have been developed as parks while the rest remain undeveloped at this time. The Town has also developed the Parks Master Plan to guide the ongoing acquisition, development, use, disposition and maintenance of municipal parkland.

There are three known types of significant wildlife habitat in the Town: deer wintering habitat, habitats of vulnerable species, and habitats of species of conservation concern. Muskoka also boasts the richest diversity of herptiles in the province. Rare species include five lined skink, Massasauga rattle snake, Hognose snake and 65 rare breeding bird species which include species at risk such as the Whip-poor-will, Chimney swift, Common nighthawk, Least bittern, Canada warbler, Bobolink.

The District of Muskoka has over ...

- 250 bird species
- 50 mammal species
- 25 reptile species
- 102 rare species
- 6973 acres of wetland habitat/marshland

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The District’s ‘Muskoka Water Strategy’ is a framework of integrated strategic initiatives to protect Muskoka’s water resources. Water quality has been monitored by Muskoka in conjunction with the Ontario Ministry of Environment for over 25 years. Muskoka Watershed Council 2007 Progress Report Card assigned water quality a “C” grade due to boat traffic, algae blooms and shoreline development. Currently there are 37 lakes in Muskoka that are considered over threshold or have a higher concentration of phosphorous than is considered healthy for that lake.

The Muskoka Watershed Council is committed to the enhancement of the health and sustainability of those watersheds lying partially or totally within the District of Muskoka through best practices. Best practice initiatives include private wetlands, stormwater management, woodlot management, healthy properties, septic systems, and healthy shorelines. In addition, Muskoka Watershed Council has identified large tracts of significant wildlife habitat that through effective conservation efforts can contribute to biodiversity protection, carbon sequestration and air and water quality in Huntsville and Muskoka.

Huntsville has an Idling By-law that restricts vehicles idling more than five consecutive minutes to reduce excess air pollution. The Town also has produced information on outdoor burning, including: no burning during a smog alert, or when winds are in excess of 30 km/hr. In addition, it outlines what can and cannot (i.e. painted wood, pressure treated wood, etc) be burned and how to dispose of items that cannot be burned.

Simcoe Muskoka District Health Unit also provides information to community members on anti-idling and its contribution to reducing climate change as well as improvements to health and reduction of smog. A new air quality initiative by the Health Unit will be piloted this fall to observe the idling behaviours at schools and community centres in Gravenhurst in hopes of reducing vehicle idling.

Strategic Directions	Actions
1.1. Preserve and protect green spaces and those areas being considered for development that can provide natural connections	<ul style="list-style-type: none"> • Identify/inventory green spaces and determine if sufficient for community needs/interests as well as sufficient to provide ecological integrity and connectivity using Muskoka Watershed Council (MWC) terrestrial and water features maps as base • Ensure that developed and recreational areas are designed and/or managed to protect as much of the natural environment as possible • Increase publicly owned open-space, trails • Develop and enforce environmental codes and standards through the Official Plan
1.2. Minimize habitat fragmentation	<ul style="list-style-type: none"> • Work with the Ministry of Natural Resources (MNR) and MWC to identify/inventory habitat corridors and priorities for connections • Develop innovative solutions for new development that minimize habitat fragmentation • Encourage existing groups (e.g.: Ducks Unlimited) to participate in environmental projects

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Strategic Directions	Actions
1.3. Identify, protect and recognize special natural heritage areas	<ul style="list-style-type: none"> • Develop a <i>natural heritage strategy</i> to link our region's natural areas through the creation and maintenance of habitat corridors • Continue community education efforts that focus on local natural history, native biodiversity and environmental protection efforts
1.4. Promote dark sky friendly lighting	<ul style="list-style-type: none"> • Develop (if needed) and implement a public awareness campaign aligned with Muskoka Heritage Foundation Ecology of the Night recommendations in Huntsville • Encourage all businesses to use dark-sky friendly lighting • Develop a policy for Town facilities and services to provide dark-sky friendly lighting in all public and pedestrian areas • Continue to replace street lighting that balances dark sky-friendly lighting principles while maintaining a level of lighting for safety on an as needed basis
1.5. Protect habitat from invasive plant, animal and fish species	<ul style="list-style-type: none"> • Partner with MNR and the Ontario Federation of Anglers and Hunters to deliver their <i>Invading Species Awareness Program</i> • Educate residents about <i>invasive species</i>, native biodiversity and how to prevent the spread of invasive species • Post signs at boat launches to identify invasive species and educate boaters about them (e.g.: <i>Clean Marine Program</i>, MNR Hit Squad or develop similar program) • Investigate feasibility of <i>Dutch Elm Disease</i> protocol to prevent spread of the disease in Huntsville
1.6. Protect plant and animal species identified as <i>species at risk</i>	<ul style="list-style-type: none"> • Encourage voluntary conservation efforts on lands where species at risk are found and provide information on stewardship funding opportunities • Develop and support strategies to protect the habitats of <i>endangered</i> and <i>threatened species</i> from damage or destruction
1.7. Preserve and protect the water quality and functionality of local lakes, rivers, streams, wetlands and ground water sources	<ul style="list-style-type: none"> • Ensure shoreline and riparian zone regulations are understood by the community and enforced • Encourage community members and Town to convert where possible from 2 stroke to 4 stroke engines • Support Muskoka Watershed Council's effort for water quality protection including distributing <i>Boating Naturally 10 Steps to Responsible Pesticide Use</i> and <i>Clean & Green 13 Program</i> • Develop a Huntsville specific strategy to protect surface and groundwater sources from contamination • Preserve, protect and map wetlands

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Strategic Directions	Actions
1.8 Maintain and/or improve air quality to ensure compliance with <i>provincial air quality standards</i>	<ul style="list-style-type: none"> • Develop or confirm a baseline of air quality for the community • Decrease the Town's contribution to regional smog levels • Influence air quality from other jurisdictions • Develop a public awareness/education of Huntsville-idling bylaw • Promote the use of 4 stroke engines • Ensure that land-use designations provide for compatible uses for industry
1.9 Move toward a toxic free" community to be proactive in protecting air, land and water resources	<ul style="list-style-type: none"> • Encourage the initiation of a toxic taxi to drive around and pick up toxic waste • Ensure hazardous waste does not enter water bodies
1.10 Reduce noise pollution	<ul style="list-style-type: none"> • Include signage regarding use of J-brakes • Develop bylaws or guidelines regarding decibel levels for boating • Consider noise pollution when planning future roadways • Recognize that the acoustic environment is important to the quality of life

Potential Progress Indicators
<ul style="list-style-type: none"> • 90 % increase in area of forest cover • Minimum 55% of site remains landscaped open space following development • Area and linear extent of contiguous habitat types • Dark Sky Designation • Number of programs in place to control / prevent invasive species • Numbers of rare and endangered species as inventoried annually and the decrease in percentage of known species that are threatened or endangered in Huntsville • Number of peaks in CO₂, NO₂ PM 2.5, PM 10, O₃ ; SO₂ • Level of ground-level ozone • Level of fine particulate matter (PM_{2.5}) • # boats monitored/boaters reached through boat launch education/monitoring program

Goal #2: Municipal Operations and Infrastructure

The Town of Huntsville will strive to be a model sustainable community, by reducing its impact on the environment, and planning for climate change adaptation by following best management practices in all municipal operations and infrastructure projects and by leading by example.

Although there are strong policy statements to protect the environmental resources, and common, informal "green" practices amongst Town of Huntsville staff, there are very few policies directly referring to sustainability and no programs or policies in place specifically outlining sustainability standards for the Town in the areas of municipal operations. For example, discussions with staff indicated two-sided printing, recycling, and green procurement

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practices are regularly used. Indoor lighting changes to more efficient bulbs are also practiced when in need of replacement. One of the easily implementable actions for this plan is to document these practices into policies at the Town.

Huntsville's Official Plan encourages development to meet the standards for ***Leadership in Energy and Environmental Design (LEED)***, and for new Town facilities to use alternative energy sources. As well, the Town is conducting energy audits on existing municipal buildings to identify energy conservation measures and priorities for action while incorporating energy conservation measures in new construction. The University of Waterloo Research Facility, built and owned by the Town of Huntsville includes a number of "green building" elements such as a wall of live vegetation, geothermal heating, additional insulation, and an environmentally-friendly lighting and ventilation system.

The recent Town of Huntsville Community Master Plan identified a number of retrofits to the Centennial Centre to make it more energy efficient. Construction and expansion at the Centennial Centre (Canada Summit Centre) includes upgrades to all the pool mechanical systems, R60 roofing in most of the building and R20 to R40 walls, and a comprehensive building energy management system.

The Town of Huntsville currently does not operate any hybrid vehicles – the Public Works Department does monitor the industry quite closely and feels that the technology is adequate to warrant the Town owning such vehicles at this time.

The District of Muskoka is responsible for the diversion and disposal of solid waste. Muskoka has a comprehensive recycling and waste diversion program that has been able to divert 44% of the District's waste through blue box recycling, organics collection, household hazardous waste (HHW) and electronics waste (e-waste) drop offs. Muskoka has initiated a long range waste management planning process to ensure that adequate waste management capacity is available for its citizens until at least 2035 and aims to divert 60% of waste from disposal.

Solid Waste Snapshot

- District goal to divert 60% from disposal
- 25,863 tonnes of waste diverted in 2009
- 13 Household hazardous waste depot dates per year
- 3 electronic waste drop off days per year

It is the policy of the District Municipality of Muskoka that all development within urban areas is connected to full municipal services, including municipal water supply and sanitary sewage. Private lots outside of the urban areas are responsible for potable water supply and sanitary sewage disposal. Water supply is either from surface water or groundwater (wells).

The Muskoka Stormwater Management Strategy identifies how to collectively better manage stormwater to protect lake system health. The Town is responsible for stormwater at the development stage for individual parcels of land to ensure that post-development flows do not exceed pre-development flows, as well as ensuring other issues such as water quality and aquatic habitat are addressed. Huntsville has a Rural (as well as Urban) Development Site Plan Control Drawing Design Guide.

The Unity Plan: Huntsville's Guide to a Sustainable Future

Strategic Directions	Actions
2.1 Develop local sustainability standards for the Town	<ul style="list-style-type: none"> • Develop and implement a clearinghouse of information where community members can find the most up-to-date information about sustainable products, technologies, programs, service providers and funding • Create municipal incentives to encourage environmental behaviours • Educate the community about existing policies and programs (e.g.: anti-idling bylaw) • Be cognizant how environment impacts human health
2.2 Reinforce transparent governance structures and strong municipal leadership	<ul style="list-style-type: none"> • Represent best practice in sustainability and be a model for other communities • Keep residents up-to-date on all sustainable actions, and provide volunteer opportunities to help where needed and provide input on direction of plan
2.3 Develop a corporate sustainability plan and create synergy about Unity Plan with all departments	<ul style="list-style-type: none"> • Mandate sustainability as part of the overall operation of the Town • Prepare a corporate sustainability plan including corporate standards for sustainability as an organization • Develop and ensure there are measures/metrics in place • Build sustainability into all job descriptions • Ensure there is an in-house champion for sustainability initiatives (e.g., Sustainability Coordinator or Director) • Go paperless as an organization • Create a corporate policy encouraging carpooling • Institute a policy that senior staff stay up to date on sustainability and climate change adaptation best practices • Research and consider what other communities have done to lead corporate sustainability • Further refine capital replacement plan for IT to incorporate sustainability standards/practices • Consider implementing an ISO 14001 Environmental Management System based on the Unity Plan
2.4 Develop, document and implement sustainability procurement policies for the Town	<ul style="list-style-type: none"> • Use Forest Stewardship Council (FSC) or Canadian Standards Association (CSA) certified paper products, building materials and encourage others to use products that are certified • Use Health and Safety Program documents of all chemicals and products used by the Town as a template methodology • Amend existing procurement bylaw to include “sustainability”

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Strategic Directions	Actions
2.5 Ingrain the Unity Plan in budget as part of the ongoing administration program	<ul style="list-style-type: none"> • Conduct Best Practices Review to determine budget requirements and build on other successful models • Identify building improvement needs and ensure there is preventative maintenance and funding in place for long term sustainability • Retain or enhance existing Unity Plan budget
2.6 Incorporate sustainable design principles into the provision of infrastructure services including sustainable building design, development, construction, and landscaping.	<ul style="list-style-type: none"> • Develop a municipal infrastructure sustainability plan that: <ul style="list-style-type: none"> ○ Has broad community support ○ Instils sustainability principles in the capital replacement plan ○ Provides for the timely construction and replacement of infrastructure without reliance on Provincial or Federal Grants ○ Maintains the competitive tax position of the municipality ○ Phases in the elimination of borrowing for the routine replacement of capital ○ Considers climate change adaptation needs • Implement sustainability building design for new construction and retrofit activities • Review sustainable site development proposals and landscape design policies, including: <ul style="list-style-type: none"> ○ Hiring where appropriate, personnel or consultants who are qualified to review development proposals based on environmentally sustainable polices ○ Ensuring that site plans and landscape plans are installed as per site plan agreement through site inspections during construction and after completion prior to the release of security deposits • Educate private land owners about native plant species • Make native plant species lists available to the public
2.7 Decrease energy and fossil fuel consumption and reduce greenhouse gas emissions at the municipal level	<ul style="list-style-type: none"> • Reduce building energy demand in all Town facilities • Mandate that a percentage of energy used for Town operations come from renewable/green energy sources (e.g.: from Bullfrog Power) • Ensure wise energy use in all municipal • Continue to audit Town buildings for energy use • Allow the private use of micro-power generation, thereby facilitating the sale of power to the grid • Conduct a greenhouse gas emission inventory and set reduction targets as part of a climate change adaptation strategy • Join <i>Partners for Climate Protection program</i> (FCM)

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Strategic Directions	Actions
<p>2.8 Decrease the annual per capita tonnage of waste generated within the Town and disposed to landfill</p>	<ul style="list-style-type: none"> • Make Huntsville a litter free community • Eliminate plastic water bottles and use reusable bottles • Reduce the amount of household hazardous waste materials sent to landfill to zero • Increase the solid waste diversion rate • Lobby District to include businesses/condos etc. fully in recycling program • Educate new residents about where to get recycling and organic bins
<p>2.9 Increase recycling efforts at all Municipal buildings</p>	<ul style="list-style-type: none"> • Increase community awareness of waste diversion rates and the importance of residential participation (recycle, compost, etc.) • Ensure Town operations fully participate in diversion efforts
<p>2.10 Establish an ethic of water conservation in Huntsville</p>	<ul style="list-style-type: none"> • Develop strategies to educate residents and facilitate indoor and outdoor water conservation • Investigate how to increase grey water re-usage • Provide rain barrels to town residents • Promote the Muskoka Watershed Council Clean and Green 13 program
<p>2.11 Maintain high quality groundwater and surface water resources to ensure a healthy potable water supply</p>	<ul style="list-style-type: none"> • Promote <i>Well Aware program</i> to ensure safe groundwater quality (as underway in Port Sydney) • Encourage residents to have their septic systems checked regularly for leaks • Ensure sufficient sewage treatment capacity for those on Town services
<p>2.12 Manage stormwater collection systems to protect water quality and manage surface run-off rates</p>	<ul style="list-style-type: none"> • Work with MWC to minimize impacts from stormwater and replicate natural hydrological systems and functions as much as possible • Continue to conduct periodic testing for contaminants in stormwater • Monitor for leaks in stormwater collection system • Collect, treat, and convey stormwater naturally or structurally (e.g., bioswales, wetlands, infiltration basins, rain gardens, wet pond, etc.) • Develop a stormwater management plan that is updated and managed over the long-term that includes a monitoring program • Adopt the District Stormwater Management guidelines • Develop communications and education campaign to educate community about what can go down the drain (e.g. <i>Yellow Fish Road program</i>)

Potential Progress Indicators

- Sustainability standards developed and implemented
- Budget allocated for promotion, implementation and ongoing monitoring and reporting of Unity plan
- LEED Canada for New Construction and Major Renovations
- Total GHG emissions, expressed as megatonnes of CO₂ equivalents
- Percentage of solid waste diverted
- Residential water consumption per capita
- Number of surface and groundwater sources that fail to meet CCME Water Quality Index Standards
- Number of wastewater main backups/1000 km of waste water main per year
- % of waste water estimated to have by-passed treatment
- Switch to renewable power

Goal #3: Energy Conservation

Huntsville will be a leader in reducing energy consumption and greenhouse gas emissions by promoting sustainable, innovative community-based energy initiatives.

A number of energy conservation programs and energy savings tips are provided by Lakeland Power and the province. Lakeland Power has rolled out a smart meter installation program for all homes in its service area. At this point in time, there is no “time of use” rate structure in place, but once available, residents and businesses will be able to self-regulate their energy consumption to maximize savings. Programs by the Ontario Power Authority supported by Lakeland Power include:

- Great Refrigerator Round Up program designed to eliminate the second older refrigerator in many homes and garages by providing free pick up and disposal
- Power Saving Blitz program made available to qualifying small businesses and offering a free electricity usage assessment and free installation of up to \$1,000 in energy efficiency products
- Every Kilowatt Counts program designed to provide cost savings at the point of purchase on energy efficient items such as light bulbs, thermostats, ceiling fans, etc.
- Electricity Retrofit Incentive program (ERIP) designed to provide incentives for commercial, industrial, institutional and agricultural customers to install energy efficient retrofits in their business
- Renewable Energy Micro Feed-in Tariff program designed to provide homeowners, farmers and small business owners the opportunity to develop small or “micro” renewable electricity generation project (10 kilowatts or less in size) on their property and be paid a guaranteed, premium price for all the electricity produced for at least 20 years.

From a community education campaign perspective, Huntsville Council supported the promotion of both Earth Hour and Earth Day within the community at the February 22, 2010 Council meeting.

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Strategic Directions	Actions
3.1 Promote all programs available to individuals (seasonal and permanent residents) to decrease energy consumption	<ul style="list-style-type: none"> Promote Ontario Power Authority and utility programs such as those above where available Provide online links where available to calculators that promote consumption awareness Assist, support and participate in energy shows, fairs and other public programs that provide knowledge as to how to reduce energy consumption and host such events in Huntsville
3.2 Promote all programs available to businesses to decrease energy consumption	<ul style="list-style-type: none"> Promote funding available for larger buildings to reduce energy consumption
3.3 Promote reduction, education, and awareness of individual <i>carbon footprints</i>	<ul style="list-style-type: none"> Develop and or implement carbon footprint education campaign to influence consumer choices
3.4 Promote clean energy demonstrations and opportunities	<ul style="list-style-type: none"> Design demonstration projects and work with the University of Waterloo and others to promote them Explore alternatives to generating power Educate the community, organizations and Town about green energy opportunities Advocate for more renewable energy use Consider targeting % of energy coming from alternative/green energy sources
3.5 Take advantage of provincial incentives to encourage local micro-power generation	<ul style="list-style-type: none"> Research feasibility of smart grid and micro-power generation in Huntsville Work with District and others to develop local small scale power generation project that sustains Huntsville's needs using renewable energy sources and that limits the impact on the natural environment and air quality

Potential Progress Indicators
<ul style="list-style-type: none"> Number of households implementing energy conservation initiatives Number of business implementing energy conservation Number of demonstration projects Overall per capita energy consumption

Goal #4: Transportation

The community will support, encourage and promote safe active transportation, such as walking and cycling, by ensuring that infrastructure to support these activities is convenient and accessible to all. Concurrently, Huntsville will act to lower dependency on automobiles and reduce their negative impacts.

Private automobile is the predominant mode of transportation in the Town of Huntsville with 8,725 or 92% of residents traveling to work by car. The Huntsville Official Plan recognizes that improvements to the road and pedestrian infrastructure will be required as growth progresses and will require the Town to encourage development that is supportive of public transportation, the creation of safe and convenient active transportation infrastructure, and higher densities to reduce automobile dependency.

The Town currently operates a limited capacity municipal transit system. Daily accessible transit runs from 8:00 am – 7:00 pm (Monday to Friday) and Saturday from 10:00 am – 5:30 pm. Accessible Specialized Transit offers door-to-door service requiring advance notice and is available Monday to Friday from 9:00 am – 3:00 pm.

The current service area population approximates 10,000 residents; another 8,500 residents reside outside the urbanized area. Huntsville Transit currently does provide service to a number of elderly facilities including: Legion Seniors Manor, Brunel Seniors, Centennial Centre, the Royal Canadian Legion, Huntsville Public Library, Town Hall, Muskoka Traditions, Muskoka Commerce Park, Fairvern Nursing Home, Huntsville Place Mall, and the Huntsville District Memorial Hospital. Muskoka Seniors does provide transportation for seniors living at home using private vehicles with services available to medical appointments, local or long-distance, and various activities. Advance notice is required and the fee is based on the distance traveled.

Over the next two decades, as the urban population increases, there may be a need to consider the establishment of a full municipal transit system. In 2006, the Huntsville Transit Needs Assessment, Ridership Growth Plan and Asset Management Plan was developed and made recommendations on appropriate levels of service and fares.

The Ontario Federation of Snowmobile Clubs maintains a fairly extensive network of trails throughout Muskoka. During the summer, these trails are used for biking and other sports.

Currently the Town has 60.5 kilometres of trails and expansion is an important strategic vision of the Town and outlined in the Official Plan and the Parks Master Plan.

Strategic Directions	Actions
4.1 Develop active transportation infrastructure that is safe, accessible and inter-connected, supporting the mobility needs of all citizens	<ul style="list-style-type: none"> • Ensure linkage between transportation networks is uninterrupted to allow persons without vehicles to move safely and easily through the community • Build, maintain and upgrade trails wherever possible • Design interesting safe and attractive streetscapes for pedestrians and cyclists • Create or review the Transportation Master Plan to include active and safe transportation and/or public transit wherever possible

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Strategic Directions	Actions
	<ul style="list-style-type: none"> • Include sun safety features (e.g.: rest points and shade streetscape designs) • Maintain active transportation infrastructure throughout the year, including the clearing of ice and snow wherever possible in winter
<p>4.2 Ensure that road construction and maintenance activities follow sustainable practices that minimize impacts on the environment, consider all potential users and include features for safe active transportation</p>	<ul style="list-style-type: none"> • Investigate more sustainable long-term approaches to building and maintaining roads • Continue with pre-wetting salts program • Ensure budget for road maintenance that integrates sustainable options • Consider providing traffic calming features for school zones or other high-risk areas • Consider building/maintaining roads that are aesthetically pleasing and naturalized (road-scaping) • Continue to provide and identify road maintenance issues and solutions such as snow removal, sand removal in spring, fixing potholes • Design and maintain roads for multi-mode traffic (including pedestrians and cyclists) to facilitate the safe movement of people into the downtown and throughout the community • Provide road safety features wherever possible (e.g.: street lighting, sidewalks, bike lanes, traffic calming)
<p>4.3 Improve public transit service and increase ridership on Huntsville Transit</p>	<ul style="list-style-type: none"> • Expand transit hours to accommodate shift workers • Provide services that facilitates transit to recreation activities, and allow for sports gear on the buses • Investigate the development of a shared regional public transportation system with adjoining municipalities and the District of Muskoka • Prepare an up-to-date Huntsville Transit Needs Assessment Report • Streamline and design routes to provide two-way service • Start service earlier, end later, and provide weekend service • Extend the hours of the Accessible Specialized Service to provide equitable service to people with special needs • Install clip-on art panels for student art on buses to encourage ridership • Add bike racks to transit buses to encourage ridership
<p>4.4 Advocate for better rail service between Greater Toronto Area (GTA) and Huntsville</p>	<ul style="list-style-type: none"> • Advocate for train service to GTA that include practical schedule of arrival/departure for business people going down and back in work day and for visiting people coming up on Friday/Saturday and returning on Sunday

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Strategic Directions	Actions
4.5 Promote sustainable alternatives to personal vehicle use	<ul style="list-style-type: none"> • Examine feasibility of public riding school buses through collaboration with school boards • Consider a shared shuttle service with Algonquin Park or others • Consider alternatives for connecting to neighbouring or GTA communities (similar to Muskoka Seniors program) • Implement an online car-share/pool system • Work with community groups to promote alternative transportation and decreased vehicle use, such as Clean Air Days, Car-Free Sundays and similar programs
4.6 Become a bike-friendly town	<ul style="list-style-type: none"> • Implement designated bike/safety lanes • Promote and participate in the <i>Bike Train</i> • Clearly define and promote bike routes • Provide bike racks in Town and a bike-sharing program
4.7 Implement sidewalk needs study to ensure sidewalks are connected	<ul style="list-style-type: none"> • Complete a sidewalk needs assessment to identify sidewalk improvements such as more sidewalks, accessible access and right-of-ways • Focus on pedestrian-friendly design (downtown) • Ensure sidewalks are connected and link core pedestrian routes (Brunel Road, Conroy Park, and all schools without sidewalks) • Ensure sidewalks exist in all neighbourhoods
4.8 Create parking depots or shuttle lots	<ul style="list-style-type: none"> • Collaborate with potential partners to share depots for shuttle services and car pooling to neighbouring municipalities, Algonquin Park, etc. that will reduce vehicle use and the need for parking in Town, and provide depots for transportation to other communities, locations

Potential Progress Indicators
<ul style="list-style-type: none"> • Number of transit trips per person per year • % of all residences, places of work, and public facilities in the designated service area within 450 metres of an existing or future bus stop • % of all multiple dwelling units, medical facilities, government offices, secondary schools, and post-secondary institutions within 300 metres of an existing or future bus stop • Number of car pool programs • Number of dedicated, curbed bike lanes as compared to non-curbed lanes and comparative fatalities. • Number of kilometres of continuous trails • Completion of Sidewalk Needs Assessment

Goal #5: Land Use Planning

Huntsville will become a model of sustainable community development, by incorporating the principles of smart growth, sustainable design and green buildings into all land use planning decisions. This will include a commitment to the protection and maintenance of Huntsville's rural small town character and vibrant downtown, both of which are valued by the community.

Land use policies and plans are needed to ensure that urban areas continue to support healthy and vibrant communities. County and local government land use plans are guided by the Provincial Policy Statement, issued under Ontario's *Planning Act* in 2005 that promotes "**Complete Communities**". Complete communities are areas that are connected to others by public transit, and provide a mixture of housing at all income levels. Through their design; stores, recreation areas, employment areas, schools, and other essential amenities are located within walking or cycling distance of people's homes. They are as self-sufficient as possible. Existing policies of the District of Muskoka and the Town of Huntsville are supportive of complete communities and direct growth to settlement areas.

Huntsville's Settlement Area
85.5% of new lots, blocks and/or units with final approval are located within settlement areas (2006)

A priority identified in the Town's Strategic Economic Development Plan is the further development of the downtown and surrounding area.

Very little Class 1, 2 and 3 agricultural land can be found in the Muskoka area. Farming along the Highway 11 corridor is much better than other areas in Muskoka where the land is primarily bare bedrock and shallow soil. Very few farms exist outside of the Highway 11 corridor. The area of land that is agricultural zoned is 27331.86 acres according to MPAC Property Code data for "Farm Lands".

Strategic Directions	Actions
<p>5.1. Develop requirements to meet smart growth objectives such as compact design and reduction of sprawl, incorporating best practice criteria</p>	<ul style="list-style-type: none"> • Promote sustainable land use planning practices • During development proposal phase consider linkage to other developments for recreation purposes, active transportation, and accessing core services • Promote <i>brownfield</i> redevelopment • Continue to modify land-use designations and bylaws so that the downtown core remains walkable, attractive and a destination for pedestrians • Develop environmental land use codes and standards • Reduce zoning and Official Plan variances that are in conflict with the Unity Plan • Ensure that green building design/construction is incorporated into all development and redevelopment urban development • Adopt smart growth policies • Build compact, mixed-use neighbourhoods that reduce automobile dependency

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Strategic Directions	Actions
	<ul style="list-style-type: none"> • Promote multi-residential structures and increase density in the urban core • Protect the tree line and viewscales • Encourage the community to define and promote a look for new buildings and businesses that reflects Huntsville's character, protects viewscales, and evokes a dynamic sense of place • Adopt a land use planning approach that facilitates micro-power generation • Enforce Property Standards Bylaw
5.2 The Official Plan will conform to the Unity Plan	<ul style="list-style-type: none"> • Take part in the Official Plan review process and address Unity Plan within it
5.3 Support development of sustainable neighbourhoods within Huntsville that promote the Unity Plan vision	<ul style="list-style-type: none"> • Create a policy or agreement for residents in the neighbourhood • Create a sustainable home or cottage model that people can view • Advocate for developed areas to be sensitive to surrounding natural environment • Use native plants in landscaping where appropriate
5.4 Protect areas with the productive capacity for agriculture from urban development	<ul style="list-style-type: none"> • Promote existing sustainable farm practices for stewardship • Capitalize on Provincial funding opportunities to expand farming support and training • Preserve local food production
5.5 Support land-use designation has a positive impact on health, the environment and quality of life	<ul style="list-style-type: none"> • Review existing zoning bylaws and where necessary include regulation pertaining to nuisance noise and odours • Work with school boards and child/family service agencies to establish polices around location of new school sites and child-care centres and determine sites suitable for school/child care designation • Consider boulevards to make streetscapes more appealing • Protect rural and small town character • Work with seniors' groups and developers to establish polices around locations of seniors'/retirement homes and determine sites suitable for seniors' housing projects • Establish municipal polices on location of park space and athletic fields/venues as they relate to traffic corridors • Form a land use advisory committee focused on community health to work with Council and staff

Potential Progress Indicators

- Percentage of new lots, blocks and/or units with final approval which are located in settlement areas
- Permit activity, variance activity, planning applications, % of green technology
- Percentage of the population living in urban vs. rural areas

Goal #6: Social Well-being

The community will encourage and support social diversity and a personal sense of well being by improving accessibility, promoting volunteerism, striving to reduce poverty, and maintaining a healthy, safe, friendly community to live, work, and play for all ages, cultures and abilities.

Huntsville has a long standing history of taking care of its community. From the early settlers who braved cold winters and poor growing conditions for crops, to the fire that devastated the Town in 1894, to the Empire Hotel fire in 2009, residents have come together in tough times, always willing to lend a helping hand, volunteering, and participating in the social component of this caring community.

The Salvation Army oversees three Emergency Family Units funded through the District of Muskoka in Huntsville, Bracebridge and Gravenhurst; 30 families are placed in Emergency Housing for durations of 4-6 weeks annually. There are currently 439 applications on the waiting list for 384 subsidized housing units in Muskoka up from 376 in 2008, 305 in 2007 and 217 in 2006. Chrysalis, a 10-unit supportive housing complex for women, housed 30 women and 20 children in 2008.

Ninety percent of users of Muskoka Affordable Community Housing pilot program for emergency vouchers for singles are males between the ages of 17-25. Wenonah House for young offenders, an eight bed open custody program for male youth from 13 to 18 years of age, closed in September 2008. There are no men's shelters in Muskoka; the closest shelter being the Lighthouse Shelter in Orillia.

There were 570 clients on the Ontario Work caseload in Muskoka and 1,300 clients on the Ontario Disability Support Program in Muskoka.

Muskoka Community Services is responsible for the following services:

- | | |
|--|-------------------------------------|
| • Placement Coordination Service | • Community Living Associations |
| • Extensive Home Support | • Residential Programs |
| • Programs | • Supported Employment Programs |
| • Day Programs | • Counselling Services |
| • Palliative Care Programs | • Community |
| • Seniors Apartments, Retirement Homes | • Mental Health Services |
| • Accredited Long Term Care Facilities | • Children's Mental Health Services |

The Town of Huntsville makes all reasonable efforts to ensure that its policies, practices and procedures are consistent in providing quality goods and services that are accessible to all persons.

Strategic Directions	Actions
<p>6.1 Provide for full participation of all people with disabilities in Huntsville's community and economic life by 2025</p>	<ul style="list-style-type: none"> • Ensure that the Accessibility Advisory Committee existence remains in perpetuity to continue to: <ul style="list-style-type: none"> ○ Educate the Town staff and Council on the <i>Accessibility for Ontarians with Disabilities Act 2005 (AODA)</i> and assist them with the implementation of the five standards ○ Educate businesses on the Accessibility for Ontarians with Disabilities Act 2005 and assist them with the implementation of the five standards working through supporting organizations such as the Chamber of Commerce and the BIA ○ Review all site plan applications to ensure that they comply with the concept of <i>Universal Design</i> and the proposed Accessible Built Environment Standard AODA 2005 ○ Educate local builders, architects, planners and designers on the concept of Visitability; Flex (adaptable) housing, Universal Design and the proposed Accessible Built Environment Standard AODA 2005 ○ Provide advice to the Town on all accessibility issues ○ Ensure that the Annual Accessibility Plan remains as regulated by the Province to identify and remove barriers and preventing future barriers ○ Ensure that all Town policies, bylaws, plans and reports continue to consider the implications of accessibility ○ Ensure that all Affordable Housing Initiatives include a significant number of accessible units ○ Support the extension of hours and routes for accessible public transit ○ Continue to promote equal employment opportunities for persons with disabilities, as mandated by the Accessible Employment Standard, AODA 2005, when legislated
<p>6.2 Encourage and support the collaboration and sustainability of community organizations as well as all levels of government engaged in delivering social-wellbeing services</p>	<ul style="list-style-type: none"> • Identify gaps in services • Develop a men's shelter • Support food banks/meal providers to be sustainable • Create or update a registry (inventory/list) of social services that are provided by the Town, District or other organizations (i.e. food bank, shelters, churches, support to seniors, meals on wheels) so people who need them can find them

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Strategic Directions	Actions
6.3 Reduce poverty and break the cycle of reliance on social assistance	<ul style="list-style-type: none"> • Support to services for poverty reduction • Investigate feasibility of adopting Breaking the Cycle: Ontario's Poverty Reduction Strategy targets • Support education, youth opportunities and rehabilitation, integration programs
6.4 Maintain Huntsville as a safe community to live, work, and play	<ul style="list-style-type: none"> • Reduce accidents • Encourage sprinkler systems for new development and advocate for retro-fit of existing sprinkler systems
6.5 Promote safe and healthy work environments	<ul style="list-style-type: none"> • Follow Town Health and Safety Protocol as a model • Decrease workplace accidents • Work with local businesses and employers to promote workplace wellness programs for employees
6.6 Decrease crime	<ul style="list-style-type: none"> • Create a community or neighbourhood watch program • Prepare a crime prevention plan • Plan for safety - design communities and neighbourhoods with safety in mind (Crime Prevention Through Environmental Design)
6.7 Encourage and support personal and community well-being	<ul style="list-style-type: none"> • Create a culture of taking personal responsibility for family's well-being • Support programs or organizations that foster education programs for family life skills • Provide money management training for families in need
6.8 Continue to be open to alternative ways of being and promote inclusivity and tolerance for others	<ul style="list-style-type: none"> • Continue to offer leisure programs and Town services that are welcoming and socially inclusive for all • Create awareness of cultural sensitivity and create a welcoming community • Educate all residents to help change attitudes, values and behaviour towards people with disabilities and accessibility • Promote anti-bullying programs for schools
6.9 Continue to be a family-focused community	<ul style="list-style-type: none"> • Promote Huntsville as a family-focused destination and liveable community
6.10 Encourage and support volunteerism in community organizations	<ul style="list-style-type: none"> • Develop a network (online or other) where organizations and individuals looking for volunteer opportunities can connect • Survey students, develop and circulate a list of meaningful volunteer work • Engage students and classes in the preparation of business cases or research as required for the Unity Plan • Recognize volunteers through awards or other forms of recognition

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Strategic Directions	Actions
<p>6.11 Provide adequate public and green space for the public to meet, congregate and enjoy recreational activities</p>	<ul style="list-style-type: none"> • Conduct a community mapping exercise to identify existing and potential future meeting areas locations • Provide easy, accessible green and/or public space linked to active transportation infrastructure where citizens can relax, meet on another and enjoy the outdoors • Provide infrastructure and features, such as playgrounds, within public areas to encourage social interaction and physical activity • Develop or update a Municipal Parks Plan to ensure future green space development and maintenance strategies • Work with police and other partners to review community safety for these areas

Potential Progress Indicators
<ul style="list-style-type: none"> • Increase in total number of buildings/ facilities that are universally accessible • Increase in community participation of people with disabilities • Average number of months on social assistance • Number of road accidents per month / year • Number of workplace safety promotion programs • Rate of property crime per 1,000 persons • Rates violent crime per 1,000 persons • Youth crime rate per 1,000 persons • Frequency of feeling discrimination • Number and percent of residents that are members of voluntary community organizations • Development of Social Service registry: number of organizations/services and the volume of activity on registry • Development of Volunteer Network, number of organizations registered/ volume of activity on network

Goal #7: Education

The community will encourage ongoing high quality education services for all community members, including public awareness campaigns/programs and training on sustainability.

There are two Family Focus Early Years Centre sites in Huntsville and Port Sydney. One has a before school program. These centres provide education programs monthly for parents where childcare is provided.

Trillium Lakelands District School Board governs the elementary and secondary schools in Huntsville. There are four elementary schools, one high school and one adult learning centre in the Board. Saint Mary Catholic School is the only catholic school and Muskoka Montessori is the only Montessori centre in

Educational Attainment (Total Population 15 Years and Over)

- No certificate; diploma or degree: 3,765
- High school certificate or equivalent: 4, 245
- Apprenticeship or trades certificate or diploma: 1,680
- College or other non-university certificate or diploma: 2,810
- University certificate or diploma below the bachelor level: 370
- University certificate; diploma or degree: 2090

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Huntsville. Through programs and activities at these institutions, students are exposed to elements of sustainability but no formal sustainability education programs exist.

Most recently, the Town of Huntsville has been actively pursuing partnership opportunities with post-secondary education facilities such as the University of Waterloo and North School of Medicine. Through these efforts the Town has entered into an agreement with the University of Waterloo to undertake research, teaching, training and conferences at the Summit Centre. The Centre will deliver undergraduate and graduate courses and workshops and offer training programs for mid-career professionals in such areas as ecosystem restoration, strategic environmental assessment, sustainable tourism, environmental planning and green business. The Centre's research program will involve ecology, climate change, tourism, land-use planning and local economic development. The Centre will service students, government agencies, universities, consultants and non-governmental organizations. The University anticipates that up to 3,000 researchers and students will use the facility annually.

Strategic Directions	Actions
7.1 Integrate sustainability into the high school curriculum	<ul style="list-style-type: none"> • Develop programs and toolkits for schools • Involve high school students in the implementation and monitoring of the Unity Plan
7.2 Promote post-secondary education and training for sustainable programs	<ul style="list-style-type: none"> • Review opportunities that could be achieved i.e. Partner with University of Waterloo • Identify any additional programs/schools that may be interested in coming to Huntsville • Provide re-training opportunities for those in the manufacturing sector in areas that contribute to sustainability • Support High School Students in finding volunteer hours and co-op placements
7.3 Encourage or facilitate sustainability training for businesses, organizations and community members	<ul style="list-style-type: none"> • Encourage community to think beyond the status quo: how can they participate, implement actions, and help to keep their community sustainable, caring, and resilient • Encourage University of Waterloo students to design and implement sustainability programs • Include information on Unity Plan in tax bill for seasonal residents • Communicate/educate all permanent and seasonal residents about the Unity Plan (i.e. through Lake Associations)
7.4 Support the Huntsville Library	<ul style="list-style-type: none"> • Prepare a Strategic Improvement Plan for the Library • Investigate feasibility of a Muskoka-wide library system • Create a Virtual / Creative Library
7.5 Promote early childhood education	<ul style="list-style-type: none"> • Advocate for adequate services and locations

Potential Progress Indicators
<ul style="list-style-type: none"> • Highest level of education achieved aged 15 and over • Functional literacy rates • Number of post-secondary education programs

Goal #8: Public Health & Health Care

The community will promote healthy active living in an effort to promote the well-being of all its citizens and reduce long term stress on the medical system, and will improve access to various forms of health care.

The Ministry of Health and Long-Term Care funds health care services in Ontario through the Ontario Health Insurance Plan (OHIP). Ontario's health care system is managed through 14 **Local Health Integration Networks (LHINs)**. These LHINs are not-for-profit corporations that act as a multi-stakeholder, regional planning unit who manage health services in their communities. The North Simcoe Muskoka LHIN manages health service providers within the Town of Huntsville (services that are delivered in hospitals, long-term facilities, community health centres, community support services and mental health agencies).

In the last two years, the Ministry of Health and Long-Term Care approved the establishment of 150 Family Health Teams across Ontario, including the Algonquin Family Health Team (AFHT) located in Huntsville. The AFHT is an interdisciplinary team of family physicians nurses, social workers, pharmacists, dieticians and other health care providers who provide a primary health care in the Huntsville area.

In addition, the Huntsville District Memorial Hospital provides approximately 75 beds and 24 emergency care services. The Simcoe Muskoka District Health Unit provides health promotion and education programs and clinics covering active living, dental health, immunization, nutrition, parenting, safe water and more. Muskoka Algonquin Healthcare (MAHC) is the network that oversees the hospital services for Huntsville.

Throughout Huntsville, there are numerous chiropractors, naturopaths, massage therapists and other holistic healthcare providers who provide complementary health services to the community.

Ensuring the highest quality of healthcare facilities for the community is part of the strategic vision for Huntsville as outlined in the Strategic Economic Development Plan.

Strategic Directions	Actions
8.1 Promote preventative healthcare practices and an individual's ability to manage their disease or condition	<ul style="list-style-type: none"> • Work with organizations to promote preventative health measures • Encourage workplaces to implement workplace wellness programs for their employees that promote healthy living practices, including physical activity, healthy eating, stress reduction, injury and substance abuse prevention • Link preventative healthcare to healthy and active living – provide outdoor activities and healthy lifestyle options through organizations such as parks and trails

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Strategic Directions	Actions
8.2 Maintain or improve access to healthcare and complementary health service	<ul style="list-style-type: none"> • Prioritize opportunities with Northern School of Medicine and work with them to coordinate studies • Pursue qualified practitioners and specialists • Link to opportunities promoted through Health Force Ontario • Identify existing complementary health services to determine if gaps in services exist • Support one-stop service access • Continue to preserve and improve existing facilities and resources
8.3 Improve healthcare options (palliative care, cardiologist, oncology etc.)	<ul style="list-style-type: none"> • Support new Palliative Care Centre in Huntsville • Improve access to specialists available at regional and local level • Improve access to rehabilitation and supported living programs in the area
8.4 Improve opportunities for retirement living and long-term care facilities	<ul style="list-style-type: none"> • Provide dignified seniors housing that meets the needs of the community • Consider flex buildings in redesign of existing buildings (seniors housing could easily be converted to apartments)
8.5 Reduce amount of substance abuse and increase mental health and addictions resources	<ul style="list-style-type: none"> • Inventory level of substance abuse in the community and treatment facilities/programs • Conduct Best Practice research to develop the most effective strategies for addressing substance abuse • Link to physician community initiative to stop the distribution of narcotic drugs • Promote or develop substance abuse and addictions education programs • Promote or develop mental health education programs • Advocate for funding for youth/addiction counsellors
8.6 Strive to become a 'smoke free community'	<ul style="list-style-type: none"> • Promote smoking cessation programs • Establish “no smoking” bylaws for all municipally-owned outdoor spaces where people play and congregate • Conduct an assessment of businesses, multi-unit dwellings and public areas where smoke-free access is not provided • Conduct a survey of social housing residents by site to gauge support for smoke-free housing • Work with social and affordable housing providers to ensure an adequate supply of smoke-free housing options is available

Potential Progress Indicators
<ul style="list-style-type: none"> • Life Expectancy • Infant Mortality Rate • Diabetes prevalence • Low Birth Weight • Prevalence of depression • Proportion of population with a regular family doctor • Patient satisfaction with overall health services • Hospitalization rate for ambulatory care sensitive conditions • Waiting times for various surgeries and self-reported wait times for surgery (or other specialists) • % of residents aged 75 and over that have access to long-term care beds • Number of substance abuse cases • Rate of drug crimes per 1,000 population • Teen smoking rate • Mortality rate for stroke • Exposure to second hand smoke rate

Goal #9: Healthy Active Community

Huntsville will continue to support and encourage healthy, active lifestyles through supporting the availability of fresh, nutritious and local food, and recognition of recreation as a right and the continued provision, maintenance and expansion of opportunities for recreation for all residents of all ages, cultures and abilities.

The open space and recreational resources of the Town are integral components of the quality of life in Huntsville and provide recreational opportunities for a healthy and active community. It is the Town's intention that the open space system in Huntsville will include a series of nodes and linkages. Linear corridors/trails will be developed to connect major features in the Town, and will enhance the development of the Trans Canada Trail and the Park to Park trail system, and/or other recreational trail systems.

Recreational Facilities

- 355 hectares of open space
- 36,759 m² of indoor recreation facilities
- 245,605 m² of outdoor recreation facility space
- 5,791 total participant hours for recreation programs
- 68 km of continuous trails

Muskoka has 300 plus kilometers of recreational trails offering four seasons of delight for hikers, skiers, cyclists, and horseback riders. Some of the numerous recreational activities available in the Town include:

- | | |
|-------------------------------|------------------------------|
| • Pitman's Bay Picnic/Camping | • Hunter's Bay Trail |
| • The Fairy Vista Trail | • Golf Course Bicycle Route |
| • Yonge Street Trail | • Big East River Canoe Route |

Huntsville is also home to a number of beaches and boats launches including:

- | | |
|------------------------------------|--------------------------------------|
| • Avery Beach Park & Boat Launch | • Hutcheson Beach Park & Boat Launch |
| • Goodwin Park Boat Launch & Beach | • Port Sydney Beach and Boat Launch |

Huntsville/Lake of Bays Chamber of Commerce promotes local area farmers markets through their Community Events Calendars. Savour Muskoka and Muskoka Farm Fresh promote eating

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locally while acting as excellent resources for locating farmers, produce and agricultural products in Muskoka.

Market Day is held every Thursday during the market season, between the hours of 9:00 am and 2:00 pm in the Canadian Tire parking lot King William Street and every Friday during the market season, between the hours of 9:00 am and 2:00 pm on the lawn of Robinson's Independent Grocer, Commerce Park.

Strategic Directions	Actions
<p>9.1 Support and encourage healthy, active lifestyles for all residents</p>	<ul style="list-style-type: none"> • Promote outdoor recreation opportunities (e.g.: trails, skateboard facilities, camping) • Provide opportunities for informal play during free time at Town facilities (i.e. Memorial Park) • Work with school board for use of facilities • Provide sustainable transportation options to access recreation facilities and locations • Support the concept of accessible, smoke-free play spaces for all ages and abilities • Work with Seniors Housing facilities to offer healthy and active options for older adults • Educate parents to take responsibility for their children to be physically active • Implement Town-wide health and wellness program challenge • Start <i>Active & Safe Routes to School program</i> • Work with Arrowhead Provincial Park to improve community access and benefits of the park • Ensure recreational opportunities are accessible to all residents and visitors regardless of age, ability and financial means • Provide opportunities for underprivileged individuals and encourage families to come forward where affordability is a concern • Address field lacrosse and rugby needs - potential sports tourism opportunity • Encourage private/public partnerships (i.e. Rotary Skateboard Park) • Encourage interaction between generations through recreation • Advocate for stronger physical education programs in schools • Consider a leash-free park that is centrally located

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Strategic Directions	Actions
<p>9.2 Provide enriching and state-of-the-art recreational facilities that are environmentally sustainable</p>	<ul style="list-style-type: none"> • Inventory recreation needs for all demographics • Ensure recreational opportunities incorporate sustainable principles and technologies • Make sure facilities are clean • Maintain a professional management of all facilities • Provide community parks as needed • Provide more (public) water access
<p>9.3 Create multi-use trails and an interconnected network of walking/ bike trails throughout Huntsville</p>	<ul style="list-style-type: none"> • Provide/ maintain diverse opportunities for multi-use trails and connections • Promote map clip, and passport to trails program that has been developed by Muskoka Trails Council • Integrate and collaborate with the District of Muskoka Active Transportation Committee • Connect trail from Huntsville to Arrowhead Provincial Park • Ensure the trail network is interconnected with other transportation networks and is accessible from residential neighbourhoods
<p>9.4 Promote healthy, nutritious and local food opportunities</p>	<ul style="list-style-type: none"> • Educate the community about food sources • Promote access to healthy and nutritious food (e.g.: through cooking classes) • Support and promote local farmer's markets, grocery stores and restaurants that provide fresh, nutritious and locally grown food • Encourage implementing a good food box program for local products, with controls in place to ensure food is safe and included products are inspected • Develop a publication of local farms and where to go to get local products • Regularly review Town bylaw on who can participate in farmers' market and the days and times • Undertake a community food system assessment to identify gaps and opportunities to connect local good growers and producers, processors, distributors, retailers and consumers throughout the municipality
<p>9.5 Encourage the creation and use of community gardens and greenhouse</p>	<ul style="list-style-type: none"> • Create community gardens or greenhouse led by community • Facilitate project with high school students to create and maintain community garden/greenhouse • Add to the existing value chain (i.e. what do we already grow and how we can use that product) • Develop land-use designations and bylaws that permit and/or encourage community gardens and agriculture uses

Potential Progress Indicators

- Self-Rated Health
- Level of physical activity
- Prevalence of obesity
- Hectors of open space
- Hectors of open space per 1,000 persons
- Square metres of indoor recreation facilities
- Square metres of indoor recreation facilities per 1,000 persons
- Square metres of outdoor recreation facility space
- Square metres of outdoor recreation space per 1,000 persons
- Total participant hours for recreation programs
- Total participant hours in community organizations
- Total kilometres of (multi-use) trails
- Total kilometres of trails per 1,000 persons
- Number of local products / brands sold or used locally
- Number of community gardens/greenhouses

Goal #10: Arts, Cultural and Heritage

The community will encourage and foster continual growth of arts, culture, and heritage through municipal and community awareness, education and support.

Huntsville has had a thriving cultural life for over a century. In the late 1800's pioneers would gather in community halls for amateur entertainment. Today local groups representing a wide variety of artistic, musical and dramatic talent carry on that tradition. Throughout the year, Huntsville's dance, music and theatre groups perform concerts, dramas, comedies and musicals.

There is an Arts Council of Muskoka that promotes and facilitates artists and artistic activity throughout Muskoka.

The Huntsville Festival of the Arts works to increase awareness and promote the public's appreciation of the arts by providing an eclectic mix of musical, theatrical, dance and visual arts performances and exhibitions. These are presented in a variety of venues throughout the area and involve performers of local, national and international stature.

Huntsville Art Society is a member of the Muskoka Arts Community and encourages creativity and ongoing learning through networking and collegiality, while facilitating opportunities for the promotion and growth of visual and functional arts in the community. Each July the Huntsville Festival of the Arts kicks off the summer season with two weeks of musical performances ranging from classical to Celtic, featuring top national and international performers as well as the Festival Orchestra. The Huntsville Art Crowd also joins the festival to display the works of its members. Summer is also the season for free concerts on the park, sponsored by Huntsville Parks and Recreation department and featuring local performers.

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Strategic Directions	Actions
10.1 Foster and encourage ongoing appreciation for arts and culture	<ul style="list-style-type: none"> • Develop a Cultural Plan that identifies common goals and strategies to promote art and culture • Continue to explore collaborative solutions to finding appropriate facilities and venues for art (e.g.: public art gallery) • Encourage the development and/or deliver after school arts programs • Promote art as part of a healthy lifestyle
10.2 Protect or preserve heritage buildings and sites	<ul style="list-style-type: none"> • Inventory past heritage activities and map of heritage sites and buildings • Implement heritage conservation guidelines • Link heritage programs for cross promotion
10.3 Promote the linkages between art and natural environment	<ul style="list-style-type: none"> • Offer art classes and shows where nature is – Arrowhead Provincial Park • Encourage visitors and residents to visit Algonquin Park Art Centre
10.4 Promote the linkages between art and education	<ul style="list-style-type: none"> • Have artists/musicians/writers in residence programs in local schools, set up apprenticeship program in local schools that train students • Recognize arts as a feasible economic driver • Provide workshop opportunities to promote skills sharing and learning for members • Improve networking opportunities and affiliation with local area clubs
10.5 Become a leader in Muskoka as an arts destination and community	<ul style="list-style-type: none"> • Develop a vibrant arts community that is financially sustainable • Inventory of festivals, events, programs • Use Art designation tools to promote artists • Encourage studio tours and signage for locations

Potential Progress Indicators
<ul style="list-style-type: none"> • Number of festivals / events • Survey results regarding knowledge of local history • Number of nature art courses/programs • Number of website hits • Brochures distributed to visitors • Number of local volunteers working to educate visitors

Goal #11: Economic Development

Huntsville will promote a diverse and prosperous economy by attracting innovation, growing a knowledge-based economy, providing adequate training, developing green jobs, and offering sustainable year round employment to retain Huntsville's youth.

Historically, Huntsville has been a popular destination for tourists, the impressive backdrop for Group of Seven paintings, and striving to be a year round destination for a variety of sports and major sporting events. The Town of Huntsville has taken steps towards securing the long-term future of its economy by creating a niche shopping experience downtown, focusing on diversifying its economic base, enticing world-class events such the G8 to be held in Huntsville, encouraging leading edge research facilities such as the University of Waterloo to locate in Huntsville, and improving its IT services to facilitate these types of growth and expansion activities.

Labour Force Statistics

- In the labor force: 30,430
- Employed: 29,040
- Unemployed: 1,385
- Not in the Labor Force: 17,075
- Employment rate: 61.1%
- Unemployment rate: 4.6%

Muskoka's economy includes an active tourism and service sector, a growing public service sector, several international manufacturing firms and a significant forestry and extraction industry. Traditionally, Muskoka is thought of as a tourist destination with a large component of the population being seasonal residents with cottages on the many lakes and rivers. Ontario Parks were created to help stimulate local tourism. It is estimated that Arrowhead brings 125,000 visitors annually with approximately \$700,000 that those visitors spend in Huntsville. Similarly, Algonquin Park to the north/east of Huntsville provides visitors with an opportunity to visit and shop in Huntsville.

Tourism is promoted through Discover Muskoka and local chambers of commerce. Eco-tourism is promoted through the Georgian Bay Eco Museum.

Muskoka has also been designated a Provincial Culinary Tourism Destination. The Provincial Government is working to put Muskoka's food and drink on the map. Its new strategy proposes to link growers and producers with restaurants, inns and resorts. It also advocates the development and marketing of regional festivals and events that profile the region's culinary excellence. The Province is calling upon Savour Muskoka's experts to help fulfill this mandate. Savour Muskoka is an organization established last year with the purpose of marrying food, drink and tourism.

Tourism Statistics

- Total person visits in 2007: 1,997,000 (1,533,000 overnight; 464,000 same-day)
- Total visitor spending (2007): \$350,127,000
- Total Tourism-related Establishments: 1,101
- Economic impacts of visitors spending in the region (2007): \$238,406,000
- Number of Jobs: 4,276

While the tourism and service industry is important to the local economy, Muskoka's economy has expanded into different sectors. A four season economy has attracted new investment and a growing, trained and educated, workforce.

Muskoka provides for a variety of employment opportunities, both full and part time, although much of the economy is focused on service and trades. Muskoka has almost one-third of its labour force employed in services such as accommodation and food and beverage sectors, which reflects the tourism-oriented local economic base. When compared with similar regions in

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North-Central Ontario, Muskoka's employment base has expanded significantly since 1991. Where many other northern regions have experienced negative employment growth, Muskoka has seen a consistent increase due to a healthy tourism economy and an expanding service sector. Muskoka has the highest employment rate in Northern Ontario, as well as the lowest unemployment rate. While tourism is already recognized as the most important industry in Huntsville, improving current and future industrial and commercial business opportunities is recognized as a priority in the Town's Strategic Economic Development Plan.

Strategic Directions	Actions
<p>11.1 Maximize the sustainable potential of our <i>natural capital</i></p>	<ul style="list-style-type: none"> • Identify natural capital opportunities including identifying the economic potential in Arrowhead Provincial Park and Algonquin Park • Investigate possible research interests, programs and partners who would be interested in confirming the natural capital potential in Huntsville • Create a natural capital database of all natural capital in and around Huntsville • Define pilot area to assess natural capital and define potential economic advantages (timber/logging) • Implement municipal policy to ensure natural amenities are preserved and enhanced
<p>11.2 Encourage economic development toward more sustainable year round industry with minimal negative impact on natural resources</p>	<ul style="list-style-type: none"> • Establish an Economic Development Corporation • Update the Economic Development Strategy • Link to educational programs offered by institutions and organizations • Encourage workplace education and training to gain the knowledge and skills required • Consider a regional focus to obtain success in this goal
<p>11.3 Attract green industries and businesses</p>	<ul style="list-style-type: none"> • Develop a list of businesses to attract and or foster • Conduct interviews/discussions with leading green businesses and develop a list of requirements that these businesses would need to see before coming to Huntsville • Develop targeted marketing strategy to attract select green businesses • Consider offering incentives for green businesses • Develop a more streamlined approach for start-up companies to establish in Huntsville • Continue to bring in clean environmentally-friendly industry and business

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Strategic Directions	Actions
11.4 Encourage knowledge-based economy	<ul style="list-style-type: none"> • Document skill sets and education levels in Huntsville • Invest in education to provide the skills, management, expertise and leadership needed • Support business start up centre to support entrepreneurs • Provide adequate IT infrastructure • Harness the intellectual and specialized talents of those that are retired in the area • Work regionally to develop a plan to attract more businesses to Muskoka
11.5 Promote financial incentives for small businesses to implement sustainable measures (green technology, energy efficiency etc.)	<ul style="list-style-type: none"> • Create a current list of financial incentives • Initiate community improvement plan(s) • Offer information to businesses on ways to get information and funding • Research a rebate program to support businesses in order to implement sustainable business practices • Develop a communications and targeted strategy to build business awareness
11.6 Highlight and promote sustainable businesses already operating in Huntsville	<ul style="list-style-type: none"> • Define sustainable business and then create an inventory of sustainable businesses in town and showcase what they are doing • Provide guidelines for sustainability in organizations to businesses • Create a certification program for businesses that are moving towards sustainability (e.g.: GreenShops program) • Develop a communications and targeted strategy to build business awareness • Promote green contractors to help develop green economy
11.7 Diversify the local industrial, commercial and trades employment base	<ul style="list-style-type: none"> • Centralize information on employment and training services through dedicated community programs (YWCA, Community Futures, etc). • Encourage the hiring of local skilled trades and crafts people • Promote trades training facilities with local employers (i.e. Culinary School or technical/manufacturing) • Recruit technical research or laboratory employment opportunities • Encourage shop locally programs
11.8 Promote, grow and retain local businesses	<ul style="list-style-type: none"> • Encourage the business community to adapt to the needs of consumer demand • Continue to support promotional events • Continue to implement and update the Business Retention and Expansion program (BR&E)

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Strategic Directions	Actions
	<ul style="list-style-type: none"> • Continue development of a local business network and continue to partner with Chamber of Commerce to link businesses together • Provide incentives for businesses to build on their existing services (e.g. restaurants on Main St.)
11.9 Encourage practices that ensure farmers and artisans get fair compensation	<ul style="list-style-type: none"> • Investigate designating Huntsville as a <i>Fair Trade Town</i> such as Trans Fair Canada standard or Direct Trade
11.10 Build a world class event/sport tourism industry that provides four season jobs and commerce for the region	<ul style="list-style-type: none"> • Promote local involvement with sport tourism as a mechanism to contribute to economy and active living, attracting business and recognizing value of existing business • Create event tourism connection by hosting organizations' annual retreats in Huntsville
11.11 Develop an environmental research centre of excellence and innovation to build upon the University of Waterloo and the G8 investment	<ul style="list-style-type: none"> • Explore opportunities for medical research • Explore spin off economic benefits from new facilities and partners • Capitalize on opportunities for students to conduct research on business cases or best practice • Continue to solicit more cooperative arrangement with universities and higher education institutions • Diversify local program offerings for higher education like Nipissing and Georgian College
11.12 Promote local tourism opportunities to make Huntsville a “sustainable” tourist destination	<ul style="list-style-type: none"> • Work with tourism operators to identify opportunities to improve operational efficiency while minimizing environmental impact • Create opportunities for eco-technology and eco-tourism • Educate community about what attractions exist locally • Work with Savour Muskoka to implement annual events focusing on culinary tourism • Promote bike tourism by securing regular bike train service from Toronto in the summer
11.13 Make Huntsville a “fully wired” community by improving local IT service	<ul style="list-style-type: none"> • Focus on becoming an <i>Intelligent Community</i> • Analyze level of broadband and connectivity

Potential Progress Indicators
<ul style="list-style-type: none"> • Genuine Progress Index • Number of jobs within different sectors • Employment rate in high to medium tech manufacturing • Employment rate in higher education • Employment rate in research and development • Labour force with completed tertiary education • Number of sustainable businesses highlighted/ promoted • Diversification of environmental research centre of excellence and innovation offerings • Number of tourism jobs • Annual tourism revenues • Level of broadband connectivity

Goal #12: Affordable Housing

The community of Huntsville will advocate for, provide and facilitate housing that is affordable to a range of incomes, and household sizes to meet the needs of all demographics at all stages of life.

Forty percent of the permanent households in Muskoka earn less than \$30,000 annually according to the Muskoka Housing Review Report 2002. The vacancy rate in Muskoka has fallen from 3.1% in 1999 to 1.9% in October 2001 limiting the availability of rental housing in Muskoka.

Muskoka directly manages their own and some non-profit housing totaling 15 housing complexes, with a total of 385 units.

Affordable housing is encouraged by the Official Plans of the Town and the District to encourage the provision of a wide array of housing opportunities (e.g. form, tenure, and affordability); including housing that is affordable to a full range of income groups. The Muskoka Housing Review developed a comprehensive community strategy for dealing effectively with affordable housing issues in Muskoka.

A further requirement for considerations as Huntsville moves 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.

Strategic Directions	Actions
<p>12.1 Provide accessible housing that is affordable to a range of income levels, household sizes as well as permanent and seasonal occupancy</p>	<ul style="list-style-type: none"> • Conduct research to provide more recent statistics on poverty and availability of affordable housing in Huntsville • Amend Official Plan to specifically support the provision of accommodation to meet the needs of households of all income levels - in particular, underused 2nd and 3rd storeys in commercial areas • Identify all surplus public land including brownfields and determine if it can be put toward affordable housing • Establish comprehensive zoning bylaws that will allow more affordable housing to be created as-of-right

Strategic Directions	Actions
	<ul style="list-style-type: none"> • Encourage greater flexibility in planning standards and conditions to facilitate the successful approval of applications for such units • Reduce minimum residential floor areas to Ontario Building Code standards • Consider permitting reduced parking standards • Encourage businesses to integrate housing units • Provide long-term care facilities that are affordable • Encourage aging population to move to central locations with access to amenities • Develop exciting sustainable affordable housing options • Provide a range of housing options to support seniors age-in-place and active lifestyles • Provide employment and housing opportunities for the economically diverse population • Look at alternative models for affordable housing such as communes, <i>Transition Towns</i> • Provide affordable housing that integrates into the community in terms of location, architecture and design • Work with the District to create an affordable housing strategy and identify range of housing and housing needs within Huntsville • Ensure that accessible affordable units are included in each development to a minimum of 10%
<p>12.2 Investigate all areas of funding and conduct policy review for development incentives</p>	<ul style="list-style-type: none"> • Consider a reduced property tax rate for affordable housing in community improvement areas and/or District-wide • Review land use policies that encourage, modify and improve the economic feasibility of affordable housing, apartments and parking • Review development charges and explore opportunities
<p>12.3 Foster and promote education and public/private partnership initiatives</p>	<ul style="list-style-type: none"> • Work with the District to establish an education program to inform the public and private sector about identified gaps in housing supply (e.g. housing appropriate for an aging population), encourage participation in the proposed Muskoka Housing Program • Consider models (e.g.: Home\$ave) for promoting homeownership for low income households and undertake a pilot project • Explore public/private partnerships for seasonal and student housing • Address emergency housing needs (e.g.: Durakit Shelters)

Potential Progress Indicators

- Number of social housing units per 1,000 households
- % of social housing waiting list placed annually
- Total social housing cost per social housing unit

4 IMPLEMENTATION AND MONITORING FRAMEWORK

The Implementation framework is designed to detail how the actions will be implemented, who will be responsible, the mechanisms to succeed, and the partnerships required. It focuses on the Unity Plan's goals, strategic directions and actions, and does not include the details of any technical implementations. This chapter should be read in conjunction with those above that outline specific priority actions identified by the community to support the vision, sustainability principles, goals, and strategic directions.

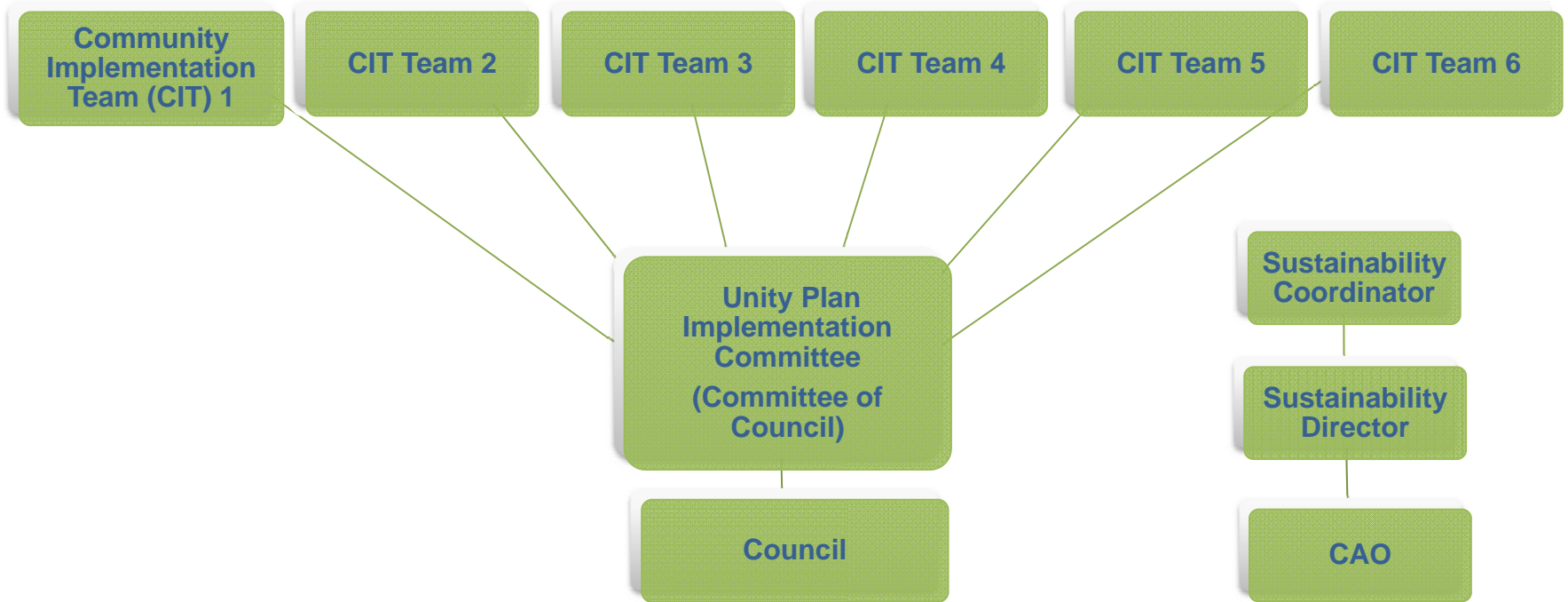
In determining the most appropriate, long-term, organizational model ensuring that the Unity Plan is implemented – the following should be considered:

- The Unity Plan will be a living and responsive document.** As some actions are completed, as new opportunities present themselves, and as community partners come forward to work with the Town on goals, the actions from the Unity Plan can be moved forward and new ones added. It is important that the *Unity Plan* remain a living document so that at the direction of each Council every partner, staff, or team is engaged.
- The Need for Integration:** It is recognized that there is a need for integration of the Unity Plan's goals, strategic directions, and actions into existing organizational structures and policy frameworks. All Staff Reports must include at the top "Unity Plan Implications" if applicable.
- The Need for Collaboration:** The Town, partners and other relevant agencies will need to work together to establish an appropriate and accountable process for coordinating the implementation of this plan.

"Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has."

— Margaret Mead

4.1 Unity Plan Organization Chart



4.2 Leadership and Resources

The following section provides an overview of potential roles, responsibilities and development of teams and positions to oversee and implement the Unity Plan.

Community Implementation Teams (CITs)

Developing implementation teams will ensure that the Unity Plan comes to life. Each team will engage a multi-faceted group of Town staff, community partners and organizations who can all strive towards their identified goals and priority actions. It is recommended that there should be six implementation teams, which will each focus on separate goals and associated strategic directions and actions identified in the Unity Plan - their role is to identify priority actions and implement them to achieve Huntsville's Vision.

All Community Implementation Teams will consider the environmental, economic and social aspects when discussing specific issues and relevant actions. In addition, accessibility, climate change adaptation and education are universal focus areas of the Unity Plan, and as such should be considered within each of the CIT discussions.

Each team should be formed using the following principles:

- A maximum of 12 members in each CIT
- Membership shall be a mix of solicited and volunteer members
- Members of Town staff will be encouraged to participate on CITs
- Each CIT shall elect a Chair (who is not a Town Staff member or elected official) for a term of one year to a maximum of three consecutive years, who will sit on the Unity Plan Implementation Committee
- CIT term shall be for one year with the option of renewal (A Declaration of Commitment must be signed by each team member to ensure participation for the full term) and members will attend and stay up to date on all meetings (either through e-mail, conference calls, etc)
- Should mid-term replacement be required, the CIT will identify the need for new membership with the Town. The Town will review its records to determine if there are other community organizations or individuals who had previously expressed an interest in the Team, and will contact them to ask them to join. If no additional interested parties were previously identified, the Town will advertise the opening and the CIT will selected a preferred representative.

Teams will be able to set their own agendas however; teams should meet a minimum of 3 times per term.

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Recommended Implementation Team Focus Areas:



Unity Plan Implementation Committee

It is recommended that a Unity Plan Implementation Committee is established to provide direction, advice and guidance regarding Unity Plan initiatives. The Committee will work with each Community Implementation Team and provide recommendations to Council. It is recommended that the Unity Plan Implementation Committee meet on a monthly basis and consist of the following members:

- 2 Elected Officials
- 6 Chairs from the Community Implementation Teams
- 1 Senior Staff Member (possibly Director of Sustainability)

It is recommended that as a secretariat function a Sustainability Coordinator be responsible for preparing meeting logistics, agendas, minutes, driving work plans, monitoring progress, and flagging needs and issues.

The Unity Plan Implementation Committee will be a Committee of Council and will follow By-Law Number 2008-24 (Being a By-Law to Establish a Committee Appointment Policy). It is

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recommended that the Implementation Committee host an annual meeting for the public to be able to identify priorities for the upcoming year.

Town of Huntsville Staff Leadership

Sustainability Coordinator

In order for the Unity Plan to be successful - an individual at the Town needs to be responsible for the implementation of the Unity Plan. The coordinator will be responsible for moving the plan forward by providing committees, teams, partners, the community and staff with information and support that they need in order to move actions forward – and ultimately contribute to accountability of the Plan. The coordinator will be responsible for assisting in the implementation of the Town's Unity Plan through promotion, consideration and integration of sustainability policies and program.

The Sustainability Coordinator will contribute to the promotion and delivery of Unity Plan initiatives including researching new and emerging sustainability and corporate sustainability initiatives. The coordinator could also assist in awareness working with staff to promote internal best practices. A Sustainability Coordinator can be assigned from existing staff or proposed as a new position for consideration.

Sustainability Director

The Town will revise an existing director position to include the duties of Sustainability Director. The Director will be responsible for Unity Plan progress.

The Sustainability Coordinator will report to the Sustainability Director.

A formal job description clearly articulating the roles and responsibilities of both positions should be formalized.

Chief Administrative Officer

The Town of Huntsville's Chief Administrative Officer will continue to play a key role in the organizational implementation of the Unity Plan by working to establish the necessary resources for the Unity Plan's Implementation Plan.

Council

As the Town of Huntsville's Council is the governing body for the municipality it develops and approves policies and authorizes the raising of revenue and expenditures to provide municipal services. Council addresses the business of the Corporation through the recommendations of its Committees¹. All committee and implementation team recommendations will be approved by Council through the recommended Unity Plan Implementation Committee.

Staff Involvement

All levels of staff should be involved in the Unity Plan initiatives and will be invited to participate in internal or external initiatives.

A communications and training/orientation plan should be developed to help guide staff in achieving sustainability. In addition, by working with Human Resources guidelines, employee performance should be integrated within each job description.

It is recommended that any report made to Council by staff includes an analysis of how any recommendations made support the goals of the Plan.

¹ http://www.town.huntsville.on.ca/town_services/council_overview.htm

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Community Partners

Community partners need to be engaged in the implementation of the Plan. The Town should take the necessary steps to ensure businesses, developers, community organizations, other stakeholders and the larger community play an active role in realizing Huntsville's vision. A number of partners have been identified through the actions (see table below) – each of these partners should be solicited to join Community Implementation Teams.

Public/private partnerships may offer opportunities to share resources and costs to implementing actions. Public/private partnerships allow the public and private sector to come together to share risks and provide incremental value not otherwise achievable individually. Outcomes include mutually beneficial partnership arrangement and long-term relationships based upon equitable sharing of risks and benefits.

Potential Partners		
<p>The following organizations have been recommended as potential partners for implementation by the Working Group, Town staff, Lura Consulting and through face-to-face discussions with community stakeholders. These organizations were identified because they are already actively involved in the design and implementation of programs and initiatives that contribute to goals and actions in this Plan. It is envisioned that some of these organizations will be interested in being part of the Community Implementation Teams. At this stage, these are recommendations and no formal discussions, agreements or commitments have been made with organizations specified.</p>		
Academic institutions Accessibility Advisory Committee Agricultural producers Agricultural society Algonquin Art Gallery Algonquin Family Health Team Algonquin Forestry Stewardship Algonquin Park Architects, Builders and Developers Arrowhead Provincial Park Chamber of Commerce Chrysalis Women's Shelter District of Muskoka Education Huntsville Energy companies, solar suppliers etc. Green Plan Task Force Habitat for Humanity Horticultural Society Hospice Huntsville Huntsville Art Group Huntsville Art Society Huntsville Bike Train	Huntsville Public Library Huntsville Walking Club Intyre Electronic Recycling Lake Associations Local Businesses and franchises (such as Sustain, The Source, Staples, Savour Muskoka, supermarkets) Local Environment Advisory Forum (LEAF) LHIN Local resorts (e.g., Deerhurst, Hidden Valley, Grandview, etc.) Local medical community and healthcare providers (e.g., chiropractors, naturopaths, homeopaths etc.), local gyms, Health Unit Local media Muskoka Cycling Club Muskoka Family Focus Muskoka Fatherhood Coalition Muskoka Healthcare Providers Network ("Muskoka Cares")	Muskoka Trails Council Muskoka Watershed Council North Muskoka Players Northern Ontario School of Medicine Parry Sound-Muskoka Stewardship Network Parents for Playgrounds Park to Park Association Partners for Climate Protection (FCM) PROMPT Retailers and Equipment Rental Salvation Army School Boards and Private Schools Seniors Clubs Source Water Protection Committee Table Food Bank and Soup Kitchen The Door Youth centre Tourism organizations Township of Muskoka Township of Lake of Bays

Potential Partners		
<p>The following organizations have been recommended as potential partners for implementation by the Working Group, Town staff, Lura Consulting and through face-to-face discussions with community stakeholders. These organizations were identified because they are already actively involved in the design and implementation of programs and initiatives that contribute to goals and actions in this Plan. It is envisioned that some of these organizations will be interested in being part of the Community Implementation Teams. At this stage, these are recommendations and no formal discussions, agreements or commitments have been made with organizations specified.</p>		
<p>Initiative Huntsville Festival of the Arts Huntsville Nature Club</p>	<p>Muskoka Heritage Foundation Muskoka Heritage Place Muskoka Leadership Council</p>	<p>Town of Bracebridge Transportation Providers University of Waterloo YWCA</p>

4.3 Accountability

Progress Reporting

In order to document the progress of the Unity Plan – it is recommended that all actions are documented in annual or biannual Progress Report for Council’s and community’s review. The Progress Report will let each player see where their team stands on the indicators for each Community Implementation Team area, the individual actions and indicators for each goal. By setting the right priorities, creating achievable actions, and tracking progress against strategic goals, Huntsville’s vision will be realized.

Annual Reporting

As the Unity Plan is implemented, the Town of Huntsville and CITs will report on progress annually and monitor and revise their action plans and identify priorities for the upcoming year as required to support continuous improvement and achievement of the goals and objectives. Each implementation team will use a monitoring scorecard and adapt it to identify their priority actions and well as accomplishments – each of the team will then submit their progress to the Sustainability Director or coordinator who will document all progress into one annual report for the Unity Plan Implementation Committee review and Council approval.

To support implementation of the Unity Plan, the goals and objectives will be incorporated into Town business plans and strategies and results will ultimately be reported to Council. This will provide an additional forum to share progress with stakeholders and ensures an annual performance measurement, monitoring and reporting system. It is recommended that the progress report(s) be made available on the Town’s website and advertised in local media before the community meetings.

Third Party Auditors

In order to ensure that the reporting status of the success of the Unity Plan is accomplished it is recommended that third party auditors be engaged. These members shall be neutral, third party auditors who present the Annual Report to Council directly, and on public record.

Auditors should be nominated by the community and ratified by Council. Three auditors will be retained- one from each sustainability pillar: economic, social and environment.

The auditors will be sustained for the Term of Council.

4.4 Financial Considerations

Overview

The success of the Unity Plan depends on the abilities of the Town and community to work together to creatively explore implementation in terms of action and financing solutions. Once the goals, strategic directions and recommended actions are solidified in the final version of the Unity Plan, the CITs in collaboration with the Town staff resources and the Sustainability Director/Coordinator should develop an approach to implementation. This approach should include prioritization of actions on an annual basis, collaboration with partners, financial requirements and options, and identification of funding sources.

Achieving all actions identified in the Unity Plan will require the expenditure of financial resources by the Town and/or supporting organizations. Following the model of the Strategic Plan, the financial resources should be raised locally through partnerships between the municipality, the citizens of Huntsville, businesses, service groups and other organizations and all levels of government.

At this early stage, the following potential expenses are anticipated on an annual basis and should be included in the annual municipal budget with the goal of obtaining as much grant funding to support these expenditures as possible.

Potential Expenses	
<ul style="list-style-type: none">• Sustainability Coordinator salary, wage, benefits (if new position)• Implementation Committee budget• Materials and supplies (such as printing, meeting venues, etc.)	<ul style="list-style-type: none">• Annual Progress Report• Annual Community Event• Projects based on prioritized actions• Training/Professional Development (if needed)• Conferences (if desired)

Financial Controls & Requirements

The Plan will require the expenditure of financial resources and as such should be addressed in a fiscally responsible manner. As per the Strategic Plan, the following are guidelines for the financial aspects of project implementation:

- The preliminary nature of all cost and revenue projections should be acknowledged
- Business plans and/or detailed budgets will be developed and approved before any project commences
- Funding sources such as grants, private partners, etc., shall be fully approved or committed before related projects are undertaken
- Council (as the Unity Plan Implementation Committee) will approve the costs in advance so that priorities expressed by the community are respected

The Unity Plan Creates Funding Opportunities

The Town's share of the Unity Plan expenses as outlined above should be a small fraction of the potential funding revenues available.

The following lists potential funding sources for projects identified within the Unity Plan:

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Federal Gas Tax Fund Agreements

The Gas Tax Fund, a component of the *Building Canada* infrastructure plan, provides funding for municipal infrastructure projects that contribute to cleaner air, cleaner water and reduced greenhouse gas emissions, such as:

- Public transit
- Drinking water
- Wastewater infrastructure
- Green energy
- Solid waste management
- Local roads and bridges

Municipalities can pool, bank and borrow against this funding and 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

Green Municipal Fund Projects

FCM's Green Municipal Fund (GMF) offers loans and grants, to implement capital projects. GMF provides financing for up to 80 percent of costs to a maximum of \$4 million in loans combined with \$400,000 in grants. GMF funding is focused 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

Human Resources and Social Development Canada – Community Partnerships

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:

- **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

Northern Ontario Heritage Fund Corporation (NOHFC)

NOHFC works to build strong, prosperous northern communities and offers seven programs to help foster opportunity across the North. These include:

- Northern Ontario Entrepreneur
- Enterprises North Job Creation
- Emerging Technology
- Infrastructure and Community Development
- Northern Ontario Young Entrepreneur
- Northern Ontario Youth Internship and Co-Op
- Northern Energy

For more information visit: www.mndm.gov.on.ca/nohfc/programs_e.asp

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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 RED program contributes to:

- 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
- New and enhanced community partnerships and teamwork

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

Ontario Trillium Foundation (OTF) Community Program

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:

- **Enhance success for students and learners** this includes broadening learning experiences for children and youth; helping children and youth remain and achieve in school; preparing young children to learn; providing opportunities for children and youth to experience positive personal growth; and improving adult literacy through resources and activities.
- **Encouraging Ontarians to lead healthier lifestyles** supports initiatives such as promoting and increasing physical activity; increasing or sustaining recreational and leisure opportunities; helping communities take responsibility to protect the natural environment; supporting systems that sustain health and well-being; sustaining a healthy arts community; and celebrating and preserving heritage
- **Enhanced employment and economic potential for workers and their families** by supporting initiatives such as increasing opportunities for employment for those experiencing barriers including Aboriginal people, newcomers, people with disabilities and at-risk youth; strengthening organizations and supporting initiatives that promote a sustainable environment; sustaining the economic viability of the community; and encouraging community-planning processes.
- **More effective volunteers and more people engaged in their communities** by supporting initiatives such as building community connections and awareness; promoting

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and increasing volunteerism, particularly among young people; enhancing the capacity of the volunteer sector and fostering strategic thinking and innovation; and building the capacity of charitable and not-for-profit organizations.

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 - 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

CMHC Sustainable Community Planning- 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

Centre for Innovative & Entrepreneurial Leadership 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:

- Communities Matrix: 69 Tools, Techniques, and Resources for Communities
- Communities 'Life Cycle' Matrix
- Provincial Report: The State of Entrepreneurship in Rural Communities

For more information visit: www.theciel.com

4.5 Unity Plan Review

It is recommended that in the third year of the Term of Council the Unity Plan is reviewed and revised according to the newly identified priorities – and successes achieved.

4.6 Community Collaboration, Engagement and Outreach

Community collaboration, engagement and outreach are crucial to the successful implementation of the Unity Plan. The municipal government alone cannot implement all of the priority actions in this plan.

To ensure transparency, good governance, community participation and buy-in from all stakeholders, a communication strategy and mandate should be developed. This strategy will guarantee ongoing, consistent, effective communication to elected officials, Town of Huntsville staff, permanent and seasonal residents, as well as neighbouring municipalities.

An ongoing list of interested stakeholders and community members should be housed at the Town. The Sustainability Director or Coordinator should identify the people and organizations that may be able to significantly influence the implementation and its success, as well as those

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directly affected by the implementation. This stakeholder list should constantly grow, and be used as a method of measuring community involvement. Communication tools such as an e-newsletter, volunteer recruitment, project announcements, education and outreach can easily be implemented successfully using the stakeholder list.

Celebrating Success

Achievements, hard work and success should be celebrated on an annual basis. The Town's coordinator should be responsible for organizing a public event to provide an opportunity to celebrate moving towards achieving Huntsville's vision for sustainability.

APPENDIX A: DEFINITIONS

Accessibility for Ontarians with Disabilities Act 2005 (AODA) - The Act calls on the business community, public sector, not-for-profit sector, people with disabilities or their representatives to develop, implement and enforce mandatory accessibility standards (rules that businesses and organizations in Ontario will have to follow to identify, remove and prevent barriers to accessibility). The intent is to make Ontario fully accessible by 2025. The first standard to come into effect is the Accessibility Standards for Customer Service. In addition, standards are being developed for: (1) built environment, (2) employment, (3) information and communications, and (4) transportation.

Active & Safe Routes to Schools program - Is a comprehensive community-based initiative that taps into the demand for safe, walkable neighbourhoods. Active & Safe Routes to School promotes the use of active and efficient transportation for the daily trip to school, addressing health and traffic safety issues while taking action on air pollution and climate change.

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

Bike Train – A project of Transportation Options that introduces bike racks onboard some passenger rail trains to destinations across Ontario.

Biodiversity – The variation of life forms within a given area.

Boating Naturally 10 Steps to Responsible Pesticide Use – A guide on pesticide use produced by the Muskoka Watershed Council (available online).

Breaking the Cycle: Ontario's Poverty Reduction Strategy – A poverty reduction strategy prepared by the Committee on Poverty Reduction of the Ministry of Children and Youth that defines poverty in Ontario, sets a target to reduce the number of kids living in poverty by 25 per cent over the next 5 years and strategies of how this target will be achieved.

Brownfield – means undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Canadian Standards Association (CSA) Sustainable Forest Management Certification – CSA and stakeholders developed Canada's National Standard for Sustainable Forest Management (SFM) CAN/CSA-Z809. The standard incorporates Canada's SFM criteria. The Standard links adaptive forest management to forest certification through: (1) Performance Requirements, (2) Public Participation Requirements and (3) System Requirements. Those products with a CSA SFM logo demonstrate both suppliers and buyers of forest products' commitment to sustainable forest management.

Carbon footprint – A measure of the impact our activities have on the environment, specifically the amount of greenhouse gases emitted.

Clean & Green 13 program – A program supported by the Muskoka Watershed Council that lists steps to improving the health of Muskoka watersheds produced by the Muskoka Watershed Council (available online)

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Clean Marine program – A voluntary program of Environmental Best Practices for the marine industry that ensures marinas are following environmental best practices.

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 provided.

Dutch elm disease – A fungal disease that spreads from infected trees to healthy ones by the elm bark beetle.

Ecological integrity – Term used to describe ecosystems that are self-sustaining and self-regulating. For example, they have complete food webs, a full complement of native species that can maintain their populations, and naturally functioning ecological processes (energy flow, nutrient and water cycles, etc).

Endangered species – means a species that is listed or categorized as an “Endangered Species” on the Ontario Ministry of Natural Resources’ official species at risk list, as updated and amended from time to time.

Fair Trade Town – A designation that allows communities to support Fair Trade at the local level. The campaign increases availability and awareness of Fair Trade Certified products and is registered under Transfair Canada.

Forest Stewardship Council (FSC) certification - FSC is a forest certification and labeling system for paper and wood products that come from responsibly managed forests, and verified recycled sources. Under FSC certification, forests are certified against a set of strict environmental and social standards, and fibre from certified forests is tracked all the way to the consumer through the chain of custody certification system. The end result is products in the marketplace carrying the FSC 'check-tree' logo. FSC certification is a voluntary and market-based mechanism for ensuring that forests are healthy. Consumer demand for FSC-certified products encourages forest managers and owners to become FSC-certified.

Habitat connectivity – Allowing for the conservation or maintenance of continuous or connected habitats, so as to preserve movements and exchanges associated with the habitat.

Habitat fragmentation - describes the emergence of discontinuities (fragmentation) in an organism's preferred environment (habitat). Habitat fragmentation can be caused by geological processes that slowly alter the layout of the physical environment or by human activity such as land conversion, which can alter the environment on a much faster time scale.

Intelligent Community – An Intelligent Community is one that is taking steps to create an economy capable of prospering in the broadband economy. Intelligent communities have: (1) significant deployment of broadband communications; (2) effective education, training to perform knowledge work; (3) policies and programs that promote digital democracy to ensure that all sectors benefit from broadband; (4) innovation in the public and private sectors and efforts to create economic clusters and risk capital to fund the development of new businesses; and (5) effective economic development marketing that leverages the community's broadband to attract talented employment and investments.

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Invasive Species Awareness Program - Is a program designed to: (1) raise public awareness of invasive species and encourage public participation in preventing their spread; (2) Monitor and track the spread of invading species in Ontario waters through citizen reports to the Invading Species Hotline and the Invading Species Watch program; (3) Conduct research on the impacts and control of invasive species. The program was created in partnership between the Ontario Federation of Anglers and Hunters and the Ontario Ministry of Natural Resources.

Invasive species - Invasive species are plants, animals, aquatic life and micro-organisms that outcompete native species when introduced outside of their natural environment and threaten Canada's ecosystems, economy and society. They can come from across the country or across the globe.

Knowledge-based economy – expression coined to describe 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.

Local Health Integration Networks (LHINs) - are not-for-profit corporations that act as a multi-stakeholder, regional planning unit who manage health services in their communities.

Natural capital – Natural capital is the land, air, water, living organisms and all formations of the Earth's biosphere that provide us with ecosystem goods and services imperative for survival and well-being. Furthermore, it is the basis for all human economic activity.

Natural Heritage Strategy – An approach/plan that protects and preserves natural heritage sites.

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™.

Provincial air quality standard - Ontario Regulation 419/05, Air Pollution – Local Air Quality – Regulation 419/05 was introduced to better protect local communities from the impacts of air pollution. In December, 2009, the Regulation was amended to add a new approach for improving air pollution by allowing certain facilities' compliance to be assessed against a technical standard. The Ministry of the Environment sets contaminant specific air quality standards to protect local air quality. The Ministry keeps a current listing of air quality standards

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and guidelines for over 300 contaminants. More information available at:

<http://www.ene.gov.on.ca/envision/AIR/regulations/localquality.htm#standards>

Significant - means

- a) In regard to wetlands, coastal wetlands and areas of natural and scientific interest, an area identified as provincially significant by the Ontario Ministry of Natural Resources using evaluation procedures established by the Province, as amended from time to time;
- b) In regard to the habitat of endangered species and threatened species, means the habitat, as approved by the Ontario Ministry of Natural Resources, that is necessary for the maintenance, survival, and/or the recovery of naturally occurring or reintroduced populations of endangered species or threatened species, and where those areas of occurrence are occupied or habitually occupied by the species during all or any part(s) of its life cycle;
- c) In regard to woodlands, an area which is ecologically important in terms of features such as species composition, age of trees and stand history; functionally important due to its contribution to the broader landscape because of its location, size or due to the amount of forest cover in the planning area; or economically important due to site quality, species composition, or past management history;
- d) In regard to cultural heritage and archaeology, resources that are valued for the important contribution they make to our understanding of the history of a place, an event, or a people.

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

Species at risk – Any naturally-occurring plant or animal in danger of extinction or of disappearing from the province. Once classified as "at risk", they are added to the Species at Risk in Ontario List.

Sustainability – commonly defined as meeting the needs of the present generation without compromising the ability of future generations to meet their needs.

Threatened species – means a species that is listed or categorized as a “Threatened Species” on the Ontario Ministry of Natural Resources’ official species at risk list, as updated and amended from time to time.

Transition Town – The Transition Town Model is a loose set of principles and practices that have been built over time through experimentation and observation of communities as they move to build resilience and reduce carbon emissions in the face of peak oil and climate change.

Universal design – means the design of environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Well Aware program – An initiative of Green Communities Canada that aims to protect and conserve groundwater through education in well stewardship, water conservation and contaminant reduction.

Yellow Fish Road program – An environmental program created by Trout Unlimited Canada to educate the public on the limited clean water supply and the impact they have.

APPENDIX B: REFERENCES

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