



City of
Peterborough

To: Members of the General Committee

From: Blair Nelson, Commissioner, Infrastructure, Planning and Growth Management (Acting)

Meeting Date: April 22, 2024

Report: Official Plan Implementation Strategy, Report IPGPL24-005

Subject

A report to present the work plan, based on priorities and resources, to implement the policy commitments of the new Official Plan.

Recommendation

That Council approve the recommendation outlined in Report IPGPL24-005, dated April 22, 2024 of the Commissioner, Infrastructure, Planning and Growth Management (Acting) as follows:

That Report IPGPL24-005 be received for information.

Executive Summary

- The Official Plan Implementation Strategy is a high-level work plan that provides guidance and confirms priorities for the policy commitments of the Plan. The strategy identifies short-term, medium-term, long-term and on-going initiatives based on budget availability, staff resources, legislative requirements and government directives.
- The City's new Official Plan includes a series of policy commitments and initiatives to support the achievement of the vision and objectives that guide the long-term growth and development of the City.

- The Implementation Strategy also contains key performance indicators intended to provide insight on the City's progress on targets contained in the Official Plan.
- It is intended that the Official Plan Implementation Strategy will be reviewed and updated annually concurrent with the annual budget preparation process.

Background

The Official Plan is the City's overarching policy document that provides a comprehensive framework for guiding land use decisions. On November 29, 2021, Council adopted the new Official Plan for the City of Peterborough.

Pursuant to the **Planning Act**, the approval authority for the new Official Plan is the Minister of Municipal Affairs and Housing. On April 11, 2023, the Minister issued a Notice of Decision approving, with 61 modifications, the City's new Official Plan. In particular, the Minister's modifications revised policies pertaining to growth management, land use compatibility, housing supply, cultural heritage resources, natural heritage and source water protection as required to conform with updated legislation. All municipal decisions related to planning and land use are required to conform with the City's Official Plan.

Bill 150, Planning Statute Law Amendment Act, 2023

On November 16, 2023, the Province introduced Bill 150, the **Planning Statute Law Amendment Act, 2023**, to reverse the official plan decisions made in November 2022 and April 2023 affecting 12 municipalities, including the City of Peterborough, except in circumstances where construction has begun or where doing so would contravene existing provincial legislation and regulations or to protect public health and safety. The City submitted feedback on Bill 150 to the Province on December 5, 2023. Bill 150 received Royal Assent on December 6, 2023, and reversed all the modifications made to the City's new Official Plan, save and except for modifications numbered 9, 10 and 42 pertaining to land use compatibility and source water protection.

Bill 162, Get It Done Act, 2024

On February 20, 2024, the Province introduced Bill 162, the **Get It Done Act, 2024**. Bill 162 proposes further modifications to the City of Peterborough's Official Plan based on the City's feedback on Bill 150.

The changes to the Official Plan introduced through Bill 150 and proposed through Bill 162 have no impact to the policy commitments identified in the Official Plan; however, the timing of initiatives may be impacted by future legislative changes, funding announcements and directives under Strong Mayor Powers.

Official Plan Implementation Strategy

The City's new Official Plan contains a broad range of policy commitments to support the achievement of the vision and objectives contained in the Official Plan. These commitments were outlined at the time of adoption in Exhibit E of IPSPL21-036 to provide a high-level summary of future work commitments made in the Official Plan. Corresponding with the recommendations to adopt the new Official Plan in Report IPSPL21-036, Council directed that Planning Division staff present an Official Plan Implementation Strategy within one year of the Official Plan coming into effect.

The Official Plan Implementation Strategy is intended to guide the priority of the policy commitments and initiatives contained in the Official Plan and is attached as **Appendix A**. Each initiative has been categorized as a short, medium or long-term initiative. The prioritization of each initiative is based on budget availability, staff resources, legislative changes and City commitments through the 2031 Municipal Housing Pledge, Provincial Streamline Development Approval Fund and Federal Housing Accelerator Fund.

In total, there are over 60 initiatives identified in the Official Plan Implementation Strategy. This Strategy is the first iteration of the work plan for the implementation of the Official Plan and is intended to address the explicit commitments for future work outlined in Exhibit E of IPSPL21-036. New initiatives may be identified through updates to the Implementation Strategy to address the broader policy objectives of the Official Plan and based on the progress of key performance indicators.

Tracking and Performance Indicators

The Official Plan Implementation Strategy also provides a list of tracking and performance indicators intended to provide a high-level insight on how the City is achieving Provincial growth and intensification targets and other targets specified in the Official Plan. This list is not intended to be exhaustive as other qualitative and quantitative measures are captured in further detail through other reporting initiatives completed by the City. For example, the City completes a Residential Monitoring Report each year to provide a more detailed overview of residential development trends and has committed to the completion of a Housing Needs Assessment every five years as part of the 2031 Municipal Housing Pledge to describe the current and future housing needs of the community.

The **Planning Act** requires that the City review the Official Plan within ten years of the new Official Plan coming into effect and every five years thereafter. All monitoring activities and performance indicators will be used to inform future policy direction and updates to the Official Plan. City Staff intend to review the Implementation Strategy annually.

Strategic Plan

The policy commitments contained in the Official Plan are linked to all four (4) of the strategic pillars in the 2023-2050 Strategic Plan. By identifying and facilitating these commitments, the strategic pillars are strengthened as follows:

Strategic Pillar: Growth & Economic Development

Strategic Priority: Plan for mid-density and high-density, mixed-use neighborhoods to make the most efficient use of land and municipal services and provide affordable options for residents.

The Official Plan supports the creation of a complete community that supports a range and mix of jobs, housing, services, parks and open spaces and make the most efficient use of land and municipal services.

Strategic Pillar: Community & Wellbeing

Strategic Priority: Enhance the natural, recreational, sports, art, and cultural aspects of our community.

The Official Plan is focused on enhancing the social and physical characteristics that make the community special and unique and which foster a sense of attachment and belonging for residents and visitors.

Strategic Pillar: Governance & Fiscal Sustainability

Strategic Priority: Pursue service excellence in governance to support long-term fiscal sustainability of the city while respecting the impact of decisions on taxpayers.

The implementation of the Official Plan is required to be financially responsible and maintain financial sustainability by assessing the fiscal impact of planning decisions and undertaking development in a fiscally responsible manner.

Strategic Pillar: Infrastructure

Strategic Priority: Invest in infrastructure to ensure that it meets the future needs of our growing City.

The Official Plan requires that services, infrastructure and utilities be provided in a coordinated, efficient and cost-effective manner that is integrated with planning for growth and meets the City's current and projected needs.

Engagement and Consultation

The community consultation program for the development of the new Official Plan was an intentional, successful and extensive process to understand the values and priorities of the community. In addition to the mandatory statutory public meeting, the City carried out the following public engagement activities since 2017:

- Five surveys which garnered over 3,800 survey respondents;
- Fifteen pop-up events at high pedestrian traffic areas (e.g., Peterborough Public Library, Trent University, Fleming College, Lansdowne Place) and community events;
- Presentations to various community organizations;
- A four-day community design charrette and evening public open houses;
- Meetings with stakeholder groups, Advisory Committees and Treaty 20 First Nations;
- Eight in-person public open houses; and
- Five virtual public information sessions.

Combining what we heard from the community consultation process with Provincial direction and the direction of various strategic planning documents endorsed by the City, the vision, guiding principles and policy direction were shaped and set in place with the adoption of the Official Plan. It is anticipated that a community consultation component will correspond with the scope and complexity of each initiative.

Budget and Financial Implications

Funding for many of the policy commitments and initiatives identified in the Official Plan will be considered through the City's annual budget approval process. Pursuant to the changes introduced by Bill 23, the **More Homes Built Faster Act, 2022**, growth studies and land acquisition costs are no longer eligible to be included in the background study for development charges and will need to be funded through property taxes or alternative sources.

Several initiatives to review policies and procedures, enhance service delivery and modernize the development application intake process have already been completed, utilizing the \$1.7M Provincial Streamline Development Approval Fund as indicated in Report IPGPL23-001. As the City was not selected for the 2024-2026 CMHC Housing Accelerator Fund, some initiatives identified as part of the City's Action Plan and Report IPSPL23-021 will be postponed until such time as they are funded through future capital funding approvals. However, a few of the initiatives identified through the Action Plan (e.g., Community Planning Permit System, Comprehensive Zoning By-law, update to parking requirements and cash-in-lieu of parking) have been captured in previous capital budget approvals and are already in progress.

Conclusion

The Official Plan Implementation Strategy clarifies the broad range of policy commitment to support the achievement of the Official Plan's vision, guiding principles and objectives to the planning horizon of 2051. This strategy represents the City's high-level work plan to provide guidance. The workplan also confirms priorities of the policy commitments by identifying short-term, medium-term, long-term and on-going initiatives based on budget availability, staff resources, legislative requirements and government directives. It will be reviewed annually to ensure the City is on track to meeting the goals of the Official Plan and corresponds with community priorities and government directives.

Attachments

Appendix A: Official Plan Implementation Strategy

Submitted by,

Blair Nelson, P.Eng.
Commissioner, Infrastructure, Planning and Growth Management (Acting)

Contact Name:

Brad Appleby, RPP, MCIP
Director, Planning, Development and Urban Design Division
Phone: 705-742-7777 Ext. 1886
Toll Free: 1-855-738-3755
Fax: 705-742-5218
E-Mail: bappleby@peterborough.ca

Caroline Kimble, RPP, MCIP
Policy Planning Manager
Phone: 705-742-7777 Ext. 1735
Toll Free: 1-855-738-3755
E-Mail: ckimble@peterborough.ca

Milan Nguyen, RPP, MCIP
Policy and Research Planner
Phone: 705-742-7777 Ext. 1494
Toll Free: 1-855-738-3755
Fax: 705-742-5218
E-Mail: mnguyen@peterborough.ca

Official Plan Implementation Strategy

April 2024

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1.0 Background

The Official Plan is a policy document prepared under the **Planning Act** that sets the vision and direction for growth and development to the year 2051. In particular, the Official Plan directs the use of land and guides municipal decisions on all planning matters, including infrastructure investments.

1.1 Planned Growth to 2051

The Official Plan plans for population and employment growth to the planning horizon of 2051. The City is anticipated to grow to a projected population of 125,000 people and 63,000 jobs by 2051 (see **Figure 1**).

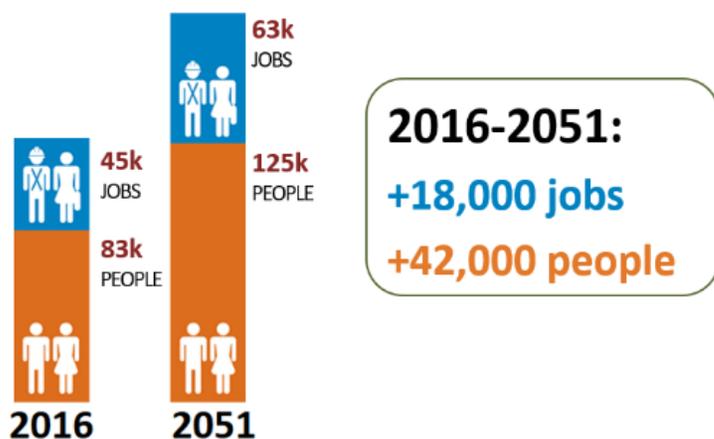


Figure 1: 2016-2051 Growth Forecasts

1.2 Vision Statement

The Vision Statement of the Official Plan describes the aspirational future for the City. The Vision Statement for Peterborough’s future is articulated as follows:

Peterborough is a prosperous community, distinctive in its natural beauty, cultural heritage, and strong sense of community. As a leader in resilience and environmental sustainability, planning in Peterborough uses infrastructure and land efficiently, promotes healthy lifestyles and incorporates green initiatives to increase the City’s adaptive capacity. The City will continue to develop as a complete, resilient and connected community that provides a high quality of life, supports a strong and diverse economy and promotes a unique, vibrant sense of place. Peterborough is equitable and accessible for all residents and visitors and celebrates its engaged, inclusive and diverse community.

1.3 Guiding Principles

The Guiding Principles of the Plan represent tangible actions and a commitment from the City on how the Vision is to be achieved over time. While the Guiding Principles have been organized into five themes and are interconnected as shown in **Figure 2**. The Vision, Guiding Principles and overall direction of the Official Plan were shaped by community consultation, Provincial policies and other strategic planning documents prepared by the City. The policies of the Official Plan were developed to achieve the Vision and Guiding Principles and will guide growth and land use planning decisions.

Complete Community

Foster an inclusive and accessible community which provides a balanced mix of land uses and range of transportation modes needed to support people's needs for daily living and a high quality of life

Environmental Stewardship and Sustainability

Take a leadership role in promoting infrastructure resilience and sustainable development practices that support climate change mitigation and adaptation

Vibrant and Unique

Enhance Peterborough's unique and vibrant identity and foster excellence in design

Strong and Diverse Economy

Plan for a wide range of employment opportunities and supply of employment lands to attract and retain a diverse workforce and new investment

Well-Connected with Options for Mobility

Facilitate all forms of transportation to support easy, accessible travel and increase modal shift towards sustainable transportation options

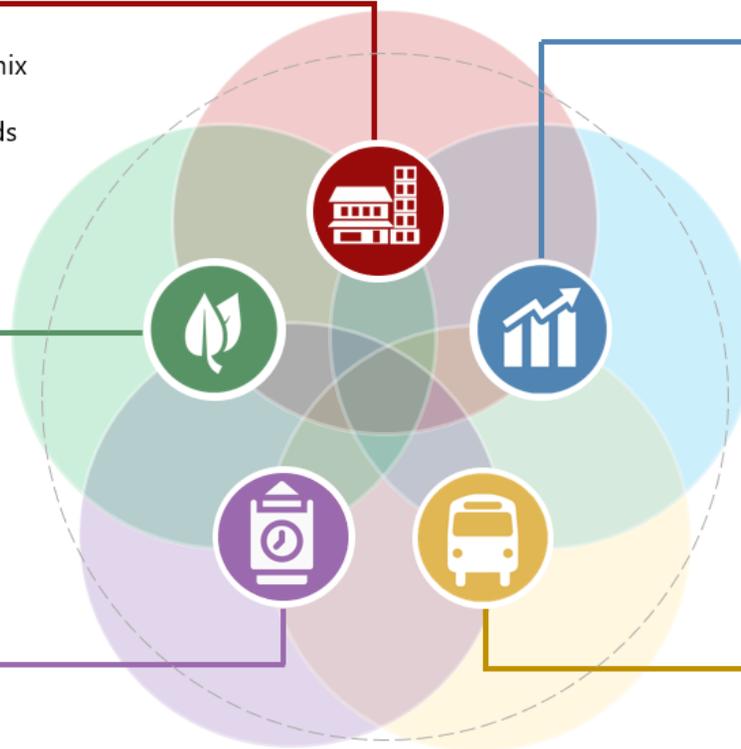


Figure 2: Guiding Principles of the Official Plan

2.0 Implementation Strategy

2.1 Purpose and Scope

A broad range of actions are needed to implement the Official Plan policies and achieves its vision, goals and objectives. The purpose of the Official Plan Implementation Strategy is to provide a framework to guide the priority of the policy commitments and initiatives contained in the Official Plan. As shown in the series of tables organized by theme below, the Official Plan Implementation Strategy identifies the following:

- **Official Plan Policy:** Summarizes the policy commitment contained in the Official Plan and section reference;
- **Responsibility (Lead and Support Roles):** Identifies the City department/division(s) and/or external agencies involved with each initiative in a lead or supporting role. The list of supporting groups is not intended to be exhaustive, as multiple initiatives may involve multiple City departments/divisions and external agencies in varying capacities, including the public;
- **Estimated Timeframe:** Shows the anticipated timeline for the initiative as either short-term (within 5 years or 2024-2028), medium-term (5 to 10 years or 2029-2033), long-term (beyond 10 years of the Plan coming into effect or 2034-2051) or on-going;

- **2023-2050 Strategic Plan Priorities:** Identifies complementary priorities in the 2023-2050 Strategic Plan organized by the Strategic Priority Pillars, as described in **Figure 3**; and,
- **Implementation Details:** Describes the City’s progress in fulfilling the policy commitment/initiative.

 	 	The initiative is aligned with the strategic priority/priorities under the Growth and Economic Development Strategic Pillar
 	 	The initiative is aligned with the strategic priority/priorities under the Community and Well-being Strategic Pillar
 	 	The initiative is aligned with the strategic priority/priorities under the Governance and Fiscal Sustainability Strategic Pillar
 	 	The initiative is aligned with the strategic priority/priorities under the Infrastructure Strategic Pillar

Figure 3: 2023-2050 Strategic Plan Complementary Priorities

2.2 Acronyms for Lead and Support Roles

City of Peterborough Departments/Divisions

AC – Arts & Culture
AMCP – Asset Management & Capital Planning
BLDG – Building Services
Clerks – Clerks Office
CS – Community Services
ECW – Engineering & Capital Works
ES – Environmental Services
FPM – Facilities & Property Management
FS – Financial Services
ERM – Emergency & Risk Management
LS – Legal Services
MLES – Municipal Law Enforcement Services
IPG – Infrastructure, Planning & Growth Management
PDUD – Planning, Development & Urban Design
PW – Public Works
RP – Recreation & Parks
RS – Realty Services
SS – Social Services
T – Transit

Advisory Committees

AAC – Accessibility Advisory Committee
ACHAC – Arts, Culture and Heritage Advisory Committee
APRAC – Arenas, Parks and Recreation Advisory Committee
PAC – Planning Advisory Committee
PACAC – Peterborough Architectural Conservation Advisory Committee
PEAC – Peterborough Environmental Advisory Committee

External

County – County of Peterborough
DBIA – Downtown Business Improvement Area
FC – Fleming College
ORCA – Otonabee Region Conservation Authority
PKED – Peterborough and Kawarthas Economic Development
PPH – Peterborough Public Health
PUG – Peterborough Utilities Group
T20FN – Treaty 20 First Nations
TU – Trent University

Table 1: Central Area Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
1	Periodically update the Central Area Master Plan (4.3.1.c.xii), identify public realm improvement priorities and establish incentive programs to assist in improving properties and encouraging intensification (4.3.1.s)	PDUD	PAC, DBIA	✓					Central Area Master Plan Update to commence in 2024.
2	Complete a Heritage Conservation District Study for the Central Area (4.3.1.q.ii)	PDUD	PACAC	-	-	-	-		Heritage Conservation District (HCD) Study completed 2022. Based on the deferral of the budget for the Downtown HCD Plan in 2023, the Downtown HCD Plan is on hold until further direction and budget approval by Council.
3	Ensure adequate financial resources are available to maintain and improve existing public facilities, including programs to ensure that these areas maintain a public image of quality and cleanliness and foster civic pride (4.3.1.v)	FPM	FS, PDUD, PW				✓		Need to include in annual budget. Separate budget item may include the reinstating the Downtown Maintenance and Improvement Fund.
4	Implement strategies contained in the Central Area Master Plan (4.3.1.y)	PDUD	AMCP, ECW, DBIA, TU, FC				✓		Central Area Flood Reduction Project and Quaker Foods City Square completed. Central Area Urban Design Guidelines adopted by Council in 2023, replacing the 1992 Site and Building Design Guidelines. Other initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
									on-going. Central Area Master Plan Update to commence in 2024.
5	Continue to make improvements within the Downtown Open Space Designation along the Central Area's waterfront. (4.3.6.c)	PDUD	RP, APRAC AMCP				✓		Central Area Master Plan Update to commence in 2024. May also be addressed in future Del Cray Master Plan, the Otonabee River Trail project from Del Cray Park to Little Lake Cemetery, and development planning for the Little Lake South District Designation.
6	Consider opportunities for rediscovering/daylighting Jackson Creek in the Central Area through the creation of open space. (4.3.6.f)	AMCP	PDUD, RP, APRAC				✓		Creating a Natural Asset Management program to evaluate natural systems and support capital program for improvement. Options and necessary studies for this initiative will be explored further through the Central Area Master Plan Update, which will commence in 2024.

Table 2: Cultural Heritage Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
7	Evaluate cultural heritage resources to identify where heritage conservation will be prioritized (5.1.1.c)	PDUD	PACAC	✓				   	Heritage Register update in progress based on Bill 23 changes to Ontario Heritage Act.
8	Maintain current archaeological resource data and locations (5.1.6.i)	PDUD					✓	   	Final refinements to Archaeology model complete. Update to Archaeology Policy in progress.
9	Prepare a Heritage Master Plan (5.1.7.b)	PDUD	PACAC, ACHAC		✓			   	Currently no direction from Council and no budget.

Table 3: Economic Development Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
10	May implement a range of financial and planning tools for key strategic development and investment areas, with the Market Plaza, General Electric lands, and former Public Works yard considered as priorities. (3.3.2.e. and f.)	PDUD	AMCP, ES	✓					Preparation of Secondary Plan and CPPS for Strategic Growth Areas (project area includes Market Plaza and former Public Works yard). Secondary Plan may provide recommendations regarding Community Improvement Plan enhancements to support development.
11	Prepare an Employment Land Strategy in collaboration with the County of Peterborough and other levels of government (3.3.7.m)	IPG	County, PKED	✓					Strategy to commence in 2024.
12	Develop an economic development strategy with the County and other key agencies and stakeholders and continuing periodic employment surveys (7.3.4.d)	IPG	County, PKED	✓					Strategy to commence in 2024.

Table 4: Housing and Growth Management Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
13	Conduct intensification studies or neighbourhood plans for established residential areas where pressures of intensification, redevelopment, and other significant neighbourhood issues are being experienced. (3.3.3.g)	PDUD				✓			Intensification studies will be completed on an as-needed basis.
14	Undertake intensification studies to identify/delineate priority areas for intensification City-wide and inform the creation of Secondary Plans for the Strategic Growth Areas. (3.3.3.h)	PDUD		✓					The work on the Secondary Plan and Community Planning Permit By-law for the Strategic Growth Areas will commence in 2024 and be completed by 2026.
15	Complete a Secondary Plan and Official Plan Amendment for the Coldsprings Special Study Area (3.3.6.c)	PDUD	AMCP, PAC	✓					Anticipated start date of 2025.
16	Encourage appropriate development applications in Strategic Growth Areas by considering a comprehensive strategy for municipal infrastructure, pre-zoning lands, financial incentives through a Community Improvement Plan, preparing secondary plans and/or establishing urban design guidelines. (3.3.7.e)	PDUD		✓					The work on the Secondary Plan and Community Planning Permit By-law for the Strategic Growth Areas will commence in 2024 and be completed by 2026. Urban Design Guidelines for the Central Area and Mixed-Use Corridors adopted by Council in 2023.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
17	Monitor population growth, post-secondary student housing, and food store floor space. (4.1.4.a.v)	PDUD	TU, FC				✓		Potential for some factors to be included within the City's annual Residential Monitoring Report.
18	Maintain 12-year supply of land zoned for residential intensification and residential lots/units in registered and draft plan approved subdivisions (5.2.2.a), servicing capacity sufficient to provide at least a five-year supply of residential units through lands suitably zoned and the ability to accommodate residential growth for a minimum of 15 years. (5.2.2.b)	PDUD	AMCP, ES				✓		Residential monitoring completed annually. Sanitary servicing will be evaluated through Sanitary Master Plan – targeted completion 2025.
19	Strive to achieve the targets for the provision of affordable housing identified in the Housing and Homelessness Plan, specifically affordable housing for low and moderate income households and for those requiring support services (5.2.4.a)	SS	FPM, PDUD				✓		New multi-storey affordable housing development at 681 Monaghan Rd under construction. Updates to housing needs assessment in progress. Secondary Plan for the Strategic Growth Areas may advise of potential Community Improvement Plan enhancements to support affordable housing.
20	Permit and encourage the creation of additional residential units (5.2.4.i)	PDUD	BLDG				✓		Zoning by-law amendment for additional residential units passed in 2023. Work to eliminate exclusionary zoning underway for 2024 to permit up to 4 units per lot. Additional incentives to be considered.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
21	Regularly Review and update the City's Land Needs Assessment. (7.3.2)	PDUD			✓				To be completed during next scheduled Official Plan review - pending Provincial direction regarding proposed Provincial Planning Statement and provincial land needs assessment methodology.
22	Dedicate sufficient resources for planning studies. (7.3.4.b)	PDUD					✓		To be considered annually through the Budget process.
23	Prepare Secondary Plans for: <ul style="list-style-type: none"> any major development where deemed necessary including plans for strategic growth areas and for designated greenfield areas. (7.3.6) major mixed-use corridors (4.4.2.p) 	PDUD	AMCP, PAC	✓					2025/2026 budget targeted for Chemong West and Coldsprings Secondary Plans. Liftlock Secondary Plan to be completed at a later date. Secondary plan for Strategic Growth Areas to be initiated in 2024.

Table 5: Indigenous Relations Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
24	Providing opportunities for Indigenous placemaking and working with Indigenous communities to celebrate and commemorate Indigenous history and/or culture in public spaces (2.2.3.b.vii)	RP/PDUD	T20FN	✓			✓		Urban Design Guidelines for the Central Area and Mixed-Use Corridors adopted by Council in 2023 integrate Indigenous place-making considerations. Development of an Indigenous consultation policy is anticipated to commence in the short-term.
25	Significant historic or cultural events, people, places and Indigenous place names shall be acknowledged on the physical landscape of the City (5.1.1.j)	Clerks	RP, PDUD, APRAC, Naming Cmte	✓					Naming Policy required to be reviewed and updated every 10 years. Naming Policy is currently under review/redevelopment – potential for two policies to be developed to distinguish between naming of streets and naming of municipal assets.
26	Work with local Treaty 20 First Nations and other Indigenous Communities on building a constructive and cooperative relationship based on mutual respect	City	T20FN	✓			✓		Development of an Indigenous consultation policy is anticipated to commence in the short-term.

Table 6: Municipal Finance Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
27	Prepare a Community Benefits Charge Study and By-law (7.14.a)	FS	AMCP, PDUD, CS	✓					Community Benefits Charges were explored in 2022 and staff recommended at the time that the City adopt a 'wait and see' approach until 2024 to coincide with the full City-wide Development Charges Background Study. The applicability of a Community Benefits Charge will be reviewed as part of the 2024 City-wide Development Charge Study.
28	Prepare a development charge background study and By-law (7.15.a)	FS	AMCP, PDUD	✓					To be completed in 2024 for City-wide Development Charge Study.

Table 7: Natural Heritage Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
29	Evaluate all of the wetlands within the City following the Ontario Wetland Evaluation System for Southern Ontario to determine significance. (4.6.2.x)	PDUD	AMCP, T20FN, ORCA	✓					Capital budget approved. Anticipated start date of 2024/2025.
30	Pass a By-law regarding site alteration (7.9.a)	LS	AMCP, PDUD, BD	✓					Draft by-law has been prepared and targeting 2024 for adoption.
31	Undertake a natural heritage Restoration and Enhancement Strategy (7.13.e)	PDUD	AMCP, PW, T20FN, ORCA, County	✓					Initiative proposed as part of Watershed Plan implementation. Many recommendations for ecological restoration and enhancement are contained within the Watershed Plan (anticipated completion in 2024).
32	Establish a Land Securement Fund to secure properties within the Natural Areas Designation (7.13.f)	PDUD	RS, FS	✓					2025 and annually thereafter targeted for budget.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
33	Establish Environmental Impact Study Guidelines or a Terms of Reference (7.21.2.n)	PDUD	ORCA, F20FN	✓					Environmental Impact Study Terms of Reference in progress and targeted for completion by the end of 2024.

Table 8: Parks and Community Facilities Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
34	Set aside the shoreline of the Otonabee River, Little Lake and the Trent-Severn Waterway as part of the City's parks and open space network. (5.3.1.a)	RP	RS, PDUD	✓				   	Spring 2024, City awarded RFP for Little Lake project. Create fund for acquiring lands for Phase 2. Del Cray Park Master Plan shall be prepared upon completion of Otonabee River Shoreline and Trail Project.
35	Prepare and review a 10-year Strategic Plan for Recreation, Parks, Arenas and Culture. (5.3.1.c)	RP	APRAC, PDUD	✓				   	Strategic Plan Update in progress for 2026.
36	Expand the supply of parkland, community facilities and recreation services through direct provision and partnership arrangements. (5.3.2.c)	RP, FPM	PDUD				✓	   	Parks and Outdoor Recreation Facilities Study approved in principle in 2023.
37	Ensure that adequate urban park space is provided to support [growing communities in strategic growth areas]. (5.3.7.b)	PDUD	RP	✓				   	To be considered in the work for the Secondary Plan and Community Planning Permit By-law for the Strategic Growth Areas – to commence in 2024 and be completed by 2026.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
38	Seek opportunities for acquisition of land abutting waterways. (5.4.1.f)	RS	LS, RP, PDUD, AMCP				✓		Watershed Plan (completion date of 2024), Natural Asset Management Program and establishment of a Land Securement Fund will support this initiative.

Table 9: Property Maintenance Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
39	Enact a by-law to establish minimum standards for maintenance and occupancy of all buildings, dwellings, and open space (7.18.a)	BLDG	MLES	-	-	-	-		Property Maintenance By-law number 96-41 in place. By-law will be reviewed and updated as needed.
40	Appoint a Property Standards Committee and Property Standards Officers to enforce a Maintenance and Occupancy By-law (7.18.b)	MLES, Clerks	BLDG				✓		Appointment of members to the Property Standards Committee and Property Standards Officers are on-going.

Table 10: Servicing and Utilities Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
41	Prepare and maintain a Water Master Plan and a Wastewater Master Plan. (6.1.3.b)	AMCP	PDUD, PUG	✓					Sanitary Master Plan targeted completion 2025. Water Master Plan to be updated to align with Official Plan growth projections.
42	Expand the capacity of the sewage and water treatment plants as required. (6.1.3.c)	AMCP	ES, PDUD, FS, PUG				✓		Sanitary Master Plan will assess the capacity of the existing sanitary system - targeted completion of 2025.
43	Pursue and promote programs that promote water use reduction in new development and throughout the City (6.1.3.d)	AMCP	PDUD, PUG, ORCA				✓		Rain Garden Subsidy program for residents on-going. Review opportunities for new initiatives.
44	Prepare and update, as appropriate, studies to assess City-wide or area-specific sanitary sewer capacity...to determine requirements for upgrades and maintenance, and plan for long-term needs. (6.1.3.e)	AMCP	ES, PDUD	✓					Sanitary Master Plan targeted completion 2025.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
45	Monitor the quality and quantity of industrial sewage effluent entering the municipal sanitary sewage system (6.1.3.i)	ES					✓	   	Treatment plant is monitored continually and operated within compliance of applicable legislation
46	Develop a stormwater plan, or equivalent, for the City's serviced settlement area. (6.1.5.h)	AMCP		✓				   	Stormwater Quality Management Master Plan has been completed. Update to Plan anticipated for 2025/2026.
47	Establish a protocol to monitor and maintain stormwater management infrastructure throughout the city (6.1.5.n)	AMCP					✓	   	Implementation ongoing as part of Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA) responsibilities and Stormwater Quality Management Master Plan.

Table 11: Transportation Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
48	Prepare and maintain a Transportation Master Plan. (6.2.2.b)	AMCP			✓				Completed and approved by Council in 2022. Next updated anticipated in 2027.
49	Should develop a Municipal Active Transportation Plan. (6.2.3.g)	AMCP			✓				Transportation Master Plan includes Active Transportation Network Improvements. Cycling Master Plan approved in 2022. Update to coincide with next Transportation Master Plan update.
50	Implement a Sidewalk Strategic Plan to address fragmented sidewalks and lack of connectivity within existing residential areas (6.2.3.i)	AMCP	ECW				✓		New sidewalks are provided according to need as identified in the 2022 Sidewalk Strategic Plan. Approximately 2 km of new sidewalks built along existing streets each year.
51	Continue to expand and enhance the trail system (6.2.3.o) and implement Schedule E: Trails and Bikeways Network as per the recommendations of the Transportation Master Plan (6.2.3.s.i)	AMCP	ECW, PDUD				✓		Implementation planning underway. Cycling Master Plan approved by Council in 2022. Official Plan Amendment to update Schedule E anticipated in 2024.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
52	Update and implement a Cycling Master Plan. (6.2.3.r.v)	AMCP	ECW, PDUD				✓		Implementation planning underway. Cycling Master Plan approved by Council in 2022.
53	Prepare road or area-specific cross-sections to illustrate required components of the right-of-way (6.2.3.v)	AMCP	ECW, PW, PDUD				✓		Urban Design Guidelines for the Central Area and Mixed-Use Corridors adopted by Council in 2023 provide corridor specific guidelines and conceptual cross sections. Final cross-sections will be subject to detailed design and public consultation in advance of street improvements.
54	Establish a complete streets approach to the design of new streets and the refurbishment and reconstruction of existing streets and prepare a Complete Streets Guide (6.2.4.e)	AMCP	ECW, PW, PDUD	✓					Guidelines for Complete Street design guide included in 2022 Transportation Master Plan. Provisional item in Transportation Safety Strategy and Implement project. Will be included in work scope if sufficient funds available. Project to start 2024.
55	Design a scheduled fixed-route transit service to provide access within 500 metres walking distance to over 95 percent of the City's developed urban area. (6.2.5.d)	T	AMCP				✓		The 2024 budget includes increased investment for additional staffing and other recommendations to facilitate ongoing service enhancements.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
56	Continue to upgrade regular transit service to full accessibility. (6.2.5.h)	T		-	-	-	-	   	Completed - all buses on regular routes are fully accessible.
57	Provide bicycle parking facilities at all municipally owned and operated facilities. (6.2.7.d)	AMCP					✓	   	Included within the 2024 and 2025 Transportation Demand Management (TDM) work plan. 2024/2025 Identify needs and locations and coordinate with facility operators. 2025 and beyond to implement.

Table 12: Urban Design Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
58	Prepare urban design guidelines for: <ul style="list-style-type: none"> Automobile-focused uses within major mixed-use corridors (4.4.2.e); Major Mixed-Use Corridors (4.4.2.p); Strategic Growth Areas (5.4.1.h); Areas adjacent to the Lift Lock (5.4.1.h); and, Mid-rise and high-rise development (5.4.1.i) 	PDUD	PAC	-	-	-	-		Central Area and Mixed-Use Corridors Urban Design Guidelines adopted by Council in 2023.
59	Adopt policies and procedures for the implementation of public art (5.4.3.c)	AC	ACHAC	-	-	-	-		Updated Public Art Policy came into effect in 2022. Related procedures in effect.

Table 13: Urban Forest Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
60	Increase tree canopy cover to a minimum of 35% of the city's land area. (5.5.c) and implement a natural heritage Restoration and Enhancement Strategy and street tree and naturalization programs. (5.5.c.i)	PW	AMCP, PDUD	✓				   	Tree Protection and Urban Forestry Guidelines in progress. Restoration and Enhancement Strategies have been completed as part of the Watershed Plan.
61	Require the planting of trees on-site or in proximity to the site in all City infrastructure-related works, where feasible (5.5.c.ii)	ECW	PW				✓	   	Urban Design Guidelines adopted in 2023 speak to the importance of Urban Trees for both the private and public realm.
62	Regulate the cutting of trees, require the replacement of any trees which must be removed, and require protection of trees during site development. (5.5.f)	PW		✓				   	Private Tree By-law and Woodland By-law to be updated. Tree Compensation required through Site Plan Approval. Preparation of Tree Protection and Urban Forestry Guidelines.

Table 14: Water Resources Initiatives

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
63	Prepare a Watershed Plan and Implementation Plan. (6.1.4.b)	AMCP	ECW, PW, PDUD, T20FN, ORCA, County	✓					Watershed Plan anticipated completion in 2024. Water Resource Systems section was created in 2023 and is leading many watershed planning activities
64	Implement a maintenance program for existing stormwater management facilities within the Drinking Water Intake Protection Zone (6.1.4.r)	AMCP					✓		Water Resource Systems section maintains the City's CLI-ECA and ensures compliance for all SWM facilities.
65	Develop a Management Plan to reduce the presence of waterfowl on municipally owned properties within the Intake Protection Zones. (6.1.4.s)	PUG	PDUD, AMCP				✓		Waterfowl Management Plan in place and By-Law Number 16-055 in effect. The Standard Operating Procedure for Waterfowl Management for the Riverview Park and Zoo periodically reviewed/updated.
66	Ensure the development and implementation of an ongoing education and outreach program regarding Source Water Protection (6.1.4.u)	ORCA	PDUD				✓		Agreement in place between the City and ORCA for development and delivery of ongoing education and outreach program.

#	Official Plan Policy Commitment and Section	Responsibility		Timeline				2023-2050 Strategic Plan	Implementation Details
		Lead	Support	Short-term	Mid-term	Long-Term	On-going		
67	Provide an annual report to the Source Water Protection Authority regarding source protection initiatives. (6.1.4.v)	PDUD	AMCP, ERM, PW, RS				✓		Reporting completed annually.

3.0 Monitoring and Reporting

3.1 Monitoring and Reporting Timelines

Regular monitoring of the Official Plan Implementation Strategy is required to ensure that the Strategy is on track to meeting the goals and objectives of the Official Plan and is reflective of changes to budget availability, staff resources, legislative requirements and government directives. City Staff intend to review this Strategy every year to update project timelines and revise/expand the list of project initiatives.

3.2 Tracking and Performance Indicators

Table 15 outlines a series of tracking and performance indicators, rationales for their inclusion, baseline data and prescribed targets. The prescribed targets are informed by the Official Plan, other City background studies and plans (e.g., Land Needs Assessment, Transportation Master Plan, Municipal Parks and Open Study), Council commitments and industry best practices.

These tracking and performance indicators are intended to provide a high-level insight on how the City is achieving Provincial growth and intensification targets and other targets specified in the Official Plan and inform future policy direction and updates to the Official Plan. This list is intended to be reviewed and revised periodically to reflect government directives, changes to legislation, emerging trends and data availability. However, the list is not intended to be exhaustive as other qualitative and quantitative measures are captured in further detail through other reporting initiatives completed by the City.

Table 15: List of Tracking and Performance Indicators

#	Indicator	Description	Rationale	Baseline	Target
1	Population	The total population of the city	The Official Plan requires that the City be planned to accommodate a minimum population of 125,000 by 2051 in accordance with the Provincial Growth Plan.	<u>2016</u> 83,100	125,000 by 2051
2	Residential Building Permits	Measures the total number of residential dwelling units permitted	The amount of housing units permitted provides insight on whether the City is on track to meeting its housing targets and needs to accommodate a total population of 125,000 people by 2051.	<u>2021-2023</u> 1,388 units	4,700 units from 2021-2031 21,380 units from 2016-51
3	Housing Starts	Measures the number of residential dwelling units where construction work has begun	Housing starts are an economic indicator that provide insight into the level of activity and supply conditions in the new home market.	<u>2022-2023</u> 776 units	4,700 units from January 1, 2022 to December 31, 2031
4	Housing Diversity	Calculates the housing type mix of new housing under four categories: Single and Semi-Detached Dwellings, Rows/Townhouses, Apartments and Other (e.g., Additional Residential Units)	To achieve an inclusive and complete community, the Official Plan encourages a mix and range of housing types to meet the needs of residents of all ages, incomes and lifestyles.	<u>2021</u> Singles: 57% Semis: 2% Other single-attached: 0% Apartment or flat in a duplex: 7% Rows: 9% Apartments: 25%	None prescribed - this is a tracking indicator; however, the proportion of medium and high density housing types should be increasing.
5	Residential Vacancy Rate	Reports the rental vacancy rate for the city	The vacancy rate is a measure of the demand for rental housing	<u>2023</u> 1.1%	3-5%

#	Indicator	Description	Rationale	Baseline	Target
6	Housing Affordability	Measures the number of new units that are affordable to low- and moderate-income households	One of the indicators of core housing need is the amount of households that spend 30% or more of their gross income on housing.	<u>2016</u> 22%	20% of new residential units annually
7	Residential Intensification	Measures the percentage of residential units occurring within the Delineated Built Boundary	To make efficient and cost-effective use of infrastructure and land and promote sustainability, the Official Plan facilitates intensification within the Delineated Built Boundary.	<u>2007-2021</u> 50.3%	50% of new residential units annually
8	Designated Greenfield Area Density	Measures the density of population and jobs within Designated Greenfield Areas.	The Official Plan supports more efficient use of land and infrastructure investment by promoting the development of more compact neighbourhoods in Designated Greenfield Areas.	42 residents + jobs per hectare overall (built and draft approved)	60 residents + jobs per hectare in new neighbourhoods 50 residents + jobs per hectare overall by 2051
9	Urban Growth Centre Density	Measures the density of population and jobs within the City's designated Urban Growth Centre	The Urban Growth Centre is a focal area for investment in regional services and is planned to accommodate significant population and employment growth.	<u>2011</u> 105 residents + jobs per hectare	150 residents + jobs per hectare by 2031
10	Employment	The total number of jobs in the city	The Official Plan requires that the City be planned to accommodate 63,000 jobs by 2051 in accordance with the Provincial Growth Plan.	<u>2016</u> 44,700	63,000 by 2051
11	Activity Rate	A ratio of jobs to population	The Activity Rate is a measure of a complete community, where people can work close to where they live.	<u>2016</u> 54%	50% (or 2 residents for every 1 job per OP Section 3.2 b.)

#	Indicator	Description	Rationale	Baseline	Target
12	Access to Parkland	Measures the amount of neighbourhood parkland to population	To achieve a complete community, residents need to have convenient access to recreational amenities, parks and open space.	<u>2019</u> 0.75 ha /1,000 population	Neighbourhood Parkland: 1 ha/ 1,000 population
13	Tree Canopy	Monitors the city-wide amount of tree canopy coverage	The urban forest provides ecological benefits, improves air quality and assists in mitigating against climate change, including reducing the urban heat island effect.	<u>2015</u> 29.8% <u>2020</u> 26.8%	35% by 2051
14	Community GHG emissions	Measures the percent reduction in greenhouse gas (GHG) emissions from the 2011 baseline levels	Peterborough City Council declared a climate emergency in 2019 and recognizes the need to accelerate timelines for introducing climate actions to significantly reduce GHG emissions.	<u>2018-2021</u> 18% reduction from 2011 levels	45% GHG reduction by 2030 Net-zero by 2050
15	Mode split	Measures the share of the main modes of commuting for the employed labour force	The Official Plan plans for an improved transit and active transportation system to increase modal shift towards sustainable transportation options.	<u>2016</u> 83.7% automobile 4.3% transit 10.2% active transportation	65% automobile 10% enhanced transit 25% active transportation by 2051
16	Transit Coverage	Measures the percentage of the City's developed urban area within 500 metres of a scheduled fixed-route transit service	The Official Plan requires development to have convenient access to transit, more specifically it directs the City to design a scheduled fixed-route transit service to provide access within 500 metres walking distance (i.e., roughly 5 minutes) to over 95 percent of the City's developed urban area.	<u>2023</u> 87% of the City's developed urban area	95% of the City's developed urban area by 2051