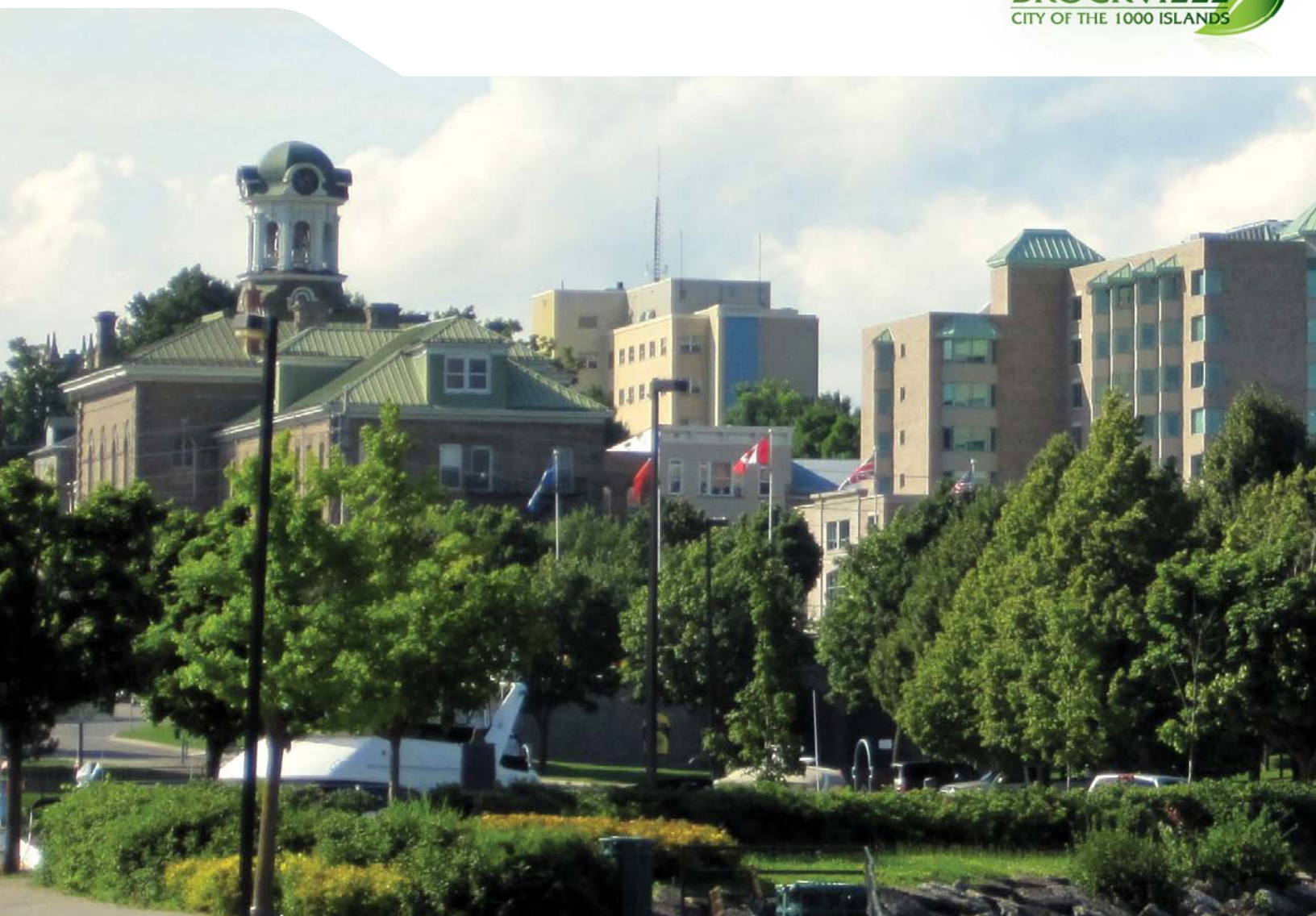

***BROCKVILLE SUSTAINABILITY PLAN
OPEN HOUSE/WORKSHOP***

Page

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Item

1. **Open House** (5:00 - 6:00)
 - Series of information/display boards to be posted around the room
 - Brockville/OPPI video
2. **Presentation** (6:00 - 6:30)
 - Mayor Henderson will provide welcome and an introduction
 - Mr. Chris Tyrell, MMM Group will provide a presentation on the Brockville Sustainability Plan
3. **Workshop** (6:30 - 7:30)
 - Participants will work in small groups to respond to questions
4. **Group Discussion** (7:30 - 7:50)
5. **Wrap-up** (7:50 - 8:00)



CITY OF BROCKVILLE SUSTAINABILITY PLAN

DRAFT | MAY 2012

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1 INTRODUCTION

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The City of Brockville Sustainability Plan (the Plan) contributes to the implementation of goals and objectives that have been identified as part of the City's Official Plan (OP), and Community Strategic Plan (CSP) and the actions and strategic directions from the Annual Service Delivery Reviews (SDR's) conducted by each City Department.

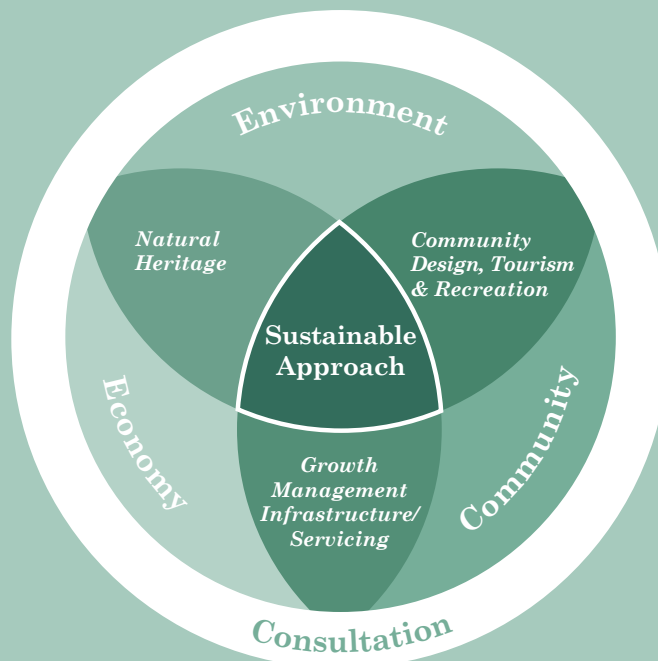
This Plan will help to ensure that the City Brockville remains a healthy, vibrant, and sustainable community with a strong economy, and a focus on its people.

1.1 What is Sustainability?

The development of the Sustainability Plan considers sustainability as an approach to the future development and management of the City of Brockville. A traditional and widely accepted definition of sustainability is “meeting the needs of people today without jeopardizing the flexibility of future generations to meet their needs” (World Commission on Environment and Development). However, traditional definitions are often difficult to implement ‘on the ground’. Being sustainable does not require fundamental lifestyle changes to established community values.

The Sustainability Plan reflects a sustainability approach specific to the City of Brockville which is guided by community values. Fundamentally, sustainability is about improving the quality of life and natural environment, while fostering economic development and wisely using and managing non-renewable resources.

Figure 1-1 | Sustainability Approach



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1.2 What is a Sustainability Plan?

It is well documented that global issues driving sustainability are present in the City of Brockville. There are several issues, on different scales that are driving sustainability. Some of these drivers include:

- » Economic conditions;
- » Climate change;
- » Increasing loss of biodiversity and connectivity natural heritage features;
- » Increased frequency and intensity of natural events;
- » Rising energy prices;
- » Infrastructure deficits;
- » Shifting public focus towards environmental issues, and
- » Public health concerns.

The Sustainability Plan must understand these drivers and interpret them to truly understand what sustainability means.

As illustrated in [Figure 1-1](#), a sustainable approach to planning in Brockville is defined through community consultation which is reflective of community values – what is important to the community and what will be valued by future generations. The community values are generally reflected through the OP, CSP and SDRs. Through additional consultation with the public and stakeholders, the assets and issues of the City of Brockville have been better understood, and the interpretation of sustainability is reflective of community values. A sustainable approach considers the interconnected nature of the community, the environment, and the economy.

Sustainability planning is a growing movement among municipal governments throughout Canada as they provide direction for municipalities to increase efficiency and reduce short and long-term costs. Sustainability Plans were originally established as a means of obtaining Federal Gas Tax funding but have evolved beyond simply that. In Ontario, where municipalities are required to have an Official Plan, Sustainability Plans are not mandated; however, many municipalities have recognized the value of sustainability planning and have begun to take a more active and consultative approach to define and develop plans to advance local sustainability. This Sustainability Plan works to integrate sustainability into municipal policy, to create a framework for accountability and engage the community and private sector.

Generally, Sustainability Plans:

- » Identify a long term vision, goals, and targets for sustainability, that are based on community input and collaboration;
- » Coordinate and link existing municipal plans and strategies in order to ensure that a sustainability objective is common to all; and
- » Address long-term environmental, cultural, social, and economic sustainability in an integrated manner.

1.3 Purpose of the City of Brockville Sustainability Plan

The purpose of the Sustainability Plan is to implement goals and objectives relating to sustainability, which have risen out of the consultation and policies developed for the OP and CSP. Under the current legislative framework, there are many sustainability goals and objectives that cannot be effectively implemented/achieved by the OP; therefore, the appropriate implementation tool is the Sustainability Plan.

The Community Sustainability Plan may address the follow issues as they relate to sustainability in the City of Brockville:

- » Managing growth in an appropriate way;
- » Ensuring protection and conservation of important natural features;
- » Promoting responsible development;
- » Encourage economic development in new sectors;
- » Implement green standards and initiatives;
- » Encourage active transportation;
- » Promote heritage restoration;
- » Provide a mechanism to access funding; and
- » Establish partnerships with other levels of government, agencies and stakeholders.

This Sustainability Plan, under the existing legislative framework, is not a statutory document and implementation should be undertaken in a manner that is fiscally sustainable and respectful of the City's

current financial means, by prioritizing initiatives based on best practices and community goals and objectives. This Plan will complement the desires of the community and will balance a wide range of social, economic and environmental considerations while understanding the long-term implications of these decisions.

The purpose of the Sustainability Plan is to also take a proactive, action-oriented approach to sustainable community planning, by:

- » Identifying and establishing a framework for partnerships between the City, agencies, the private sector and other stakeholders;
- » Ensuring that the City of Brockville moves towards becoming a more environmentally, socially, economically and organizationally sustainable City;
- » Outlining and prioritizing specific actions which the City and community champions can complete to address specific issues or complete other objectives which contribute to achieving the vision of this study; and
- » Identifying performance measures and targets to assist in evaluating and monitoring both the Sustainability Plan and the City's general progress towards becoming a more sustainable community.

The sustainability approach for the City of Brockville will move beyond typical definitions and will implement solutions that will have positive impacts on the City.

1.4 Basis for the City of Brockville Sustainability Plan

The Sustainability Plan has been completed to both guide decision-making and proactively work towards achieving the vision of the City's Community Strategic Plan, which was adopted in April of 2009 and identifies a clear vision with core values. The vision statement is as follows:

"Mayor and Council are committed to making Brockville a better place to live, work and play and to enjoy an exceptional quality of life. Brockville is committed to families, to an economy that offers opportunities to grow and prosper, to providing amenities that are second to none and conducting our business in a way that is both environmentally and financially sustainable. We encourage the guidance and assistance of our citizens to make this happen."

It is clear that the City of Brockville has unique assets that make the City an attractive place to live, work and play. The Sustainability Plan continues the commitment to this vision, and works to further implement the goals and objectives that are identified in the OP and CSP.

This Plan is based on the results of a visioning and public consultation program involving City of Brockville residents. Public consultation was undertaken during the development of the CSP, OP and this Plan and included consultation techniques such as community workshops, open houses, community forums, community information sessions, interviews and formal public meetings.

This Plan provides the basis to establish programs to increase the City's efficiency and sustainability and for

the implementation of further studies and strategic documents and identifies an appropriate means of addressing sustainability in the City of Brockville.

The following is a brief overview of the documents that guided the preparation of, and provided the basis for, this Sustainability Plan.

Community Strategic Plan (CSP)

The CSP provides a blueprint for taking actions that will lead to economic growth in the City of Brockville. The CSP identifies the community needs and desires with respect to the future direction of the City through the use of these four pillars: People, Economy, Amenities, and Sustainability and the use of goals. The CSP also establishes the City's collective vision, mission statement and strategic goals and objectives, which will influence City decision-making. However, there are sustainable actions that the CSP cannot meaningfully effect without the assistance of another strategic and long-range document. These actions include sustainable energy consumption and green technology, energy audits and green building standards, revitalizing and reusing underutilized land, and encouraging the design of compact and complete communities. Another strategic direction of the CSP was to develop a sustainability policy and achieve the City's Vision. Although not a statutory document, this Plan provides the City with strategic directives that can be implemented to build on the work already being undertaken towards sustainability in the City.

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Service Delivery Reviews (SDRs)

The SDRs relate to particular departmental programs at the City of Brockville, they are focused on department reviews and determining whether programs are running efficiently and effectively. Service reviews by each department may recommend changes to the current programming in each department. These are critical to the implementation of sustainability, as much of the City's implementation will be undertaken by the City Departments. The preparation of this Sustainability Plan will help to implement and direct City decision-making in the area of sustainability.

Official Plan

The Official Plan is a broad based policy document that identifies the long term goals and objectives for land use planning in the City. The Official Plan also identifies a number of sustainable goals and objectives as they relate to the four pillars in the CSP. A sample of the policies relating to sustainability from the OP includes:

- » The City's parks and open spaces shall provide venues to protect and conserve valued natural resources, such as woodlands, wetlands, waterfronts, and other natural features vital to a healthy and sustainable ecology and natural environment, as well as to recognize and sustain valued historical and heritage venues that have contributed to both the community's historical development and identity.

- » Encourage development of private and public renewable energy projects, where feasible and where they will not cause harm to public health and safety, or the natural environment;
- » Pursue opportunities to engage, collaborate and partner with local community groups and private business in order to address issues of environmental concern and to advance the local sustainability agenda;
- » Encourage the design of compact and complete neighbourhoods that are consistent with sustainability principles; and
- » Support and participate in education/awareness programs and activities related to the local environment and sustainability.

This provides a sample of the policies relating to sustainability that are contained in the OP. Due to the legislative framework within which the OP was prepared, the OP may not be the appropriate channel to direct many of the sustainable initiatives. As such, certain goals and objectives cannot be implemented including identifying incentive programs for renewable energy generation and exploring opportunities for renewable energy generation. This Sustainability Plan will assist in directing City decision-making and identify a long term strategy for sustainability. Similarly to the OP, this Plan is based on a 20-year planning horizon; however as part of the OP review, this Plan should be reviewed every five years.

1.5 Benefits of a Sustainability Plan

There are a number of benefits that rise out of the preparation of this Plan, including:

- » **Cost Savings** – the Sustainability Plan effectively integrates cost saving measures into not just the OP and CSP, but all elements of municipal management and provides long-term planning to save resources and money. Marked improvements in infrastructure services and cost savings can be made through the implementation of the strategies and targets that are outlined in this Plan. Examples of a cost saving measure includes the implementation of life-cycle costing of assets (buildings, roads, lighting, sewers, etc.), which can result in increased service life of the asset and less service disruptions. Reducing the resource use of municipal operations saves money and extends the life of existing infrastructure (combined with private actions to conserve, it extends the time before expansions are required). An example of this is the City of Brockville magnetic induction street lighting replacement program, which was reviewed as a component of the Official Plan program.
- » **Tool to Guide Municipal Decision Making** – the Sustainability Plan can be used to guide the decision making process, help to identify priorities, reduce costs, increase overall efficiency, and reduce the ecological footprint of municipal operators.
- » **Strong Understanding of Community Needs** – the Sustainability Plan can address community needs through a participatory approach to understand the goals of the community and turn these goals into strategies and targets.
- » **Enhancement of a Vibrant and Strong Community** – the Sustainability Plan addresses economic, environmental, cultural and social issues and seeks to integrate actions to enhance these areas, creating a strong, vibrant and well-rounded community. Additionally, by engaging citizens throughout the process, a common sense of purpose is developed and an interest in sustainability is fostered.
- » **Respond Effectively to Change** – the Sustainability Plan will assist the City of Brockville in adapting to changes effectively and in an integrated manner and will assist the City of Brockville to shift focus to areas in need of improvement.
- » **Effective Policy Development** – this Plan has a long-term focus and emphasizes the integration of sustainability dimensions. This will assist in integrating sustainability into all aspects of new policy development.
- » **Creates a Foundation for Partnerships** – the Sustainability Plan has clear strategies that provide the foundation for partnerships with senior governments, community organizations and the private sector by mobilizing and combining resources to accomplish projects that will create multiple benefits for the community.
- » **Promotes Sustainable Investment** – the Sustainability Plan, through the development of partnerships and the recommended strategies, will assist the City in promoting sustainable investment from the private sector.

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2 APPROACH

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This Plan has been prepared as a document to assist with the implementation of the City’s sustainable vision, goals, objectives and policies from the OP, the CSP, and the SDRs. Because of the legislative framework within which the OP has been prepared, and the context that guided the preparation of the CSP and SDRs, the appropriate approach to **implement the sustainable goals and objectives identified in the three documents is to develop a Sustainability Plan**. This section provides an overview of the approach and steps taken to develop the Plan.

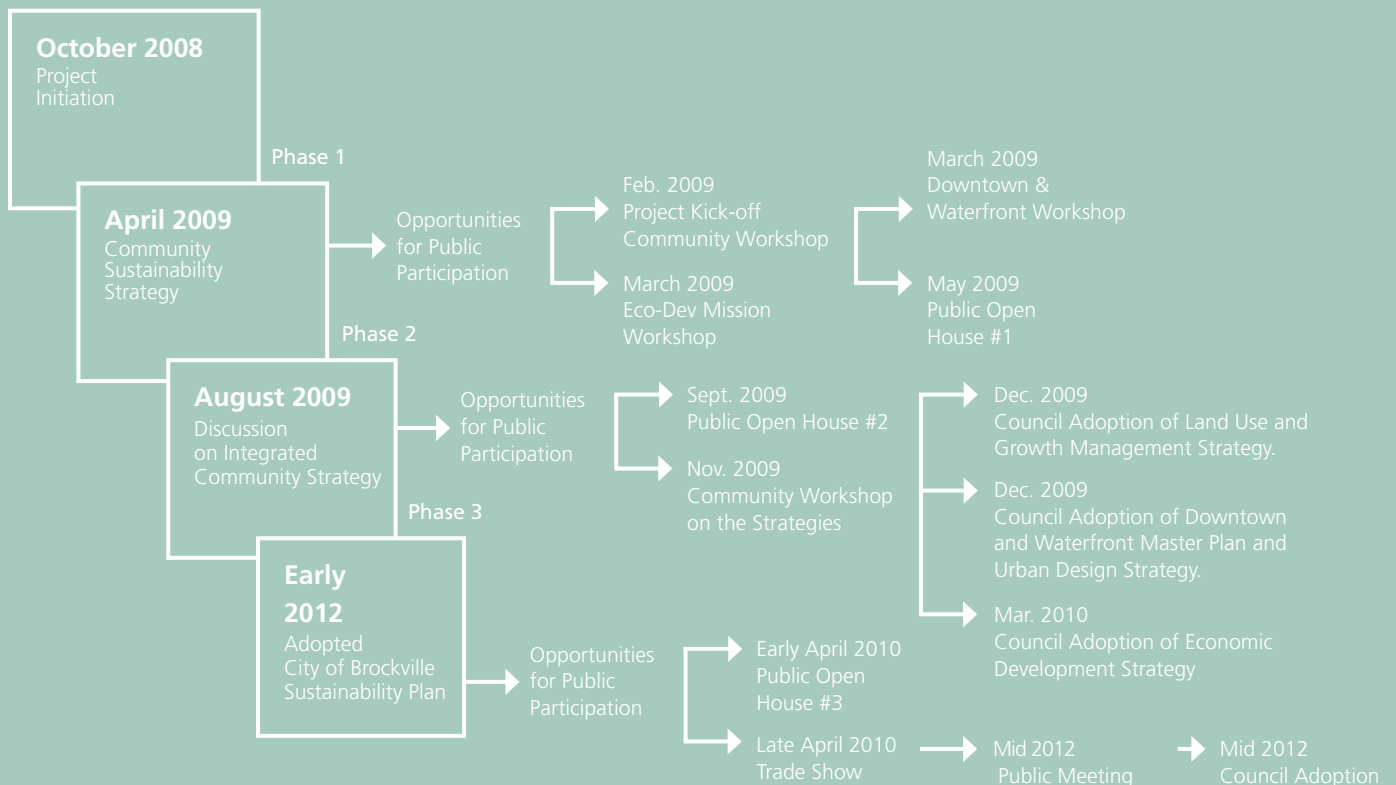
2.1 Process

The Sustainability Plan process was initiated as a result of input from the public at the first group of public open houses on the Official Plan program. To reach the interests of the public, a Community Sustainability Strategy was prepared and incorporated into the Foundation Report, one of the background documents prepared for the Official Plan (Phase 1 as illustrated in Figure 2-1). This Strategy evolved into an initiative to prepare a separate Sustainability Plan in tandem with the Official Plan process to garner feedback on sustainability. Phase 2 involved the preparation of a Discussion Paper on Integrated Community Sustainability to assist in identifying and organizing the fundamental goals and objectives of the three strategies prepared as

background for the Official Plan project: Land Use and Growth Management Strategy, Economic Development Strategy, and the Downtown and Waterfront Master Plan and Urban Design Strategy.

Phase 3 involved the preparation of the Sustainability Plan that incorporated all the input received from the Public and provided the City of Brockville with the necessary framework to increase the City's environmental, fiscal, social, and organizational sustainability.

Figure 2-1 | Process



2.2 Steps in Preparing this Sustainability Plan

The steps involved in preparing this Sustainability Plan are identified in Figure 2-2. There are five main steps including: Consultation; Inventory; Gaps Analysis; Program Development; and Implementation.

1) Consultation

The consultation program, which was largely developed in tandem with the Official Plan program, is key to obtaining buy-in from the public and stakeholders, as well as establishing a project’s core values and directives. At the outset, sustainability was identified as being of the utmost importance. This input assisted in guiding the preparation of the Official Plan but also identified that something more was needed to guide the City in establishing a sustainability direction. Section 3 details the extensive consultation that was undertaken for the Sustainability Plan.

2) Inventory

There are several core documents that the City uses to guide operations, development, and decision-making including the Community Strategic Plan, Service Delivery Reviews, and the Official Plan. Within these core documents, sustainable goals, objectives, and directives exist that drive City decision-making and identify a path forward. In developing a path forward, an inventory was prepared that highlights all of the goals, objectives, and directives within these documents.

A subsequent inventory was prepared that outlines the sustainable initiatives that are being undertaken

by the City, Community, and/or by the Private Sector. This inventory provides an understanding of what goals, objectives, and initiatives are being implemented and assists to identify gaps where the goals, objectives, and initiatives are not being implemented.

3) Gaps Analysis

Having combined the two inventories (goals, objectives and directives with the initiatives) gaps emerged. Where gaps were identified, an analysis was undertaken to identify the reason behind the gaps and how the gaps could be filled. This analysis feeds into the development of strategies to assist in implementing the goals, objectives, and directives identified in the inventories and provide a path forward to implement either by further study or by creating/strengthening partnerships.

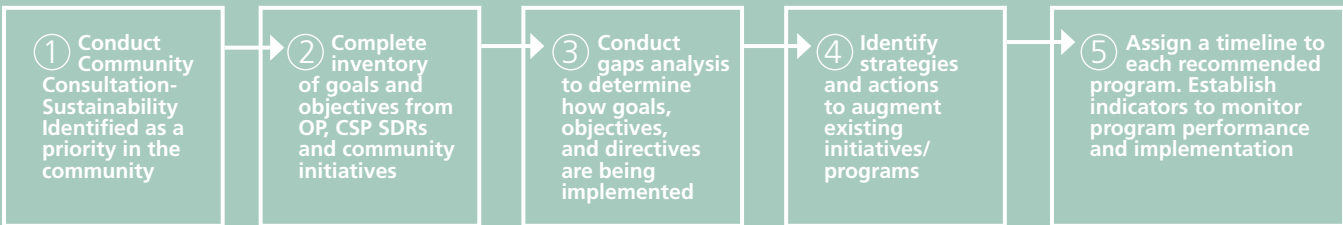
4) Program Development

The identification of gaps assisted in establishing a number of programs/actions to implement the City’s goals and objectives and fill the gaps where no initiatives currently exist. The evaluation of the gaps and recommendation of additional studies will contribute to achieving the goals and objectives.

5) Implementation

Establishing an implementation framework will guide the City to increasing the City’s sustainability and identifying a timeline, a strategy for monitoring and identifying indicators, and a strategy for communication and partnerships.

Figure 2-1 | Process





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PUBLIC & STAKEHOLDER CONSULTATION

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Significant community consultation has been conducted as part of the CSP and OP projects. There is a high level of interest in the sustainability initiatives in the City of Brockville and **involvement has been achieved through a number of public consultation events and workshops, providing residents the opportunity to participate in the process of the development of the Sustainability Plan.** This section provides an overview of the public engagement and community consultation that was conducted for these two initiatives, as well the additional consultation that was conducted for the Sustainability Plan.

Community Strategic Plan Consultation

The consultation process for the CSP included in-depth meetings and interviews with community leaders, City staff and managers, the Mayor and Council and an open public meeting. The result of these consultations was a CSP that provided Council and residents with a performance measurement framework, community improvement concepts that provides linkages to the OP, Capital Plan (for budgeting purposes) and the long-term management strategy for the City Manager. The goals, objectives and vision statement developed during these consultations were carried forward into this Plan.

Official Plan and Sustainability Plan Consultation

There has been a substantial level of public interest in sustainability initiatives, achieved through a number of public consultation events held in concert with the open houses and workshops for the OP project, which have provided opportunities for residents, business owners, and interested parties to participate in the process.

The initial set of community events were held early in 2009 dealing with gathering input from the public on their Community Values, how they see their City in 2031, and what the key issues and constraints are to realizing their vision for the City and to assist the public in understanding the process, and discuss issues relating to economic development and the downtown and waterfront.

Two Public Open Houses were held, one in the Spring of 2009 and one in early Fall of 2009, for public discussion on background documents prepared to support the development of the Official Plan. Two of these background documents included the Community Sustainability Strategy and the Discussion Paper on Integrated Community Sustainability. Comments stressed the importance to reduce energy dependence and seek alternative energy sources, improve air quality, promote active transportation, reduce impacts on climate change, including food as an action area, and providing more information on the timing of completion of certain action items.

As a follow-up to the Open Houses, a Public Workshop was held in late Fall 2009 to improve awareness of the background documents, including the Discussion Paper on Integrated Community Sustainability. Input received

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included providing economic incentives that attract sustainable development, the need to encourage and support affordable housing opportunities, the need to increase active transportation including building and expanding the Brock Trail, encouraging more people to live downtown to increase walkability and reduce the need to use the automobile, promoting revitalization and public access to the waterfront to increase the use of the waterfront, and encouraging an on-street cycling network.

To ensure that the consultation efforts reached as many people as possible and that as many opportunities to obtain input on both the Official Plan and the Sustainability Plan were provided, a display booth was set up at the City's annual Trade Show in Spring 2010. Copies of the Official Plan survey as well as opportunities to review the Sustainability Plan materials prepared to date and provide any additional input were made available over the two days.

Throughout the initiative, many participants have acknowledged and commented on the extensive public consultation process that has been undertaken to develop Brockville's new Official Plan and Sustainability Plan. The input that has been received so far in the project process has been extensive. The public forums, meetings, open houses and workshops have been well attended by various interests in Brockville, have brought key issues and concerns to the surface, and have painted a vivid picture of how these participants want their City to look, function and evolve. In addition to public event participation, we have received and considered numerous written submissions.



4 ANALYSIS OF DIRECTIVES & INITIATIVES

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An essential component to the development of this Plan was to prepare two inventories to gain **an understanding of the City's fundamental sustainability goals, objectives and directives as well as community and municipal initiatives.**

The first inventory, presented in [Table 4-1](#), was prepared using three core documents as outlined in Section 1.3; the CSP, SDRs and OP. These three documents contain goals, objectives, and/or directives that assist in providing a path forward to develop a number of action items. By preparing this inventory, an understanding of the City's fundamental goals and objectives supporting sustainability is established, which helps to achieve the vision outlined in both the Official Plan and the Community Strategic Plan.

The second inventory presented in [Table 4-2](#), identifies current initiatives that are on-going in the City of Brockville. The preparation of this inventory was critical to understanding the level of effort being undertaken to support sustainability by the private sector, community and City initiatives. Finally, [Table 4-3](#) combines the goals and objectives inventory and the initiatives inventory. The combined inventory is used to identify gaps that exist. Gaps are identified where a goal/objective exists and no municipal, community or private initiatives exist, or the initiatives are small scale as opposed to widespread throughout the City. [Table 4-1](#), [4-2](#) and [4-3](#) are presented subsequently.

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Table 4-1 | Goals and Objectives Inventory

DOC/ NO.	GOALS / OBJECTIVES
NATURAL ENVIRONMENT	
CSP	
N1	Encourage restaurants to incorporate local ingredients into menus
N2	Maximize environmental benefits while minimizing and mitigating negative environment impacts
N3	Utilize local renewable energy opportunities
N4	Adequately service residents, visitors, and businesses, and meet basic needs in a reliable, efficient, affordable and equitable manner
N5	Establish a Municipal carbon baseline
N6	2% decrease in municipal carbon footprint annually
N7	Undertake tree planting, landscaping and naturalization initiatives
SDR	
N8	Improve the maintenance of athletic fields
N9	Undertake tree planting, landscaping and naturalization initiatives
N10	Control the Canada Goose population to reduce the amount of pollution into watercourses/green spaces
N11	Conserve water and energy use in all water/wastewater facilities
N12	Increase energy efficiency and conservation techniques and reduce energy costs
OP	
N13	Minimize impact of business practices on the natural environment
N14	Support local food production in neighbouring municipalities by buying and consuming local produce and explore opportunities for urban agriculture
N15	Reduce land consumption by ensuring the most efficient use of land
N16	Ensure the protection, enhancement, and connectivity of natural heritage features
N17	Promote education/awareness programs and activities related to the local environment and sustainability.
N18	Support sustainable energy consumption and green technology through energy conservation, efficiency, and design
N19	Protect and enhance parks and open spaces
ECONOMY	
CSP	
E1	Attract young professionals and retain young people
E2	Ensure the current local employment environment is stable, with the ability to work to attract new opportunities and foster the high value, high tech creative/entrepreneurial employment opportunities as a unique niche
E3	Foster job growth in the target areas and areas of future growth opportunities
E4	Endeavour to attain a 10% growth target in high value/high quality employment by year 5
E5	Raise awareness of education, learning and training opportunities outside the public school curriculum

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Table 4-1 | Goals and Objectives Inventory (Cont'd)

DOC/ NO.	GOALS / OBJECTIVES
SDR	
E6	Investigate technological advancements in regard to water/wastewater, including: » Meter reading capabilities; and » Review scheduling/billing in conjunction with above
E7	Focus on environmental and green technology investment
E8	Investigate the possibility of public/private partnerships
E9	Maximize the benefits of and participation in the CIPs
E10	Move towards being a more fiscally sustainable City
E11	Reduce operating costs for City facilities and seek opportunities to introduce revenue-generating initiatives
E12	Increase efforts to promote tourism and increase revenues from City events
E13	Increase efforts to attract new tourists to Brockville and make the City a more diverse place to visit
OP	
E14	Support the creation of 'green jobs'
E15	Create a planning framework that promotes a flexible and adaptable economic environment that encourages investment and a broad range of employment opportunities, and supports the growth of tourism in the City
E16	Ensure that cultural heritage resources, both on shore and in the water, are not adversely affected when considering applications for waterfront development.
E17	Guide the maintenance and growth of economic activity in the City through the development of proactive and flexible land use policies for areas of economic activity
E18	Promote the development of new businesses and economic activities that are not currently available in the City to help maximize employment opportunities through land use policies that permit and encourage the development of such uses
E19	Promote employment opportunities that utilize local economic resources and that are resilient to economic change
E20	Support business and employment diversification through flexible land use policies and small business development
E21	Foster tourism potential in the City through the protection and enhancement of the City's unique characteristics
E22	Ensure that resources are managed and, where appropriate, developed to promote tourism development and economic growth
E23	Recognize and preserve cultural heritage resources as a significant factor contributing to the City's economy
SERVICES & AMENITIES	
CSP	
SA1	Promote downtown as a destination and to key target markets within a one hour drive
SA2	Assess and develop enhanced amenities based upon community requirements and feedback
SA3	Citizens have access to health care, education, recreation and cultural facilities and services
SA4	2% increase in community visitation and expenditures and utilization of existing amenities
SA5	Financial sustainability in all aspects of municipal government
SDR	
SA6	Endeavour to attain a 10% growth target in high value/high quality employment by year 5
SA7	Raise awareness of education, learning and training opportunities outside the public school curriculum
SA8	Undertake a waterfront public use strategy and an Official Plan

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DOC/ NO.	GOALS / OBJECTIVES
SDR	
SA9	Undertake a study to determine where an outdoor rink could be established in the City
SA10	Environmental Audit completed and being implemented
SA11	Maintain and improve the City's docking and mooring facilities at the harbourfront
SA12	Improve the look and feel of the City by planting more and increasing the maintenance of trees and athletic fields
OP	
SA13	Maintain, improve and optimize its infrastructure including all water and wastewater infrastructure, stormwater management, waste management, telecommunications and other public utilities in order to better serve existing and future City residents.
SA14	Develop a multi-purpose trail system through a linked open space system
SA15	Improve overall walkability through connecting trails, streets, and open spaces
SA16	Provide and encourage active transportation options throughout the City
SA17	Improve opportunities for public transit
SA18	Coordinate pedestrian, cyclist and motor vehicle traffic and circulation
SA19	Strengthen the public transit system and encourage other sustainable transportation modes such as walking and cycling
SA20	Minimize emissions and energy use City-wide
SA21	Contribute to and show leadership by considering reductions in material consumption and waste production and increases in diversion and reuse within its municipal culture, decision making, and operations
COMMUNITY & PEOPLE	
CSP	
CP1	Promote a Family and immigration friendly City and establish an active recruitment campaign
CP2	Recruit young families
CP3	Promote Sustainability Focus in all aspects of City Administration – environmental and financial.
SDR	
CP4	Increase efforts to bring in new families
CP5	Build out existing subdivisions
CP6	Increase efforts to attract new tourists to Brockville and make the City a more diverse place to visit
OP	
CP7	Identify and promote intensification, infill and development of vacant and/or underutilized sites, and areas in transition in the Urban Area, taking into account existing building stock and the availability of suitable existing or planned infrastructure and public service facilities to accommodate projected needs
CP8	Develop land use patterns in the City that are compact and efficient
CP9	Complete a Housing Strategy to establish an appropriate target for affordable housing
CP10	Provide a variety of housing forms, tenures and level of affordability through development, redevelopment, intensification and infilling projects
CP11	Encourage the design of compact and complete neighbourhoods that are consistent with sustainability principles
CP12	Direct new urban development to the built up area

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Table 4-2 | Inventory of Sustainability Initiatives

CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
NATURAL ENVIRONMENT		
<ul style="list-style-type: none"> » Water Pollution Control Centre Secondary Treatment Upgrade » Provincial Electronics Waste Collection and Consolidation Centre » Feasibility Study for On-Site Natural Leachate Treatment System » Household Refuse Collection Limit » Curbside Blue Box Program » Refuse Transfer Station/Tipping Fees for Large Waste Items » Household Special Waste Days » Brockville Hazardous Waste Day » Leaf and Yard Composting Site » Energy Efficient Street Light Conversion Program and Policy » Energy Retrofits of City Buildings » Official Plan Natural Heritage Policies » Memorial Centre and Operations Centre Solar Panel Upgrade » Service Delivery Reviews » Maintenance of Community Facilities » St. Lawrence Park Master Plan 	<ul style="list-style-type: none"> » Wendy's Mobile Market » St. Lawrence College Sustainable Local Food for All Canadians Certificate Program » 3M Canada Brockville Plant: the Energy Efficiency Prototype » St. Lawrence College Continuing Education Energy Workshops » testworX Green IT Program 	<ul style="list-style-type: none"> » Doors Open Brockville » Friends of Mac Johnson Wildlife Area Education, Programs, Special Events » Leeds County Stewardship Council stewardship and restoration initiatives » Frontenac Arch Biosphere Reserve » St. Lawrence Islands National Park » Brockville Farmer's Market, Vendors Page, Harvest Chart, and Seminar » Local Flavours Project » Cataraqui Region Conservation Authority Strategies, Programs, Requirements » Cataraqui Source Protection Committee Source Protection Plan Development » Transition Brockville Education and Programs » Food Matters Coalition Programs and Projects » ecoSchools Program

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CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY		
<ul style="list-style-type: none"> » Economic Development Strategy Implementation » Downtown Brockville Community Improvement Plan » Brownfield Community Improvement Plan » Development Charge Holiday » Property Locator » Brockville Residential Relocation Book » Economic Development Prospect Package » Enterprise Resource Planning System (ERP) » Service Delivery Reviews » Energy Audits of City Buildings and some Energy Retrofits » Green Development Official Plan Policies » Maritime Discovery Centre » Boundary Expansion 	<ul style="list-style-type: none"> » Maritime Discovery Centre development as a P3 with the City » St. Lawrence College Continuing Education, Special Interest Courses, and Contract Training » Brockville & District Chamber of Commerce's Green Committee initiatives 	<ul style="list-style-type: none"> » Downtown Brockville Business Improvement Area Website and Programs (street events, street banners, floral baskets and enhanced bicycle parking) » Thousand Islands Community Development Corporation 10-Year Interest Free Loan » Leeds and Grenville Small Business Enterprise Centre Business Programs » Grenville CFDC Self-Employment Benefit Program and Business Financing » Frontenac Arch Biosphere Reserve Sustainable Tourism » Employment and Education Centre » Eastern Ontario Centre for Advanced Technology Programs (St. Lawrence College) » Brockville Mental Health Centre Female Secure Treatment Facility Business Case » Brockville General Hospital Expansion » Immigrant Investment Mission » United Way Immigration Partnership Program » Community and Primary Health Care Centre Development » Citizens Brockville Innovation Centre Working Group

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Table 4-2 | Inventory of Sustainability Initiatives (Cont.)

CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
SERVICES & AMENITIES		
<ul style="list-style-type: none"> » Maintenance of the Brockville Memorial Centre, Centennial Youth Arena, baseball diamonds » Infrastructure improvements as a result of Federal Gas Tax Funding » Municipal Trails » Brockville Islands Environmental Audit » Downtown and Waterfront Master Plan and Urban Design Guidelines » City of Brockville Official Plan » Service Delivery Reviews » On-Road Cycling Network » Official Plan Transportation Analysis » Solid Waste Master Plan » Urban Reserve Area » Memorial Centre and Operations Centre Solar Panel Upgrade » Cycling Advisory Committee » Railway Tunnel Committee » Maritime Discovery Centre 	<ul style="list-style-type: none"> » New VIA Rail Brockville Train Station » Various Festivals (Multicultural, Riverfest, Jazz, Celtic) » Maritime Discovery Centre development as a P3 with the City 	<ul style="list-style-type: none"> » St. Lawrence College Knowledge Infrastructure Project » Lake Ontario Waterfront Trail » Brock Trail Committee » Brockville and Area YMCA » Brockville Arts Centre Events and Exhibits » Communities in Bloom » War of 1812 Bicentennial » Revitalization of Rotary Park/Splash Pad » Education Programs at Mac Johnson Wildlife Area » Cataraqui Source Protection Committee Source Protection Plan Development
COMMUNITY & PEOPLE		
<ul style="list-style-type: none"> » Accessibility Plan » Community Vitality Index (CVI) » Immigration Expo » Official Plan Intensification Policies » Land Use and Growth Management Strategy Implementation » Waterfront Master Plan and Urban Design Strategy Implementation » Green Building Policies » Youth Advisory Committee » Cultural Diversity Initiative » Brockville Museum Events, Programs, Lecture Series 	<ul style="list-style-type: none"> » St. Lawrence College Continuing Education » Farmer's Market 	<ul style="list-style-type: none"> » Leeds, Grenville, and Lanark District Health Unit Education and Programs » Child and Youth Wellness Centre Leeds and Grenville Education and Programs » Education for Quality Accessibility (Brockville Chapter) Accessibility Projects » Brockville Senior Citizens Club » Doors Open Brockville » Brockville Railway Tunnel » Ontario Heritage Sites Trust Locations » Fulford Place Mansion » Leeds Grenville Volunteer Centre

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Table 4-3 combines the goals and objectives from Table 4-1 and the initiatives from Table 4-2 to gain a fundamental understanding of where gaps may exist. After each pillar/category, analysis is provided as to what gaps have been identified and why they were identified.

Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
NATURAL ENVIRONMENT				
CSP				
N1	» Encourage restaurants to incorporate local ingredients into menus		» Wendy's Mobile Market	» Frontenac Arch Biosphere Local Flavours Project » Food Matters Coalition
N2	» Maximize environmental benefits while minimizing and mitigating negative environment impacts	» Official Plan requires development proposals to demonstrate that there will be no negative impacts on Natural Heritage Features or Areas » Official Plan require new developments to consider building efficiency and green building standards		» St. Lawrence Islands National Park » Leeds, Grenville and Lanark District Health Unit Extreme Weather Events » Cataraqui Region Conservation Authority » Cataraqui Source Protection Committee Source Protection Plan Development
N3	» Utilize local renewable energy opportunities	» Memorial Centre and Operations Centre Rooftop Solar Installation » Solar Farm Proposals	» UC Solar/Canadian Solar Groundmount Solar Installation	» St. Lawrence College Rooftop Solar Installation
N4	» Adequately service residents, visitors, and businesses with water, wastewater and storm water systems, and meet basic needs in a reliable, efficient, affordable and equitable manner	» Water Pollution Control Centre Secondary Treatment Upgrade		» Leeds, Grenville and Lanark District Health Unit Safe Water Program and Sewage/Land Control Services » Cataraqui Source Protection Committee Source Protection Plan Development

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
NATURAL ENVIRONMENT				
N5	» Establish a Municipal carbon baseline	» Municipal Carbon Baseline established in September 2011		
N6	» 2% decrease in municipal carbon footprint	» 10% decrease in the municipal carbon footprint has been achieved since 2008 as a result of installation of magnetic induction streetlights, and lighting and energy retrofits for 5 municipal buildings » City's fleet vehicles have best practices in place to reduce idling		» Transition Brockville Education and Programs
N7	» Undertake tree planting, landscaping and naturalization initiatives	» SDR's identifies hiring of an Arborist as priority		
SDR				
N8	» Improve the maintenance of athletic fields	» Maintenance of community facilities underway		
N9	» Undertake tree planting, landscaping and naturalization initiatives	» SDR's identifies hiring of an Arborist as priority		
N10	» Control the Canada Goose population to reduce the amount of pollution into watercourses/green spaces	» Identified as priority in SDR		» Leeds, Grenville and Lanark District Health Unit Beach Water Testing
N11	» Conserve water and energy use in all water/wastewater facilities	» Energy Cogeneration at Wastewater Treatment Plant Feasibility Study		
N12	» Increase energy efficiency and conservation techniques and reduce energy costs	» Memorial Centre Solar Demonstration Project	» 3M Canada Brockville Plant: the Energy Efficiency Prototype	
OP				
N13	» Minimize impact of business practices on the natural environment	» Provincial Electronics Waste Collection and Consolidation Centre		» Cataraqui Source Protection Committee Source Protection Plan Development

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
NATURAL ENVIRONMENT				
N14	» Support local food production in neighbouring municipalities by buying and consuming local produce and explore opportunities for urban agriculture			» Brockville Farmer's Market » Local Flavours Project » Food Matters Coalition » Leeds, Grenville and Lanark District Health Unit Community Gardens Inventory and Educational Activities » St. Lawrence College Sustainable Local Food for All Canadians Certificate Program
N15	» Reduce land consumption by ensuring the most efficient use of land	» Land Use and Growth Management Strategy		
N16	» Ensure the protection, enhancement of connectivity of natural heritage features	» City of Brockville Islands Environmental Audit » Official Plan requires minimal development within Natural Heritage Features or Areas		» Friends of Mac Johnson Wildlife Area Education, Programs and Special Events » Frontenac Arch Biosphere Reserve » Cataraqui Region Conservation Authority
N17	» Promote education/awareness programs and activities related to the local environment and sustainability.			» Leeds County Stewardship Council Stewardship and Restoration Initiatives » Cataraqui Source Protection Committee Source Protection Plan Development » Education Programs at Mac Johnson Wildlife Area
N18	» Support sustainable energy consumption and green technology through energy conservation, efficiency, and design	» On-Site natural leachate treatment system feasibility study » Energy Audits of City Buildings » Memorial Centre Solar Demonstration Project	» 3M Canada Brockville Plant: the Energy Efficiency Prototype » Proctor & Gamble greening initiatives	
N19	» Protect and enhance parks and open spaces	» Official Plan allows the City to require the maximum amount of parkland under the <i>Planning Act</i> for new development » Waterfront Master Plan		» Leeds County Stewardship Council Stewardship and Restoration Initiatives » Citizens Brockville Waterfront Working Group

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
NATURAL ENVIRONMENT				
NATURAL ENVIRONMENT ANALYSIS				
<p>The gaps analysis for the natural environment category has identified three potential gaps; local food, municipal carbon footprint and education and awareness programs relating to the environment and sustainability. Through consultation, an emphasis on incorporating local food into businesses was identified. Currently, some small-scale private and community based-initiatives exist, such as Wendy's Mobile Market; however, through City support as well as having Official Plan policies in place, larger scale and more widespread urban agriculture and local food initiatives could be established. This would also contribute to the goal of establishing regional local food programs.</p> <p>Finally, consultation identified that the promotion of education and awareness as it relates to the natural environment and sustainability should be enhanced. Currently, training and awareness opportunities exist in the City through St. Lawrence College, City of Brockville's 'Being Green' website, and education programs at the Mac Johnson Wildlife Area; however, there are opportunities for collaboration and synergies between the City, local institutions and the community. Through partnerships and the delegation of responsibilities to the Manager of Strategic Initiatives that would oversee outreach and awareness relating to sustainability, more opportunities could be created.</p>				

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY				
CSP				
E1	» Attracting young professionals and retain young people	» Brockville 'New Home' Rebate Program » Residential Relocation Book		» Youth Advisory Committee » Immigrant Investment Mission » Young Professionals Group
E2	» Ensure the current local employment environment is stable, with the ability to work to attract new opportunities and foster the high value, high tech creative/entrepreneurial employment opportunities as a unique niche	» Economic Development Prospect Package		» Thousand Islands Community Development Corporation 10-year Interest Free Loan
E3	» Foster job growth in the target areas and areas of future growth opportunities	» Implementation of Economic Development Strategy		» Eastern Ontario Centre for Advanced Technology Programs (St. Lawrence College) » Grenville CFDC Self-Employment Benefit Program and Business Financing
E4	» Endeavour to attain a 10% growth target in high value/high quality employment by year 5	» Enterprise Resource Planning System		
E5	» Raise awareness of education, learning and training opportunities outside the public school curriculum			» St. Lawrence College Knowledge Infrastructure Project

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY				
SDR				
E6	» Investigate technological advancements in regard to water/wastewater, including: » meter reading capabilities » review scheduling/billing in conjunction with above	» Energy Cogeneration at Wastewater Treatment Plant Feasibility Study	» St. Lawrence College Continuing Education Energy Workshops » testworX Green IT Program	
E7	» Focus on environmental and green technology investment	» Energy Cogeneration at Wastewater Treatment Plant Feasibility Study	» St. Lawrence College Continuing Education Energy Workshops » testworX Green IT Program	
E8	» Investigate the possibility of public/private partnerships	» Maritime Discovery Centre » Opportunities pursuant to Downtown and Waterfront Master Plan and Urban Design Strategy	» Maritime Discovery Centre development as a P3 with the City	
E9	» Maximize the benefits of and participation in CIPs	» Promotion of CIP Programs		
E10	» Move towards being a more fiscally sustainable City	» Service Delivery Reviews » Annual Capital and Operating Budgets and 10 Year Capital Plan		
E11	» Reduce operating costs for City facilities and seek opportunities to introduce revenue generating initiatives	» Energy Cogeneration at Wastewater Treatment Plan Feasibility Study » Energy Audits of City Buildings and some Energy Retrofits		
E12	» Increase efforts to promote tourism and increase revenues from City events	» Economic Development Strategy		» Frontenac Arch Biosphere Reserve Sustainable Tourism

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DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY				
E13	» Increase efforts to attract new tourists to Brockville and make the City a more diverse place to visit	» Economic Development Strategy		» Brockville Arts Centre Events and Exhibits » Doors Open Brockville » Frontenac Arch Biosphere Reserve Sustainability Tourism » Communities in Bloom Brockville » Museum Events, Programs and Lecture Series
OP				
E14	» Support the creation of 'green jobs'	» Green job attraction on behalf of the City's Economic Development Department	» Potential solar panel manufacturer and biomass installation » Maple Leaf Environmental Equipment	» Leeds and Grenville Small Business Enterprise Programs
E15	» Create a planning framework that promotes a flexible and adaptable economic environment that encourages investment and a broad range of employment opportunities, and supports the growth of tourism in the City	» New Development Charge and Building Permit Fee Waiver » Downtown and Brownfields Community Improvement Plan Programs » Development Charge Holiday » Building Permit Fee Waivers for Greenfield Industrial Development		» Frontenac Arch Biosphere Reserve Sustainable Tourism
E16	» Ensure that cultural heritage resources, both on shore and in the water, are not adversely affected when considering applications for waterfront development.	» Official Plan can require development to undertake a Heritage Impact Assessment or an Archaeological Impact Assessment for development that may impact Cultural Heritage Resources		» Brockville Railway Tunnel » Ontario Heritage Trust Sites » Fulford Place Mansion

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY				
E17	» Guide the maintenance and growth of economic activity in the City through the development of proactive and flexible land use policies for areas of economic activity	» Green Development Policies in the Official Plan		
E18	» Promote the development of new businesses and economic activities that are not currently available in the City to help maximize employment opportunities through land use policies that permit and encourage the development of such uses	<ul style="list-style-type: none"> » Implementation of Economic Development Strategy » Downtown Brockville Community Improvement Plan » Development Charge Holiday » New Development Charge and Building Permit Fee Waiver » Economic Development Prospect Package » Enterprise Resource Planning System (ERP) 	» Maritime Discovery Centre development as a P3 with the City	<ul style="list-style-type: none"> » Downtown Brockville Business Improvement Area Website and Programs » Thousand Islands Community Development Corporation 10-Year Interest Free Loan » Leeds and Grenville Small Business Enterprise Centre Business Programs » Grenville CFDC Self-Employment Benefit Program and Business Financing » Employment and Education Centre » Eastern Ontario Centre for Advanced Technology Programs (St. Lawrence College)
E19	» Promote employment opportunities that utilize local economic resources and that are resilient to economic change	<ul style="list-style-type: none"> » Economic Development Prospect Package » Economic Development Strategy 		<ul style="list-style-type: none"> » Downtown Brockville Business Improvement Area Website and Programs » Eastern Ontario Centre for Advanced Technology Programs (St. Lawrence College)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY				
E20	» Support business and employment diversification through flexible land use policies and small business development	» Official Plan » Economic Development Prospect Package		» Downtown Brockville Business Improvement Area Website and Programs » Thousand Islands Community Development Corporation 10-Year Interest Free Loan » Leeds and Grenville Small Business Enterprise Centre Business Programs » Grenville CFDC Self-Employment Benefit Program and Business Financing
E21	» Foster tourism potential in the City through the protection and enhancement of the City's unique characteristics	» Islands Environmental Audit » Cycling Advisory Committee	» Boat Tours of the Thousand Islands and St. Lawrence River	» Frontenac Arch Biosphere Reserve Sustainable Tourism » Brockville Arts Centre Events and Exhibits » Brockville Museum Events, Programs, Lecture Series
E22	» Ensure that resources are managed and, where appropriate, developed to promote tourism development and economic growth	» Official Plan Policies protect and manage growth in built up areas. » Official Plan identifies areas where employment growth should take place		» Frontenac Arch Biosphere Reserve Sustainable Tourism » Doors Open Brockville » Ontario Heritage Sites Trust Locations » Fulford Place Mansion
E23	» Recognize and preserve cultural heritage resources as a significant factor contributing to the City's economy	» Official Plan polices protect cultural heritage resources		» Ontario Heritage Sites » Brockville Museum » Brockville Railway Tunnel » Brockville Armouries » Fulford Place Mansion

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
ECONOMY				
<p>ECONOMY ANALYSIS</p> <p>The gaps analysis for the economy category identified three potential gaps; environmental and green technology investment, participation in community improvement programs and encouraging a stable economic base. Currently, the City of Brockville has invested in green technology projects, such as solar/photovoltaic. Additionally, the private sector and institutions in the City have been very active in developing green education and investing in green technology. The City of Brockville could enhance these efforts by formally offering various incentive programs to develop environmental and green technology. This would also help to encourage a more stable economic base.</p> <p>An important tool to foster growth in green technology sectors could be a community improvement plan. Currently the City of Brockville has two community improvement plans in place: the Downtown Community Improvement Plan and the Brownfields Community Improvement Plan. These are both set to expire in 2012 leaving a gap in investment in revitalization projects. This provides an opportunity to re-evaluate the incentives being offered by the City and the types of projects the City would like to allocate resources.</p> <p>Finally, the City has expressed an interest to exceed the growth in employment and population over what is anticipated in the Official Plan to deal with demographic challenges such as an aging population. Ensuring that the City achieves its desired population mix will require a diversification in the City's employment base and ensuring that the City is an attractive place for business investment and families to live. Employment diversification is critical to the long-term sustainability of the City of Brockville.</p>				

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
SERVICES AND AMENITIES				
CSP				
SA1	» Promote downtown as a destination and to key targets within a one hour drive	» Downtown and Waterfront Master Plan and Urban Design Strategy Implementation		» Downtown Brockville Business Improvement Area Programs
SA2	» Assess and develop enhanced amenities based upon community requirements and feedback	» Community Vitality Index		» Revitalization of Rotary Park/ Splash Pad
SA3	» Citizens have access to health care, education, recreation and cultural facilities and services	» Brockville Memorial Centre and Centennial Youth Arena Maintenance and Improvements » Accessibility Plan	» St. Lawrence College Continuing Education, Special Interest Courses and Contract Training	» Doors Open Brockville » Leeds, Grenville and Lanark District Health Unit Education and Programs » Child and Youth Wellness Centre » Leeds and Grenville Education and Programs » Brockville Senior Citizens Club » Education for Quality Accessibility (Brockville Chapter)
SA4	» 2% increase in community visitation and expenditures and utilization of existing amenities	» Economic Development Strategy	» Canada Senior Games Host (2010) » Various Festivals (Multicultural, River Fest, Jazz) » Riverfront Artisan Village Project Proposal	» Brockville Arts Centre Events and Exhibits » Communities in Bloom Brockville » Museum Events, Programs and Lecture Series » Doors Open Brockville
SA5	» Financial sustainability in all aspects of municipal government	» Economic Development Strategy » Undergoing Service Delivery Reviews concurrent with the annual budget process		
SDR				
SA6	» Endeavour to attain a 10% growth target in high value/high quality employment by year 5	» Enterprise Resource Planning System		» St. Lawrence College Knowledge Infrastructure Project
SA7	» Raise awareness of education, learning and training opportunities outside the public school curriculum			

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
SERVICES AND AMENITIES				
SA8	» Undertake a waterfront public use strategy and an Official Plan	» Official Plan Completed as well as the Downtown and Waterfront Master Plan		
SA9	» Undertake a study to determine where an outdoor rink could be established in the City	» Identified in SDR's		
SA10	» Environmental Audit completed and being implemented	» Environmental Audit Underway by City		
SA11	» Maintain and improve the City's docking and mooring facilities at the harbourfront	» New docks added in Tunnel Bay	» New transient dock in Tunnel Bay for Tall Ships Landing	
SA12	» Improve the look and feel of the City by planting more and increasing the maintenance of trees and athletic fields	» Retention of an Arborist identified as priority in SDR's		
OP				
SA13	» Maintain, improve and optimize its infrastructure including all water and wastewater infrastructure, stormwater management, waste management, telecommunications and other public utilities in order to better serve existing and future City residents.	» Solid Waste Master Plan » Gas Tax Funding Infrastructure Investments » Official Plan can require development to utilize existing services prior to extending services into new areas » Protecting Urban Reserve Area		» Leeds, Grenville and Lanark District Health Unit Safe Water Program and Sewage/Land Control Services » Cataraqui Source Protection Committee Source Protection Plan Development
SA14	» Develop a multi-purpose trail system through a linked open space system	» Municipal Trails Development » Official Plan can require maximum benefit under the <i>Planning Act</i> for new parks and open spaces		» Frontenac Arch Biosphere Reserve Trails Council & Explore the Arch
SA15	» Improve overall walkability through connecting trails, streets, and open spaces	» Schedule 5 of the Official Plan identifies an active transportation network and shows future trail connections		» Brock Trail Committee established
SA16	» Provide and encourage active transportation options throughout the City	» Cycling Advisory Committee established		» Downtown Brockville Business Improvement Area Bicycle Parking Initiative » Lanark, Leeds and Grenville Healthy Communities Partnership

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DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
SERVICES AND AMENITIES				
SA17	» Improve opportunities for public transit	» Official Plan allows for increased density along transit corridors » In Sept. 2011, the City increased transit ridership by 13% by improving service	» Via Rail Brockville Train Station	
SA18	» Coordinate pedestrian, cyclist and motor vehicle traffic and circulation	» Official Plan Transportation Analysis		
SA19	» Minimize emissions and energy use City-wide	» On-road cycling network » Complete construction and connections to Brock Trail » Energy Efficient Street Light Conversion Program » Installation of solar panels on Memorial Centre and Operations Centre		
SA20	» Contribute to and show leadership by considering reductions in material consumption and waste production and increases in diversion and reuse within its municipal culture, decision making, and operations	» Household Refuse Collection Limit » Curbside Blue Box Program » Refuse Transfer Station/ Tipping Fees for Large Refuse Items » Brockville Hazardous Waste Days » Backyard Composting Program » Leaf and Yard Composting Site		

SERVICES AND AMENITIES ANALYSIS

The gaps analysis conducted for the Services and Amenities category identified two gaps: a need for more interconnected active and multi-modal transportation options and strengthening of the public transit system in Brockville. The City of Brockville currently has a number of trails available to the public; however, through enhanced trail maintenance and development, as well as partnerships with regional municipalities, the Province of Ontario and the private sector a strong interregional active transportation network could be achieved.

Additionally, residents have expressed the need to examine opportunities for increasing availability of public transit. This has been identified as a community priority in order to deal with transportation demand management and community demand.

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Table 4-3: Combined Goals and Objectives and Community Initiatives Inventory (Cont.)

DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
COMMUNITY AND PEOPLE				
CSP				
CP1	» Promote a family and immigration friendly City and establish an active recruitment campaign	» Brockville Residential Relocation Guide » Immigration Expo		» United Way Leeds and Grenville Immigration Partnership
CP2	» Recruit young families	» Brockville Residential Relocation Guide » Immigration Expo		
CP3	» Promote Sustainability Focus in all aspects of City Administration – environment and financial	» City of Brockville 'Being Green' Website		
SDR				
CP4	» Increase efforts to bring in new families	» Residential Relocation Book		
CP5	» Build out existing subdivisions	» Intensification Policies of Official Plan		
CP6	» Increase efforts to attract new tourists to Brockville and make the City a more diverse place to visit	» Economic Development Strategy		» Brockville Arts Centre Events and Exhibits » Doors Open Brockville » Frontenac Arch Biosphere Reserve Sustainability Tourism » Communities in Bloom Brockville » Museum Events, Programs and Lecture Series
OP				
CP7	» Identify and promote intensification, infill and development of vacant and/or underutilized sites, and areas in transition in the Urban Area, taking into account existing building stock and the availability of suitable existing or planned infrastructure and public service facilities to accommodate projected needs	» City of Brockville Brownfield CIP » Land Use and Growth Management Strategy » Require opportunities for infill and intensification be considered prior to development of greenfield areas	» Maritime Discovery Centre development as a P3 with the City	

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DOC/ NO.	GOALS/OBJECTIVES	CITY INITIATIVES	PRIVATE INITIATIVES	COMMUNITY INITIATIVES
COMMUNITY AND PEOPLE				
CP8	» Develop land use patterns in the City that are compact and efficient	» Land Use and Growth Management Strategy		» Leeds, Grenville and Lanark District Health Unit Assessment of Development Impacts on Environmental Health
CP9	» Complete a Housing Strategy to establish an appropriate target for affordable housing			
CP10	» Provide a variety of housing forms, tenures and level of affordability through development, redevelopment, intensification and infilling projects	» Land Use and Growth Management Strategy » Require new developments of over 5 hectares to incorporate several types of housing to increase affordability		
CP11	» Encourage the design of compact and complete neighbourhoods that are consistent with sustainability principles	» City of Brockville Brownfield CIP » Downtown and Waterfront Master Plan and Urban Design Strategy		
CP12	» Direct new urban development to the built up area	» Land Use and Growth Management Strategy		

COMMUNITY AND PEOPLE ANALYSIS

The gaps analysis conducted for Community and People determined that the City has undertaken a significant number of initiatives with respect to family recruitment and attracting immigrants. The City understands that population and employment diversification depends largely on attracting new skilled residents to the City. It was determined that the City should consider enhancing and expanding existing programs to deal with diversification.

The combined inventories and associated analysis by category has provided an understanding of what gaps were identified, and add insight into why each program identified in Chapter 5 has been recommended.

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A low-angle photograph of the Brockville City Hall, a historic stone building with a prominent clock tower. The building features arched windows and a pedimented entrance. Two Canadian flags are visible on the facade. The sky is clear and blue.

5 RECOMMENDED PROGRAMS



As discussed in Chapter 4, a gaps analysis was conducted in order to determine if the City of Brockville is currently achieving its stated goals and objectives relating to sustainability. After conducting this in-depth analysis of municipal policy documents and initiatives, **potential gaps relating to goals and objectives were established.**

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Upon examining the potential gaps, a set of strategic directives were developed that attempt to fill the gaps, these are:

- » **Sustainable Community Improvement Plan** – The expiration of the two existing CIPs in the City, a new sustainable CIP is recommended due to the increased incentives for sustainable initiatives.
- » **Community Energy Plan** – To achieve the goals and objectives that refer to increasing the City's energy efficiency, renewable energy programs, and increasing the renewable energy in the City, a Community Energy Plan is a logical next step. The Plan would first evaluate the level of energy use in the City, and subsequently offer programs to decrease energy use and increase the amount of renewable energy being generated in the City.
- » **Energy Retrofit Program** – An Energy Retrofit Program, with assistance from the Community Energy Plan, intends to identify which buildings in the City are significant energy users and provide direction as to how the City may increase energy efficiency by implementing new energy-efficient fixtures, heating and cooling solutions, among other programs.
- » **Green Building Standards** – Green Building Standards would assist the City in achieving the goals and objectives surrounding new building efficiency, and implementing LEED into new neighbourhoods and buildings throughout the City.
- » **Transportation Master Plan (including active transportation)** – A Transportation Master Plan, including components for active transportation, would assist the City in identifying where improvements are required and how to adequately and properly connect the City' trails and walkways to ensure individuals can access all areas of the City through active transportation.
- » **Local Food Strategy** – A Local Food Strategy would identify ways of encouraging and establishing local food programs in the City of Brockville. This could in turn result in economic development, as well as the establishment of partnerships with community groups and local farmers.
- » **Delegation of Sustainability Plan Implementation to the Manager of Strategic Initiatives** – The Manager of Strategic Initiatives would oversee the implementation of the strategic directives. They would work directly with the City Manager and would be responsible for updating Council and the public on all sustainability related initiatives.

The strategic sustainable programs can be directly linked to 'filling' the gaps identified in Chapter 4.

5.1 Strategic Programs

5.1.1 SUSTAINABLE COMMUNITY IMPROVEMENT PLAN

Currently in Brockville there are two Community Improvement Plans (CIP): The Brownfield and Downtown. In order to replace these Plans as well as offer more incentives for sustainable site development, energy efficiency, renewable energy development etc., within the City of Brockville, it is recommended that these CIPs be combined and offered as one ‘Sustainable Community Improvement Plan’ thus filling the gap of the expiring existing CIPs and replacing them with a CIP that helps to achieve the sustainability goals of the City of Brockville.

A CIP in the City of Brockville would seek to provide incentives to advance the actions and goals of this Plan. By offering incentives, Brockville becomes a place that is attractive for investment.

Under the authority of the *Planning Act*, a municipality can designate a community improvement project area, prepare and adopt a CIP for this project area and exercise the following powers and tools:

- » Acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28(3) of the *Planning Act*);
- » Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28(6));
- » Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with

the community improvement plan (Section 28(6)); and

- » Make grants or loans to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7)).
- » Under the *Planning Act* municipalities can reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. In addition to granting powers and tools, the *Planning Act* (Section 28(7.1)) identifies Eligible Costs for which municipalities can provide community improvement grants and loans. Eligible costs include costs related to:
 - » Environmental site assessment;
 - » Environmental remediation;
 - » Development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes; and
 - » The provision of energy efficient uses, buildings, structures, works, improvements or facilities.



Community Improvement Plan for Downtown Brockville

The Downtown Brockville Community Improvement Plan was designed to establish a framework for the implementation of various programs that promote and achieve improvements and enhancements in the downtown area of the City of Brockville. The primary goal of this Community Improvement Plan has been to promote and encourage commercial revitalization in the downtown area. This CIP also promotes the development of mixed use buildings, as it is critical to cultivating and preserving an active downtown. Vacant buildings exist in the downtown core area, resulting in underutilization of lands. Optimal use of these lands result in a vibrant downtown core area.

The incentive programs that are offered by this CIP include:

- » **Tax Increment Equivalent for Rehabilitation and Redevelopment (TIERR) Grant Program:** this program provides grants to owners of lands and buildings who undertake improvements or redevelopment that would result in an increased property assessment. The TIERR Grant Program offers a grant of 100% of the increase in municipal realty taxes paid annually for a maximum period of five years.
- » **Heritage Signage Grant Program:** At the outset of the CIP a Heritage Signage Grant Program was available to owners or tenants of buildings who construct a 'Heritage' sign on their buildings. A grant of \$1000 or 50% of the cost of the sign. This program was meant to stimulate property improvements, increase building visibility, and encourage visual continuity in the downtown area. The program expired in October of 2007.

- » **Building and Plumbing Permit Fee Grant Program:** This program provides for a grant equivalent to the fees paid for Building Permits and Plumbing Permits within a designated area. The program is meant to stimulate and encourage development and property improvements. The grant represents 100% of equivalent fees paid for building permits and plumbing permits for approved properties.

These incentive programs may be carried through to the Sustainable CIP depending on current and expected performance after the programs expire.

Brownfield Community Improvement Plan

The purpose of the Brownfield CIP is to create incentives for the redevelopment of sites suffering from either the perception of, or actual, environmental contamination. Without public funding assistance these sites may remain contaminated, underutilized and/or derelict and otherwise never achieve their highest and best use. By bringing contaminated lands back into productive use, this plan works hand in hand with the CIP for Downtown Brockville to guide the regeneration of sites in the downtown area.

The incentive programs offered by this CIP include:

- » **Municipal Tax Increment Equivalent Grants (TIEG):** Tax Equivalent Grants are utilized by property owners to take advantage of the benefits associated with the assessment and property tax generated through redevelopment initiatives. The TIEG is provided as a grant equivalent to a specified increase in the municipal portion of the increase in property tax which is generated through redevelopment. This type of grant provides financial assistance early in the project which is often rare.
- » **Province of Ontario Brownfield Financial Tax Incentive Program:** In order to stimulate redevelopment of Brownfield properties this

program provides provincial education property tax assistance to match municipal property tax assistance for cleanup of eligible brownfield properties. Under the program, the Province can cancel all, or a portion of the education property taxes of a property for up to three years.

- » **City of Brockville Environmental Remediation Tax Cancellation Assistance Program:** This program provides incentives in the form of property tax cancellation for eligible properties as an incentive for environmental rehabilitation.

Recommendation: Prior to these CIPs expiring at the end of 2011, commence work on a 'Sustainable Community Improvement Plan' that will replace and carry forward the successful programs of both CIPs. It is recommended that this program will be administered by the City of Brockville Planning Department and will work to create incentives for Downtown and Waterfront revitalization, retrofits, green initiatives, brownfield redevelopment and energy projects. The potential to add additional programs and administer the programs identified below will be dependent upon the costs associated with the program, available sources of funding, and staff resources available for implementation.

Some potential incentive programs that may be offered as a part of this program include:

- » **Sustainable Development Tax Increment Equivalent Grant Program:** This program would offer grants to eligible applicants who Municipal Property Tax has increased as a result of the development or redevelopment, construction or reconstruction of green employment uses, implementation of renewable energy projects, or the improvement of energy efficiency of a building. The program would encourage private sector investment in properties and buildings within the Community Improvement Project Area by

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deferring the full increase in taxation associated with the reassessment through grants that are equivalent to a portion of the resulting property tax increase.

- » **Sustainable Employment Planning Permit Fee Charge Exemption/Reduction Program:** This program enables planning permit fees exemption/reductions to applicants for the development or redevelopment, construction or reconstruction of eligible industrial green employment uses within the Community Improvement Project Area. The program will provide assistance by reducing property improvement costs and will result in tax increases through redevelopment for the City of Brockville.
- » **Brownfield Tax Assistance Program:** This program can be carried through from the existing Brownfield CIP and would make financial assistance available to eligible applications whose properties require environmental remediation and/or risk assessment prior to redevelopment. The City may freeze or cancel a part or all of the municipal and education taxes on a brownfield site during the rehabilitation and development period.
- » **Sustainable Innovation Grant Program:** this program offers grants to eligible applicants for the completion of studies that are intended to determine the feasibility of or to support green employment uses, green energy efficiency building retrofit or development of a renewable energy program. This program may work towards the goal of the community of becoming a centre of excellence in technology.
- » **Façade Improvement Grant Program:** this program offer grants to property owners who improve their facades, including front, rear and side walls, windows, signage, awnings, hanging plants and façade lighting.
- » **Landscape Improvement Grant Program:** This program offers grants to help property owners improve the landscaping of their properties.
- » **Building Permit Fee, Planning Fees and Development Charges Grant Program:** This program allows the City to waive certain building permit fees, planning application fees (minor variance, zoning by-law amendment, official plan amendment, site plan application) or development charges to help reduce the cost of investment in Downtown Brockville, with consideration for affordable housing.
- » **New Construction Grant Program:** This program would offer grants to compatible, new development, including appropriate redevelopment and infill projects to assist in the cost of demolition, construction, feasibility studies, site assessments or other studies.
- » **Energy Efficiency Retrofit and Building Code Compliance Grant Program:** This program would offer grants to improve the overall energy efficiency of a building (potentially only for buildings of a specified age) or to bring the building into compliance with the Building Code. The intent of this grant is to promote adaptive reuse of heritage buildings and to support the long-term maintenance and sustainability of these buildings.
- » **Heritage Design Study or Feasibility Study Grant Program:** This program would offer grants to assist property owners in undertaking a heritage design study or heritage property restoration feasibility study, to help promote the continued maintenance and use of heritage buildings.

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5.1.2 COMMUNITY ENERGY PLAN

As part of the City of Brockville’s commitment to sustainability, a Community Energy Plan may be undertaken in order to set targets for energy reduction, develop energy efficient building standards and make growth in the renewable energy sector a priority for the Municipality.

Community Energy Plans are developed through establishing an energy baseline and setting targets for higher energy performance. Targets are set for residential, commercial, industrial and transportation sectors. This involves:

- » Maximizing efficiency in homes, buildings, industries and transportation;
- » Maximizing the use of clean and alternative energy solutions;
- » Maximizing the use of economically viable renewable energy sources; and
- » Minimizing peak and average load increases on the grid.

Additionally, these plans are developed through consultation with the public and set out implementation measures to the Municipality to achieve reduction targets. These recommendations may include:

- » Adopting an energy performance label, such as EnerGuide or Energy Star to establish building standards for efficiency;
- » The restructuring of energy service providers;
- » The development of a district energy system;
- » The development of partnerships with local schools and utility companies; and

Standards relating to efficiency, recovery, cogeneration, renewable energy.

Community Energy Plans result in tangible benefits for the municipality including improvements to the delivery, reliability and affordability of local services, a reduction in greenhouse gases, cost savings, better forecasting of future energy needs, job creation and the potential to assess alternative technologies.

Many communities in Ontario have already undertaken the process of developing a Community Energy Plan, including the City of Guelph and the Town of East Gwillimbury. The City of Guelph Community Energy Plan was developed to help establish a reliable energy future by continually increasing the effectiveness of how energy is used and managed. It also made the commitment to reducing its per capita greenhouse gas emissions below the global average and lower than comparable Canadian cities.

Recommendation: The City of Brockville develop and implement a Community Energy Plan to coordinate current and future energy needs, promote renewable energy projects, encourage retrofits in the community, and promote overall greater sustainability as it relates to energy.

The City of Brockville may also apply to the Green Municipal Enabling Fund for grants for the creation of a Community Energy Plan.



5.1.3 ENERGY RETROFIT PROGRAM

Significant emphasis in recent years has been placed on the importance of energy efficiency and the savings that can be made available to municipal governments through the use of retrofit programs. In the City of Brockville, renewable energy is becoming increasingly popular with projects currently underway or in the early stages including the Memorial Civic Centre Solar Installation, the Gord Watts Municipal Centre Solar Installation, and the St. Lawrence College Solar Installation on the Brockville Campus. Energy efficiency retrofits are not only sustainable but also offer significant opportunities for the municipality to save money on overall maintenance and energy costs. Table 5-1 provides an overview of case studies that highlight the benefits of retrofitting municipal facilities in order to improve energy efficiency and save on overall operation costs.

It is understood that the upfront capital costs and longer return on investment in large scale retrofit projects can be a deterrent from investing in energy projects and retrofits. However, numerous federal and provincial government programs are available to assist with energy retrofit projects. Some of these programs are described below:

- » Natural Resources Canada ecoENERGY Retrofit Incentive for Buildings: offers financial incentives for existing homes, buildings and industrial processes up to \$10/gigajoule of estimated energy savings of the project, 25% of the eligible costs of the project or \$50,000 per project. Prior to applying for this program a pre-project energy audit of the building is required.

- » Enbridge Gas Retrofit Incentives: Up to \$100,000 in one-time incentives for upgrading or retrofitting existing buildings through higher efficiency, better building controls, water conservation and efficient ventilation.
- » Ontario Power Authority Electricity Retrofit Incentive Program: Focusing on the areas of lighting, motors, heating ventilation and air conditioning and overall electricity systems, this program provides financial grants to projects that result in greater energy efficiency. The amount of financial assistance is determined on a case by case basis.
- » Data Centre Incentive Program: provides incentives to program participants who enact both IT and non-IT energy efficiency measures in data centres at a rate of \$800/kw for non lighting retrofits and \$400/kw for lighting retrofits up to a maximum of 50% of the project costs.
- » Ontario Solar Thermal Heating Incentive: offers grants of up to \$80,000 for the installation of a qualifying solar water or solar air heating system. This can provide up to 25% of the installation of an eligible solar project. This program will also match grants received from the ecoENERGY program.
- » Community Energy Partnership Program: offers grants that apply to Project Design and Development Activities and obtaining regulatory approvals. The maximum total grant per project is \$200,000. This program will provide financial assistance for solar, wind, waterpower, and biogas/biomass/landfill gas.
- » Green Municipal Fund: offers \$550 million to support partnerships and leverages both public and private-sector funding to reach higher standards of air, water and soil quality, and climate protection. Grants are available for sustainable community

plans, feasibility studies and field tests, while a combination of grants and loans are available for capital projects. Funding is allocated in five sectors of municipal activity: brownfields, energy, transportation, waste and water.

These and other available grants make renewable energy projects and energy retrofit projects much more feasible and cost effective.

Recommendation: The City of Brockville should undertake energy audits of all municipal facilities, including the Wastewater Treatment Plant and the Brockville Landfill to determine the potential for energy efficiency retrofits or energy projects. This could include projects that create energy from facilities such as the Landfill in order to generate power, reduce energy costs to operate facilities, and contribute to the overall sustainability of the City.

This program would be administered by the Operations Department of the City of Brockville with support from Economic Development to assist with applying for the various grants. This program would be administered over the next five years.

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5.1.4 GREEN BUILDING STANDARDS

As part of the Official Plan project, sustainable neighbourhood development standards and green site design building standards were established in policy with the aim of improving energy efficiency, water efficiency and air quality. These standards were based on the criteria of Leadership through Energy and Environmental Design (LEED) Neighbourhood Design and LEED New Construction. The Official Plan states that the City shall encourage all development in the City to be consistent with these sustainability principles and that the criteria should be addressed.

Furthermore, Green Building Standards for the City of Brockville would also encourage site and building design that is friendlier and would have measurable improvements on air and water quality; increase energy and water efficiency and solid waste diversion rates; reduce greenhouse gas emissions; and enhance ecology and the natural environment.

The Green Building Standards could be included on the City development application system to include Green Development elements in the form of a checklist. This checklist would provide the City of Brockville with data on how many green elements are included in the development. Other municipalities, such as the City of Toronto, the Town of East Gwillimbury, and the Town of Markham, currently have required Green Building Standards, however at this time this is not contextually appropriate in the City of Brockville.

The Green Building Standard should also be tied to the incentive programs that would be included in the Sustainable Community Improvement Plan. The specific site and community design elements that are

included in the CIP programs should be included in the development application form, this would help to monitor the success of the CIP and how many green elements are being included in the development.

Recommendation: Update the current development application form to include a Green Building Standard check list and undertake on-going tracking of the number of green building elements that are included. After two years of monitoring, consider implementing an incentive program to encourage green elements in development. Incentives could include fee waiving and fast tracking of applications.

5.1.5 TRANSPORTATION MASTER PLAN

Transportation Master Plans guide day-to-day decisions relating to all modes of transportation, including active, public and use of the private automobile over a long time horizon. Transportation, both active and public transit have been identified by City of Brockville residents as an important focal point. Brockville has numerous assets relating to transportation, including several important trails. The Transportation Master Plan would set out the policies that would guide transportation infrastructure development and will also influence the trips taken by residents. It will also help to deal with travel demand and accessibility needs as the population ages. A Transportation Master Plan would be cognizant of the fiscal restraints of the City of Brockville, and it would help to delay and possibly eliminate the need for significant capital investment in new transportation infrastructure.

Sustainable transportation involves transportation demand management, a focus on active transportation and reducing the total number of trips taken by the private automobile. This can be achieved through trail development and marketing and investment in public transportation. The Transportation Master Plan could also include a transit master plan, which could lead to transit ridership and a decrease in the number of trips taken in the private automobile.

The following are common elements of Transportation Master Plans; however, they could be tailored to meet the needs of the City of Brockville:

- » Roads;
- » Walking;
- » Cycling;
- » Public Transit;
- » Transportation Demand Management;
- » Parking;
- » Intercity Transportation;
- » Financial Capability; and
- » Implementation.

Recommendation: It is recommended that the City of Brockville consider undertaking a Transportation Master Plan that specifically addresses issues relating to public transportation and active transportation. Additionally, this Plan could address issues relating to accessibility and mobility.

5.1.6 LOCAL FOOD STRATEGY

Local food issues have been identified through consultation with the community as well as through the number of community-based initiatives relating to local food that have been established. To help coordinate these efforts, establishing partnerships with local champions, the United Counties of Leeds and Grenville, the Frontenac Arch Biosphere Reserve, and with local farmers, the City of Brockville can prepare a Local Food Strategy. A Local Food Strategy would address the gap that exists by facilitating and potentially providing incentives for local food production and distributions. The Strategy would also help to establish partnerships and lay the foundations for the development of a regional local food policy. Some goals and objectives of Local Food Strategies include:

- » **Focusing on Food Friendly Neighbourhoods:** through the establishment of community gardens, community kitchens and local farmers markets. Food friendly neighbourhoods also help to integrate local food into restaurants, businesses, schools and municipal facilities.
- » **Expansion of Urban Agriculture:** this involves the establishment of urban agriculture plots where urban residents, seniors housing, restaurants and businesses can grow their own food. This would help to incorporate local food and could also provide economic opportunities. The Local Food Strategy could assist with ensuring that the zoning in the City permits urban agriculture uses.
- » **Ensuring Enabling Policies to Expand Healthy Food Access:** the Local Food Strategy could assist the City in ensuring that City policies are in place to expand local food initiatives such as bake ovens, farmers markets, community gardens, school gardens, and fresh food markets on City property.
- » **Cultivate Small Food Business Start-ups:** economic development could be made part of the Local Food Strategy by providing support to small and start-up food entrepreneurs. This could provide a good opportunity to engage the community as well as regional partners.

- » **Link Local Producers with Urban Consumers:** the farmer's market in Brockville provides a good starting place, however opportunities such as establishing a local food terminal for rural farmers to come and distribute their produce could be established.

Developing a Local Food Strategy could provide economic benefits, as well as satisfy the community desire for the incorporation of local food into restaurants, facilities and schools.

Recommendation: It is recommended that the City of Brockville prepare a Local Food Strategy to identify priorities relating to local food, as well as potential opportunities for development. The City could work with community members such as local farmers and distributors to identify the best ways to promote the use of local food in the community.

The foregoing recommended strategies represent an opportunity for the City to fill the identified gaps identified in Chapter 5. These recommendations have been provided with the understanding that the City may prioritize and fund each initiative based on the financial resources of the City and they are sensitive to objectives on fiscal sustainability. Additional actions, which function on a longer implementation schedule and were also identified as part of the inventory in Chapter 4.

A critical component of the success of any plan is an implementation strategy that is sensitive to the human and financial resources. The vast majority of the actions that are outlined in this Plan can be implemented by City government; however, many do require cooperation and support from the community. Through the implementation of the recommended strategies, as well as longer-term actions the City of Brockville will see measurable achievements towards the creation of a more sustainable community.

5.2 Monitoring & Indicators

Monitoring will be an important component of this Plan in order to ensure that it is updated to reflect the changing conditions in the City. The actions in the Plan are based on an interpretation of the goals and objectives of the OP and CSP. The Plan is based on the assumptions and regulatory environment for both of these foundation documents. Therefore, it will need to be reviewed from time to time to allow for adjustments and ensure that it evolves in line with the priorities and characteristics of the City. The following approach will be taken to monitoring:

- » Establishment and Consultation with the Manager of Strategic Initiatives will be necessary in order to determine how and what initiatives and actions need to be enhanced, augmented or reviewed for renewal. As part of this consultation, annual work plans will be developed and provided to Council to update the status of the implementation of the actions outlined in this report.
- » Indicators have been developed as part of the OP, CSP and this Sustainability Plan which will be used to measure the success of the actions and strategies for implementation against the stated goals and objectives. Using qualitative and quantitative measures, the City can illustrate trends and can be turned into criteria to allow the City of Brockville in further including sustainability in municipal decision making and actions. Additionally, indicators can be used to provide updated information regarding the success of sustainability initiatives in the City to the Public.
- » Conduct a five-year Sustainability Plan review in tandem with the five-year Official Plan review to determine if the actions that are outlined have been effective at achieving the goals set out in the plan. Using adaptive management, the actions can be augmented and the goals of the plan revisited.
- » It will be important to respond to changes in the regulatory environment, currently Sustainability Plans are required in all provinces except Ontario to receive Federal Gas Tax funding, it will be important that the plan be augmented to deal with the changes in the regulatory environment. The annual work plans developed by the City's Senior Management Team, in consultation with the City Manager, should include a review of the changes to the regulatory framework.

5.3 Review and Reporting

Manager of Strategic Initiatives

The role of the Manager of Strategic Initiatives will be to oversee, generate, and promote sustainability initiatives at the City of Brockville and within the Community. It would be the responsibility of the Manager to work with the Economic Development Office to ensure that the goals and objectives relating to employment diversification are reached and reported on. The Manager will also work to create and strengthen partnerships that relate to sustainability. It would oversee the implementation of the Sustainability Plan and would provide an opportunity for local community members to engage with local government on the topic of sustainability. Community uptake will be measure of the success of this plan.

The Manager of Strategic Initiatives, with assistance from the City Manager and the Economic Development Office, would also be responsible for facilitating and fostering partnerships between the municipality and local sustainability groups, service clubs, and agencies. Partnerships are crucial to the expansion of sustainability initiatives in the City of Brockville. One such example of this would be the opportunity to expand and enhance the Campus Sustainability Initiative at St. Lawrence College. Through partnerships, the municipality will be able to garner support and leverage financial investment and help the City of Brockville expand sustainability initiatives in the City.

Communications Plan

Building on the work conducted on the 'Green Brockville' component of the City website, a communications program should be developed that promotes sustainability in the community. The Communications Program should provide for opportunities where sustainability can be presented and marketed to the public, including measuring the success of the actions outlined in this Plan. Some elements of the Communications Plan may include a campaign to raise awareness and put sustainability principles into

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practice. Additionally, the Communications program could also develop an advertising partnership where sustainable programs and products can be advertised on the City's 'Green' website. The Communications Plan could also raise awareness about the programs and incentives that will be offered in the Sustainable Community Improvement Plan.

Finally, the Communications Program could also include a recognition component where members of the community and sustainability champions would be recognized. 'Green Brockville' awards could provide the opportunity to showcase sustainability in the City. Awards given out would be decided by the Manager of Strategic Initiatives, in consultation with the City Manager and Council. The Communications Plan will be administered by the Economic Development Department and would be rolled out immediately. Included in this Communications Plan would be the provision for recognition of sustainability champions in the community.

Adaptive Management

Adaptive management understands that not all policies and actions may be successful, and that through implementation and monitoring, deficiencies and areas for improvement may need to be identified. By employing a mechanism whereby changes to the actions and recommendations are welcomed, greater success may be achieved.

If it is determined, through the indicators presented in [Table 5-1](#), that one or more areas are in need of improvement, then the adaptive management approach will be used to evolve recommended initiatives. Some examples of potential changes include:

- » Growth is less or more than anticipated – conduct a 5-year Official Plan review;
- » A major amendment to the Official Plan or the completion of a new Community Strategic Plan that would alter the basis upon which certain recommendations and actions were developed in this Plan;
- » Loss of a major employer – partner with senior governments for economic adjustment assistance, utilize the Economic Development Strategy to assist with diversification;
- » Significant recreational pressures on City owned Islands – implement policy to restrict use of the islands; and
- » Decrease in tourism due to border restrictions, or changes in currency – promote diversification beyond tourism or create partnerships with American Counterparts to work together.

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These represent a few of the possible positive benefits of employing an adaptive management approach. This approach understands that the social, environmental and economic climate is fluid and can change. This approach also recognizes that the Community Strategic Plan and the Official Plan, which were used to inform this Plan, will evolve over time. The Community Strategic Plan was developed with a five-year horizon and will be reviewed and potentially updated early in the next term of Council. This review may result in the establishment of different goals and objectives, which could impact the goals and objectives established for the Official Plan and Sustainability Plan. Upon completion of the review of the Community Strategic Plan, the Official Plan, which has a twenty-year horizon and is required by the *Planning Act* to be reviewed every five years to ensure consistency with provincial legislation, will be reviewed and potentially updated. Due to the review of the two documents and their significance in providing the basis for the goals and objectives in the Sustainability Plan, the Sustainability Plan will be updated to ensure its consistency. These approaches ensure that the City is well equipped to deal with changes.

5.4 Timing

In addition to the strategies for immediate implementation that are identified in Section 5.1, through the use of the OP and the CSP long-term actions have been identified. These actions are identified in Table 5-1 and are divided into short, medium and long term timeframes. Additionally, Table 5-1 provides indicators for monitoring each one of the actions. These indicators will assist in determining the success of the action against stated goals and objectives. They can also provide valuable information to the City of Brockville for municipal management, policy setting and capital budgeting.

It is understood that sustainability is not static and many of these actions require significant fiscal resources. With that in mind, the actions have been divided into long, medium and short-term categories for implementation.

As mentioned previously, the implementation of the actions are dependent on the financial and the human resources of the City. It also must be emphasized that should the City have other priorities, as decided by Council, the implementation of the identified actions may be delayed. Should this be the case, this Plan should be updated to coincide with the updated schedule.

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Table 5-1 | Implementation Timing

	SHORT TERM (1-5 YEARS)	MEDIUM TERM (6-10 YEARS)	LONG TERM (10+ YEARS)	INDICATORS
ENVIRONMENT	<ul style="list-style-type: none"> » Meet a portion of energy needs from local renewable energy sources » Monitor activities and carbon footprint trends in operations, 2010-2014 » Prepare a St. Lawrence Park Master Plan » Reduce the frequency of grass cutting from twice weekly to once weekly » Employ an arborist for Parks and Recreation purposes » Implement recommendations of the Islands Environmental Audit to ensure that this unique environmental asset is protected and preserved for future generations » Implement the Catarauqui Source Protection Committee Source Protection Plan as well as education and awareness programs 	<ul style="list-style-type: none"> » Establish sector-specific targets for greenhouse gas emissions and air pollution reductions » Contribute to and show leadership by considering air quality and climate change within municipal culture, decision making, and operations » Carbon reduction action plan » Prepare a Natural Heritage and Open Space System Strategy 	<ul style="list-style-type: none"> » Minimize the use of non-renewable resources when designing community services by selecting quality, durable, recycled and energy/water efficient materials » Work with neighbouring municipalities to address a regional ecological approach to a Natural Heritage System, and to develop a Natural Heritage and Open Space System Strategy 	<ul style="list-style-type: none"> » Total area of protected natural heritage » Total land designated to protected open space » Percentage of new development that is infill vs. green field » Number of new trees planted » Total number of naturalization projects » Total area of landscaping initiatives » Completion of the identified Master Plans and By-laws Total new green energy project starts » Number of new energy efficient public and private buildings » Number of energy audits performed » Number of energy retrofits conducted » Energy used by municipal operations <ul style="list-style-type: none"> » Electricity » Natural Gas » Fuel (oil, gas, diesel)
ECONOMY	<ul style="list-style-type: none"> » Explore opportunities to generate energy from renewable sources as a revenue generation method, or to power municipally-owned facilities » Promote and encourage business and homeowner participation in programs that reward or provide incentives in energy efficient technologies. 	<ul style="list-style-type: none"> » Seek and promote financing opportunities for renewable energy projects, such as incentives » Aim to attract economic growth by promoting opportunities of renewable energy projects 	<ul style="list-style-type: none"> » Protect future employment lands for the long term and prevent incompatible uses from locating in existing employment areas. » Recognize and preserve cultural heritage resources as a significant factor contributing to the City's economy 	<ul style="list-style-type: none"> » Total number of new financing programs for renewable energy » Total dollars awarded as financial incentives for renewable energy projects » Total number of renewable energy projects » Total dollars received as renewable energy funding

	SHORT TERM (1-5 YEARS)	MEDIUM TERM (6-10 YEARS)	LONG TERM (10+ YEARS)	INDICATORS
ECONOMY	<ul style="list-style-type: none"> » Encourage the development of private and public renewable energy projects » Develop a tourism strategy to identify tourism assets and opportunities to promote and enhance tourism » Encourage partnerships with tourism industry to enhance collaborative Marketing Strategy » Ongoing Active Attraction Strategy focused on sectors where the City has demonstrable advantages » Evaluate the Community Improvement and Brownfields Remediation Program » Explore possibility of public/private partnership with Tall Ships Landing regarding programming and possible access to the islands » To assist with monitoring of the effectiveness of the Downtown Community Improvement Plan, develop and distribute a survey questionnaire to downtown property owners to elicit reasons for lack of uptake in the current programs and limited investment in existing building stock » Finalize agreement templates for TIERR, TIED and Blended Grant Programs under the Downtown and Brownfields Community Improvement Plans, as well as grant agreements for all eligible applicants » Establish process for CIP programs in regard to budget implementation with planning department 	<ul style="list-style-type: none"> » Promoting and Recruiting in the following creative/innovation sectors: <ul style="list-style-type: none"> » Telework » Centers of excellence » Research and development focus » Tourism/biosphere and ecotourism » Establish consultation schedule - minimum one per week, that would engage existing businesses » Begin employment growth by high promotion of creativity and innovation community culture supported by case studies and examples from the Brockville community » Identify and partner with higher education institutions to provide post-secondary education opportunities in Brockville » Gradually increase building fees towards 100% user pay to more closely align with the average rates established for Ontario municipalities as published in the annual BMA Municipal Study 	<ul style="list-style-type: none"> » Require a land and/or marine archaeological assessment may be required to mitigate any negative impacts on significant cultural heritage resources, where necessary » Partner with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism) » Design a separate web-site that will draw target persons to Brockville by focusing on what is attractive to them specifically: lifestyle, access to the U.S., and similar features. Establish a Community Economic Development Committee » Move towards 100% user pay for administrative expenses related to the Committee of Adjustment 	<ul style="list-style-type: none"> » Total area of brownfield sites remediated and redeveloped » Total dollars spent on marketing tourism opportunities » Total number of marine and on land archaeological assessments undertaken » Total number of heritage resources (on-land and in water) found and protected » Growth in new employment » Increase in average family income » Community visitation and expenditures » Business formation » Assessment growth » Retail sales per capita » Employment generation » Employment retention » Investment growth » Absorption rate per year » Housing starts » Commercial vacancy rates » Exporting capacity » Total number of jobs created in target areas » Total number of employment » Total growth in high value/ high quality employment

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Table 5-1 | Implementation Timing (Con't.)

	SHORT TERM (1-5 YEARS)	MEDIUM TERM (6-10 YEARS)	LONG TERM (10+ YEARS)	INDICATORS
SERVICES & AMENITIES	<ul style="list-style-type: none"> » Priority shall be given to the development of land that is presently serviced by piped water and sewer systems, or those areas that can most easily be serviced, at minimal expense » Maximize the capacity of existing transportation infrastructure through improvements, restoration and maintenance » Undertake to complete extensions to the Brock Trail at the west and the north to the Mac Johnson Wildlife Area » Direct appropriate developments to the Downtown » Develop strategic alliances with relevant community members (educational institutions, YMCA, Realtors) » Develop and open Maritime Discovery Centre of the 1000 Islands » Develop and implement plan for Public Sector Accounting Board (PSAB) asset reporting » Continue with evolution of website daily operations to reduce printing and postage » Continue to pursue energy conservation initiatives » Develop programs to retain and attract youth and early childhood education and seek a Youth Friendly Community Recognition Program designation 	<ul style="list-style-type: none"> » Implement innovative approaches and technologies in sustainable infrastructure » Develop a City-wide Transportation Master Plan (TMP) that includes proactive steps to improve traffic operations and minimize congestion » Establish waste diversion programs in the public, private, and community sectors » Establish two new festivals with community partners that will attract transient visitors within a one hour drive » Enhance preventative maintenance program through the implementation of the work order management feature in the new financial system to reduce overtime and repair costs » Develop a Local Food Strategy that incorporates food security to ensure that healthy food is available in every neighbourhood throughout the City 	<ul style="list-style-type: none"> » Supporting improvements in transit service, convenient access and good urban design » Undertake audits and retrofits to improve energy efficiency of municipally-owned buildings and infrastructure 	<ul style="list-style-type: none"> » Total number of new approaches and technologies implemented relating to sustainable infrastructure » Total number of new developments on existing municipal services vs requiring new services » Total number of transportation improvements » Total number of transportation restoration projects » Total number of transportation maintenance projects » Total KM of multipurpose trails » Total number of new linked open spaces » Total length of extensions to the Brock Trail implemented » Total KM of bike trails » Total KM of walking trails » Modal split in transportation in the City » Number of persons taking public transit » Number of persons biking to work » Number of persons walking to work » Total number of energy audits of municipal buildings undertaken » Total number of energy retrofits of municipal buildings undertaken » Waste diversion rate » Water use reduction rates » Downtown/Waterfront Investment Dollars » Attendance/Utilization trends of existing amenities » Security » Total increase in community expenditures and visitation » Total increase in attendance/ utilization of existing amenities

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	SHORT TERM (1-5 YEARS)	MEDIUM TERM (6-10 YEARS)	LONG TERM (10+ YEARS)	INDICATORS
COMMUNITY & PEOPLE	<ul style="list-style-type: none"> » Support appropriate urban residential infill and intensification proposals in Community Improvement Project Areas » Utilize Community Improvement Plans to proactively stimulate community improvement, rehabilitation and revitalization » Utilize LEED ND (neighbourhood design) criteria when evaluating new neighbourhood developments » Utilize LEED NC (new construction) criteria to evaluate new development applications. Priority may be given to applications that be built to a minimum of LEED Canada – NC certification level “Silver » Consider Infill and intensification prior to Greenfield lands » Develop promotional materials positioning family friendly focus » Integrated into the ongoing promotion and relocation program of the City Launch program » Assess feedback and targets » Raise awareness of education, learning, and training opportunities outside of the public school curriculum » Form a Community/Regional Roundtable on Poverty with local stakeholder groups and citizens to advocate and begin to address some of the root causes of poverty » Develop a Living Wage report and policy for Brockville to better understand what it actually costs to provide the basic necessities for a family » Review/promote early childhood educational opportunities in the City and determine if they will be adequate to meet future needs » Review needs of the aging demographic and determine the necessary changes to ensure the services and programs are adequate to address needs 	<ul style="list-style-type: none"> » Monitor the level of residential development within the Built-Up Area, and the number of new units created that represent residential intensification » Ensure that a full range of housing types and densities are provided to meet the anticipated demand and demographic change » Optimize infrastructure (servicing/roads) prior to extending into new areas » Annually report on progress » Identify and partner with higher education institutions to provide post-secondary education opportunities 	<ul style="list-style-type: none"> » First consider surplus municipal land for affordable housing. Furthermore, the City shall work with other levels of government to make surplus land available to providers of affordable housing at little or no cost » Expand a Family Ambassadors Program where local families host potential recruits for a tour of the City, meetings with civic, education, recreation, cultural contacts 	<ul style="list-style-type: none"> » Total dollars issued as part of Community Improvement Plan for Brownfield Projects » Target that 35 percent of all new residential units created during the Official Planning period shall be through intensification » Ensure that 30% of the existing housing stock and that housing to be developed is affordable » Number of applications including principles of LEED ND » Average density of all new residential developments » Number of applications including LEED NC into the development » Total number new partnerships established that address environmental issues » Number of recognition awards awarded by the City for Excellence in Sustainability » Poverty rate in the City of Brockville » Early Childhood Education enrollment and average grades in the first few years of school » Demographic analysis in the City

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5.5 Partnerships

To ensure a successful implementation of the Brockville Sustainability Plan, partnerships with local businesses, organizations and community groups are vital. Community up-take and buy-in will be a measure of success of this project. By establishing partnerships with community members and taking simple actions the City of Brockville can move towards becoming a more environmentally, socially, economically and organizationally sustainable City. The benefits of

establishing partnerships include; the ability to leverage funds, innovative ideas and approaches, the fostering of a collaborative environment, community engagement and community buy-in. As part of the Sustainability Plan, a set of potential partners have been identified. Collaborating with these partners can assist with the implementation of the actions that have been identified in this document. [Table 5-2](#) provides an overview of the potential partners.

Table 5-2 | Potential Partners

NATURAL ENVIRONMENT		SERVICES & AMENITIES	
<ul style="list-style-type: none"> » Friends of Mac Johnson Wildlife Area » Cataraqui Region Conservation Authority » Leeds County Stewardship Centre » Frontenac Arch Biosphere Network » Brockville Farmer's Market » Rideau Environmental Action League » Upper Canada Solar Generating Ltd. » 3M Canada » St. Lawrence College 		<ul style="list-style-type: none"> » Brockville and Area YMCA » Brockville Arts Centre » Brockville Concert Association » Lake Ontario Waterfront Trail » Brockville Rowing Club » Thousand Island and Seaway Cruises » VIA Rail » Cycling Advisory Committee » Friends of Mac Johnson Wildlife Area » Brock Trail Committee 	
ECONOMY		COMMUNITY & PEOPLE	
<ul style="list-style-type: none"> » Local Community Futures Development Corporations (CFDC) and CFDC Network » Ontario East Economic Development Corporation » Downtown Brockville Business Improvement Area » Brockville and District Chamber of Commerce » Brockville and District Tourism Advisory Committee » St. Lawrence College » Eastern Ontario Development Program » Thousand Islands Community Development Corporation » Employment and Education Centre » Leeds and Grenville Small Business Enterprise Centre » Local Businesses including 3M and Proctor & Gamble 		<ul style="list-style-type: none"> » Leeds, Grenville, and Lanark District Health Unit » Brockville General Hospital » Brockville Mental Health Centre » Child and Youth Wellness Centre Leeds and Grenville » Brockville and Area Community Living Association » Education for Quality Accessibility (Brockville Chapter) » Brockville and Area Community Foundation » Brockville Museum » Heritage Brockville » Brockville and District Historical Society » Fulford Place Museum » Transition Brockville » United Way Leeds & Grenville » Loaves and Fishes » Operation Harvest Sharing » Food Matters Coalition » Leeds Grenville Volunteer Centre » Other Service Clubs and Groups » School Boards 	



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6 CONCLUSION

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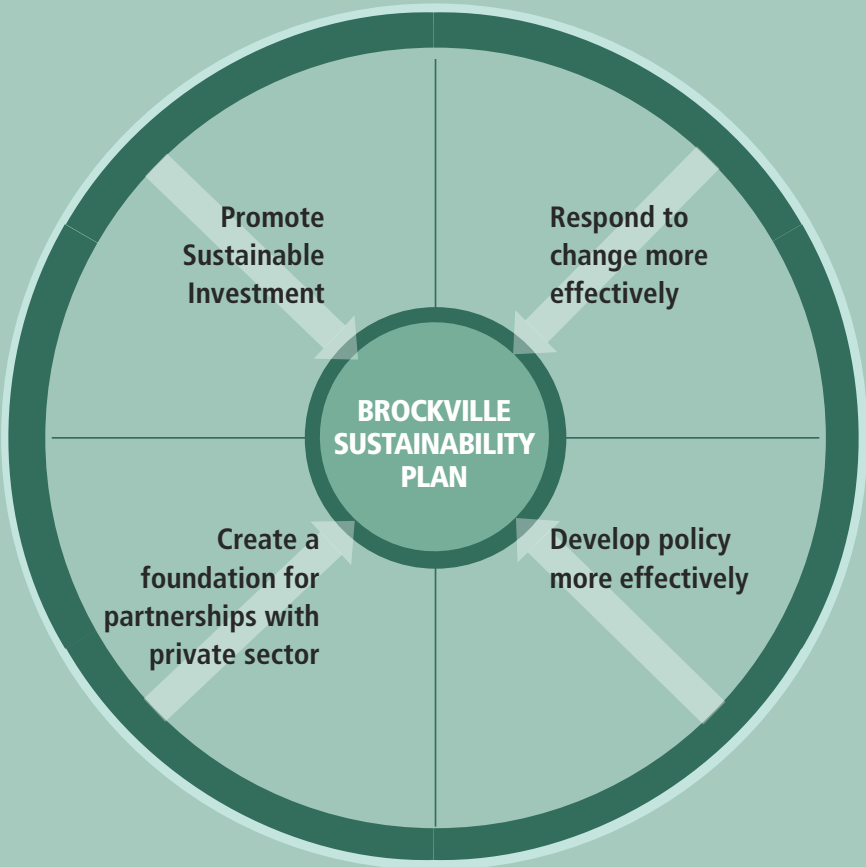


This Sustainability Plan provides a framework to the City of Brockville as well as the community to **address the global and local divers of sustainability that are consistent with the core values of the people of Brockville.**

This Sustainability Plan provides a framework to the City of Brockville as well as the community to address the global and local divers of sustainability that are consistent with the core values of the people of Brockville. This Plan helps the City of Brockville deal with sustainability issues in a way that the OP, SDR's and CSP cannot through the identification of long-term recommendations.

The actions provided in this report identify strategies for immediate implementation that will not only work towards sustainability, but will also create jobs and provide investment into green industries. The suggested actions, monitoring framework and the adaptive management strategy are structured in a way that will allow for immediate implementation and the initiation of a monitoring program. This Sustainability Plan focuses on enhancing Brockville's assets and strengths while improving areas where challenges exist.

Figure 6-1 | Overarching Goals of the Brockville Sustainability Plan



As indicated in Figure 6-1, this Community Sustainability Plan will help the City of Brockville to:

- » Respond to change more effectively;
- » Develop policy more effectively;
- » Create a foundation for partnerships with the private sector; and
- » Promote Sustainable Investment.

This Sustainability Plan responds to changing global trends and is intended to work within the policy framework that was established by the City through both the CSP and the OP. It is the result of extensive consultation with the public and reflects their goals, values and objectives. Moving forward, the Public, the City, and sustainability champions will work together to implement this plan and make sustainability an even bigger reality in the City of Brockville.



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