



COMMITTEE AGENDA

City of Brockville Economic Development and Planning Committee

Tuesday, October 2, 2012, 5:00 p.m.
City Hall, Council Chambers

<u>Committee Members</u>	<u>Areas of Responsibility</u>
Councillor J. Baker, Chair	Economic Development
Councillor T. Blanchard	Planning
Councillor L. Bursey	DBIA
Councillor M. Kalivas	Heritage Brockville
Mayor D. Henderson, Ex-Officio	Museum Board Library Board Arts Centre Chamber of Commerce Tourism

AGENDA

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DISCLOSURE OF INTEREST

DELEGATION(S) AND PRESENTATION(S)

Nil

CORRESPONDENCE

Nil

STAFF REPORTS

3 - 16

1. 2012-158-10

Proposed Amendment to Zoning By-Law 194-94 142 Perth St. Owner: Pensa Technology Solutions Inc.

THAT Council for the Corporation of the City of Brockville approve the request to amend City of Brockville Zoning By-law 194-94 to rezone lands with municipal address 142 Perth Street from C2 - General Commercial Zone to C2 - General Commercial Site Specific Zone to permit the conversion of all or part of the ground floor commercial space to a maximum of four (4) residential units and an apartment dwelling containing a maximum of thirteen (13) residential units as well as all other C2 – General Commercial uses.

- 17 - 28 2. **2012-160-10**
Proposed Zoning By-Law Amendment
9 James St. West and 40 to 46 Victoria Ave.
Owner: Wall Street Village Inc.
- THAT Council for the Corporation of the City of Brockville approve the request to amend City of Brockville Zoning By-law 194-94 to rezone lands described as Part Lot 60, Part Lot 67, Part Lot 72 and Lots 73 to 77, inclusive, Block 31, Plan 67, at 9 James St. W. and 40 to 46 Victoria Ave., inclusive, from R9-X2-4-Multiple Residential Site Specific Zone to T-R9-X2-4-Temporary Multiple Residential Site Specific Zone to permit the subject lands to be used for a temporary gravel parking lot.*
- 29 - 103 3. **2012-164-10**
Finalization of the Sustainability Plan
1. *THAT the summary of public feedback from the Brockville Sustainability Plan Open House and Workshop held June 18, 2012, be received; and*
 2. *THAT the Final Sustainability Plan dated October 2012 be received, and be brought forward for adoption by Council.*

NEW BUSINESS - REPORT FROM MEMBERS OF COUNCIL

Nil

CONSENT AGENDA

25Sept2012

**REPORT TO THE ECONOMIC DEVELOPMENT PLANNING COMMITTEE –
02 OCTOBER 2012**

2012-158-10

**PROPOSED AMENDMENT TO ZONING BY-LAW 194-94
142 PERTH STREET
CITY OF BROCKVILLE
OWNERS: PENSA TECHNOLOGY SOLUTIONS INC.
FILE: D14-157**

**M. PASCOE MERKLEY
DIRECTOR OF PLANNING
ANDREW MCGINNIS
PLANNER II**

RECOMMENDATION

THAT Council for the Corporation of the City of Brockville approve the request to amend City of Brockville Zoning By-law 194-94 to rezone lands with municipal address 142 Perth Street from C2 - General Commercial Zone to C2 - General Commercial Site Specific Zone to permit the conversion of all or part of the ground floor commercial space to a maximum of four (4) residential units and an apartment dwelling containing a maximum of thirteen (13) residential units as well as all other C2 – General Commercial uses.

PURPOSE

The purpose of this report is to provide recommendations for amendment to City of Brockville Zoning By-law 194-94 respecting the property at 142 Perth Street.

BACKGROUND

Mr. Dean Logie, acting as Agent for Pensa Technology Solutions Inc., the owner of the subject property, has submitted an application for an amendment to Zoning By-law 194-94 to rezone lands described as Lot 1 and Lot 2, Block 50, Plan 67, known municipally as 142 Perth Street.

The proposed Amendment to City of Brockville Zoning By-law 194-94 would, if approved, rezone the lands with municipal address 142 Perth Street to permit the conversion of all or part of the ground floor commercial space to a maximum of four (4) residential units as well as an apartment dwelling containing a maximum of thirteen (13) residential units as well as all other C2 – General Commercial uses. Pensa Technology Solutions Inc. purchased the property in March 2011. Upon the purchase of 142 Perth Street, Pensa Technology Solutions Inc. has been unsuccessful in renting this space for commercial uses and is therefore requesting the proposed zoning change.

Official Plan Designation: Corridor Commercial Area within the Mixed Use Corridor

Zoning: Existing: C2 - General Commercial Zone
Proposed: C2 - General Commercial Special Exception Zone to permit conversion of all or part of the ground floor commercial space to a maximum of four (4) residential units as well as an apartment dwelling containing a maximum of thirteen (13) residential units as well as all C2 uses.

Site Characteristics:

142 Perth Street has a total area of approximately 929 m² (10,000 ft²) and is occupied by an older three storey brick building with a mansard roof. The building currently has nine (9) upper floor dwelling units. The ground floor has one business and the remainder of the ground floor is vacant. Access to the site is from Perth Street and from Delhi Street. There are seventeen (17) on-site parking spaces. A sketch showing the location of the subject property is attached as **Schedule "A"** to this report, while **Schedule "B"** is photos of the subject property.

Surrounding Land Use:

The surrounding land uses are as follows:

- North: Lands are designated "Corridor Commercial Area", zoned C2--General Commercial Zone, and are occupied by commercial and mixed residential/commercial buildings fronting on Perth Street.
- West: Lands are designated as "Neighbourhood Area", zoned R3-General Residential Zone and occupied the older dwellings.
- East: Lands east of and across Perth Street are designated "Corridor Commercial Area", zoned M3-Restricted Industrial Zone, and are occupied by VIA Rail and associated parking lot and buildings/uses.
- South: Lands east of and across the railway corridor are designated "Employment Area" and "Corridor Commercial Area", zoned M3-Restricted Industrial Zone and C2--General Commercial Zone, and are occupied by industrial uses and mixed commercial residential uses.

Public Participation

The application for Zoning By-law Amendment has proceeded through the normal review process. On 4 September 2012, a Public Meeting was held by the Economic

Development and Planning Committee. Notice of the Public Meeting was advertised in the Brockville Recorder and Times Newspaper on 9 August 2012 and was circulated to property owners with 120.0 metres (400.0 ft) of the subject property. In addition, a sign was posted on the subject property advising that the lands are the subject of an Application for Amendment to the City of Brockville Zoning by-law 194-94. Comments from City Departments and affected agencies were also solicited. A copy of an excerpt from the minutes of the Public Meeting is attached as **Schedule "C"** to this report.

Comments Received:

1. Environmental Services – memo dated August 22, 2012 – following comments:
 - Not opposed to the application
 - Should be noted that this area is a parking sensitive location and close attention should be made to parking details.
2. Operations Department – memo dated August 22, 2012 – no comments.
3. Brockville Fire Department (summary) – full email attached as **Schedule "D"** and dated September 25, 2012

The fire department is not opposed to the addition of 4 dwelling units; but in doing so, it increases the risk of life safety within the building. As the building is quite old and has not been well maintained over the years, I would strongly suggest an engineering report be requested to ensure the building is still structurally sound to support the proposed renovations.

Due to the increased occupant load proposed, the entire building will have to be assessed by the building department to ensure existing fire safety systems are sufficient or require upgrading.

Although these issues are not a requirement of the proposed rezoning, the owner should be made aware of any issues that may be created by the change.

4. Leeds, Grenville & Lanark District Health Unit – letter dated august 14, 2012.
- no objections.
5. Cataraqui Region Conservation Authority (CRCA) – no comments (subject lands located outside of regulated area).

ANALYSIS

Provincial Policy Considerations:

A Provincial Policy Statement (PPS) 2005 has been issued under the authority of Section 3 of the Planning Act. The PPS provides policy direction on matters of Provincial interest related to land use planning and development. Section 3 of the Planning Act further directs that Council decisions affecting planning matters "shall be consistent with" the Provincial Policy Statement.

Part V of the PPS sets out various policies which describe the areas of Provincial interest. Not all policies in the PPS are relevant to the planning matter under consideration, and thus, only those relevant portions will be referenced below.

Section 1.1.3.3 states that "Planning Authorities shall identify and promote opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including Brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs."

Section 1.4.3 states among others, that planning authorities shall provide for an appropriate range of housing types and densities to meet projected requirements of current and future residents of the *regional market area* by:

- a. establishing and implementing minimum targets for the provision of housing which is *affordable to low and moderate income households*.
- b. permitting and facilitating:
 1. all forms of housing required to meet the social, health and well-being requirements of current and future residents, including special needs residents; and
 2. all forms of *residential intensification and redevelopment* in accordance with policy 1.1.3.3;
- e. establishing development standards for *residential intensification, redevelopment* and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

Accordingly, as the building is an existing mixed commercial residential building being proposed to be converted to a maximum of 13 residential units with the option of commercial or residential units on the main floor with full municipal services, access to public transit, and within an existing built-up area, the proposed new units in an existing

building represents intensification. With the limitations of the site and building, the new units are expected to add to the affordable housing stock within the City thereby being consistent with the policies outlined within the PPS. In addition, by creating the proposed mixed use zoning, commercial or residential occupancy on the main floor will be an option for the owner.

Official Plan Considerations

The New Official Plan, approved the Ministry of Municipal Affairs on February 09, 2012, provides guidance on how to manage future growth, development, and change within the City of Brockville.

The Official Plan designates the subject property as "Corridor Commercial Area within the Mixed Use Corridor".

The New Official Plan's goals are to create a sustainable City in terms of health and vitality, that is economically viable and diverse, has high quality municipal services and amenities, and is well planned.

Section 2.3 outlines strategic planning themes which includes "A Sustainable, Healthy, and Vital City", "An Economically Strong and Diverse City", "A High Quality of City Services and Amenities", and "A Well-Planned Responsive City".

The proposed intensification achieves the above objectives. The proposal legally intensifies an existing, serviced lot within the urban area; and, is located within walking distance of a number of amenities, services, and recreational facilities that meet residents' daily needs.

Section 3 addresses building a healthy and sustainable City. More specifically, Sections 3.2.2.1 outlines policies for the scope of development within "Mixed Use Corridor" as focusing on opportunities for intensification, redevelopment and infill where present. More specifically various forms of commercial / retail / service uses: offices and non-industrial uses, and population-related employment uses; and a mix of residential uses. Development within these corridors is also encouraged to be mixed use and of a density that which is transit supportive.

The general Corridor Commercial Area policies are further refined under Section 4.6.3 wherein small scale residential intensification is permitted above or on the same property as commercial where infrastructure is adequate and where there are no significant physical constraints.

The proposed development satisfies all the criteria required within the New Official Plan. As no change to the building footprint is proposed, there will be little to no impact on adjacent property owners as all policies are being adhered to.

Zoning By-law Considerations:

142 Perth Street is currently zoned as C2 – General Commercial Zone under City of Brockville Zoning By-law 194-94, as amended.

This zoning currently in place is in recognition of former commercial uses that occurred on the main floor. These uses with the exception of one commercial tenant have left the property. The owner has since found it difficult to rent the space to other commercial tenants.

The proposed Amendment to City of Brockville Zoning By-law 194-94 would, if approved, permit the conversion of all or part of the ground floor commercial space to a maximum of four (4) residential units. An apartment dwelling containing a maximum of thirteen (13) residential units would also become a permitted use to cover the potential that the entire building would contain residential occupancy. All other C2 – General Commercial uses would continue to be permitted.

In addition, as the owner is not proposing any changes to the footprint of the building and no surplus lands are apparent which abut the building, it is reasonable to accept the existing setbacks, landscaped open space, parking and amenity area as existing and identify them in the site specific zone. Note: Conversion of commercial space to residential reduces the parking requirements.

Based on the foregoing, a site specific zone to recognize the existing conditions is supportable.

The zoning proposed for 142 Perth Street, should this recommendation be endorsed, would read as follows:

"C2-X6-3 General Commercial Special Exception Zone

The uses permitted in the C2-X6-3 Zone shall be those permitted in the C2 General Commercial Zone with commercial tenants or a maximum of four (4) residential units to be permitted on the ground floor. In addition, a maximum of thirteen (13) residential units shall be permitted within the building. All existing setbacks, landscaped open space, parking spaces (17) and amenity area shall be recognized as of the date of passing of this amending by-law."

All work associated with the conversion of the ground floor area from commercial to residential use is subject to review for Building Permit and compliance with applicable legislation.

POLICY IMPLICATIONS

As stated in the Analysis section of this report, the proposed rezoning of 142 Perth Street is consistent with the PPS and the new Official Plan for the City of Brockville.

FINANCIAL CONSIDERATIONS:

All costs associated with the redevelopment of the subject property are the responsibility of the Owner.

Tax implications are based on the uses within the building. Should the uses within the building become strictly residential, then a residential tax rate will apply.

CONCLUSION

Following review of the PPS and the Official Plan, as well as the submissions received respecting the request for zoning amendment for 142 Perth Street, it is reasonable to amend City of Brockville Zoning By-law 194-94 to allow the conversion of all or part of the ground floor commercial space to a maximum of four (4) residential units. An apartment dwelling containing a maximum of thirteen (13) residential units would also be permitted. All other C2 – General Commercial uses would continue to be permitted by the special exception zone which would also recognize site-specific, pre-existing elements of the property.



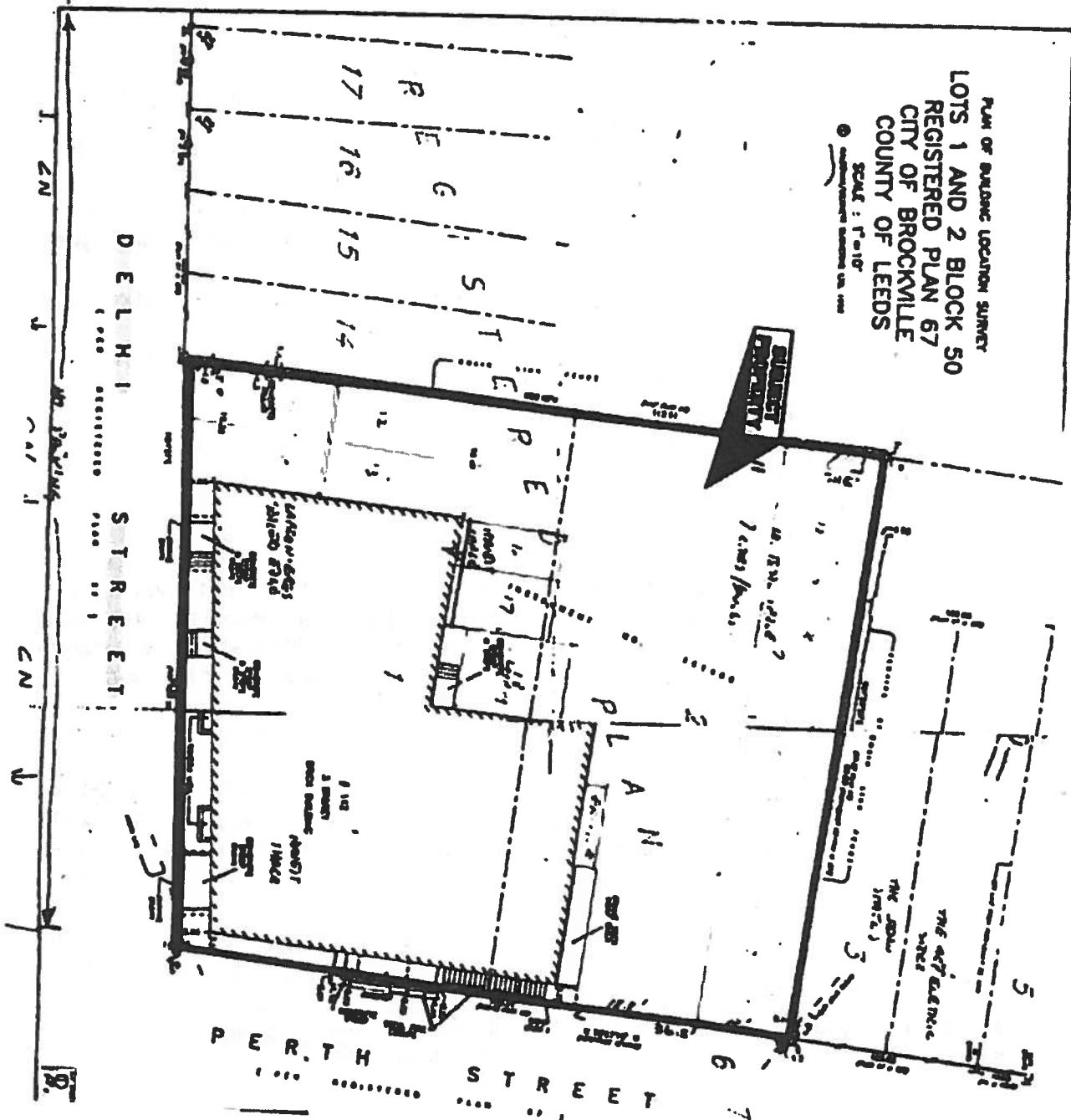
M. Pascoe Merkley, MCIP, RPP
Director of Planning



Andrew McGinnis, MCIP, RPP
Planner II


B. Casselman
City Manager

SCHEDULE "A" TO REPORT 2012-158-10



SCHEDULE "B" TO REPORT 2012-158-10



SCHEDULE "C" TO REPORT 2012-158-10



COMMITTEE MINUTES

Public Meeting Economic Development & Planning Committee

Tuesday, September 04, 2012, 6:00 p.m.
City Hall, Council Chambers

Roll Call

Committee Members:

Councillor J. Baker, Chair
Councillor T. Blanchard
Councillor L. Bursey
Councillor J. Kalivas

Regrets:

Councillor Mayor D. Henderson

Staff:

Mr. C. Cosgrove, Director of Operations
Mr. J. Faurschou, Planner I
Ms. M. Pascoe Merkley, Director of Planning
Mr. P. Raabe, Director of Environmental Services
Ms. S. Seale, City Clerk (Recording Secretary)

Others:

Mr. R. Zajac, Recorder & Times

STAFF REPORT

1. **2012-146-09**
**Proposed Zoning By-law Amendment, 9 James St. West and
40 to 46 Victoria Avenue, Owner: Wall Street Village Inc.**

Moved by: Councillor Kalivas

THAT Report 2012-146-09 be received as information and that a report on this matter be prepared by staff for consideration at a future meeting of the Economic Development Planning committee for recommendation to Council.

CARRIED

Page 1 of 3

City of Brockville
EDP Public Meeting Minutes - Tuesday, September 04, 2012

Councillor Baker, Chair, announced the Public Meeting.

Mr. Faurschou, Planner, announced that notice of the Public Meeting for Staff Report No. 2012-146-06 was given in the Recorder and Times Newspaper, a notice was sent to surrounding property owners, interested parties and agencies by first class mail and a sign was placed on the property.

Councillor Baker asked that any person wanting further notice of the passage of the proposed amendment should give their full name, address and postal code to the Secretary prior to leaving the meeting.

Councillor Baker reviewed the procedures for the Public Meeting.

Councillor Baker called on the Planner to explain the purpose of the Public Meeting and the nature of the application.

Mr. Faurschou reviewed the proposed amendment to Zoning By-law 194-94.

The following persons spoke in support of the proposed amendment:

1. Mr. Brent Irvine, 1923 Highway 2 East, Brockville, K6V 5T1 - Mr. Irvine, Chair, Wall Street Village, spoke in favour of the proposed amendment.

No persons spoken in opposition of the proposed amendment.

Councillor Baker asked the Planner to address mud and dust control in the report that would be forthcoming to the EDP committee.

The Public Meeting for Staff Report 2012-146-09 concluded (6:15pm)

Note: No persons completed the Requests for Information form.

2. **2012-147-09**

Proposed Zoning By-law Amendment, 142 Perth Street
Owner: Pensa Technology Solutions Inc.

Moved by: Councillor Blanchard

THAT Report 2012-147-09 be received as information and that a report on this matter be prepared by staff for consideration at a future meeting of the Economic Development and Planning Committee for recommendation to Council.

CARRIED

Page 2 of 3

City of Brockville
EDP Public Meeting Minutes - Tuesday, September 04, 2012

Councillor Baker, Chair, announced the Public Meeting.

Mr. Faurschou, Planner, announced that notice of the Public Meeting for Staff Report No. 2012-147-06 was given in the Recorder and Times Newspaper, and a notice was sent to surrounding property owners, interested parties and agencies by first class mail and a sign was placed on the property.

Councillor Baker asked that any person wanting further notice of the passage of the proposed amendment should give their full name, address and postal code to the Secretary prior to leaving the meeting.

Councillor Baker reviewed the procedures for the Public Meeting.

Councillor Baker called on the Planner to explain the purpose of the Public Meeting and the nature of the application.

Mr. Faurschou reviewed the proposed amendment to Zoning By-law 194-94.

The following persons spoke in support of the proposed amendment:

1. Mr. Dean Logie, 1139 Highway 2 East, Brockville K6V 5T1. Mr. Logie, Applicant spoke in support of the proposed amendment.

No persons spoke in opposition to the proposed amendment.

The Public Meeting for Staff Report No. 2012-147-09 concluded.

Note: No persons completed the Requests for Information form.

The Public meeting adjourned at 6:25 p.m.

SCHEDULE "D" TO REPORT 2012-158-10

From: Randy Burke
Sent: September 25, 2012 3:36 PM
To: Maureen Pascoe Merkley
Cc: Chris Dwyre; Linda McLennan; Greg Healy; Renny Rayner
Subject: FW: Scan from a Xerox WorkCentre

Maureen,

At the request of Chief Dwyre, I am sending comments regarding the proposed rezoning of 142 Perth Street. Therefore, I have attached my original comments from July 6th 2011, regarding a previous request for hotel suites. Some of the same issues remain.

The fire department is not opposed to the addition of 4 dwelling units; but in doing so, it increases the risk of life safety within the building. As the building is quite old and has not been well maintained over the years, I would strongly suggest an engineering report be requested to ensure the building is still structurally sound to support the proposed renovations. One reason would be to ensure water damage has not weakened the structure over the years. I have observed myself a large number of shingles missing from the roof of the building for many months, with the wooden roof structure open to the elements. Our department has also responded to broken water pipes within the building as well.

Due to the increased occupant load proposed, the entire building will have to be assessed by the building department to ensure existing fire safety systems are sufficient or require upgrading. The entire basement area will also require a rated fire separation be installed. As from our previous report above, you will note that 2 apartments already exist on the first storey which were built illegally.

Although these issues are not a requirement of the proposed rezoning, I believe the owner should be made aware of any issues that may be created by the change.

Randy

Randy Burke
Chief Fire Prevention Officer
City of Brockville Fire Department
61 Perth Street
Brockville, Ont. K6V 5C6
Phone: 613-498-1261 ext. 2520
Fax: 613-498-1411
E-mail: rburke@brockville.com

CERTIFICATE OF ZONING COMPLIANCE
REVIEW FORM
FIRE DEPARTMENT

Date: July 6, 2011
Address of Subject Property: 142 Perth Street

FIRE REQUIREMENTS	REQUIRED	NOT REQUIRED	
Site Inspection	✓		
Fire Code Updates	✓		
Other: Outstanding OBC issues	✓		

Fire comments: This older building falls under Part 9 Retrofit provisions of Ontario Fire Code. The proposal of 2 hotel suites on first storey does not meet definition of hotel under both Fire Code & Building Code. Under legislation; and not By-Law, these rooms will fall under Rooming, Boarding and Lodging and not hotel/motel suites for the traveling public. The Zoning By-Law may recognize the use of space as commercial, but it must meet the legislated requirements as a "C" Occupancy which is residential.

Currently there are outstanding fire and building issues with these units being constructed without any proper permits as residential dwelling units. There are a number of separation issues that need to be addressed such as rated fire separations between these dwelling units and the basement area below. These issues are held in abeyance as the previous owner only occupied the space as commercial use and not residential.

There are currently 7 livable and occupied dwelling units within the building; however, we understand Zoning has allowed for 2 more units to be completed on the third storey of the building. Currently, the area under construction has ceased due to structural issues and the Building Permit for this area has expired. The area is boarded up and sealed off to the occupied portion of this building. The Chief Building Official has requested architectural drawings in this regard.

The fire department is opposed to this proposal for the reasons stated above.

Fire Review Signature:		Randy Burke, CFPO
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24Sept2012

**REPORT TO THE ECONOMIC DEVELOPMENT PLANNING COMMITTEE –
02 OCTOBER 2012**

2012-160-10

**PROPOSED ZONING BY-LAW AMENDMENT
9 JAMES ST. W. AND 40 TO 46 VICTORIA AVE.
CITY OF BROCKVILLE
OWNER: WALL STREET VILLAGE INC.
AGENT: ROBERT J. JORDAN, O.L.S.
FILE: D14-156**

**M. PASCOE MERKLEY
DIRECTOR OF PLANNING
J. FAURSCHOU
PLANNER I**

RECOMMENDATION

THAT Council for the Corporation of the City of Brockville approve the request to amend City of Brockville Zoning By-law 194-94 to rezone lands described as Part Lot 60, Part Lot 67, Part Lot 72 and Lots 73 to 77, inclusive, Block 31, Plan 67, at 9 James St. W. and 40 to 46 Victoria Ave., inclusive, from R9-X2-4-Multiple Residential Site Specific Zone to T-R9-X2-4-Temporary Multiple Residential Site Specific Zone to permit the subject lands to be used for a temporary gravel parking lot.

PURPOSE

The purpose of this report is to provide recommendations for amendment to City of Brockville Zoning By-law 194-94 respecting lands described as Part Lot 60, Part Lot 67, Part Lot 72 and Lots 73 to 77, inclusive, Block 31, Plan 67, more particularly known as Part of Part 4 Plan 28R-13397 (9 James St. W. and 40 to 46 Victoria Ave., inclusive).

BACKGROUND

Mr. Robert Jordan, O.L.S., acting as Agent for Wall Street Village Inc., the owner of the subject property, has submitted an application for an amendment to Zoning By-law 194-94 to rezone lands at 9 James St. W. and 40 to 46 Victoria Ave., inclusive, from R9-X2-4-Multiple Residential Site Specific Zone to T-R9-X2-4-Temporary Multiple Residential Site Specific Zone to permit the subject lands to be used for a temporary gravel parking lot in addition to those uses currently permitted under the R9-X2-4- Multiple Residential Site Specific Zone.

The following schedules are attached to this report:

Schedule “A” – sketch showing location of subject lands;

Schedule “B” – photos of subject lands; and

Schedule “C” – concept drawing of proposed gravel parking lot.

Proposed Zoning By-law Amendment
9 James Street West & 40 to 46 Victoria Avenue, Brockville
Owner: Wall Street Village Inc.
Agent: R.J. Jordan, O.L.S.
File D14-156

The dwelling at 9 James Street West is to be demolished. The parking lot is proposed to be located east of the James Street right-of-way and north of the existing dwelling at 46 Victoria Avenue.

Official Plan Designation: Downtown and Central Waterfront Area (*no change requested*)

Zoning:

Existing: R9-X2-4-Multiple Residential Special Exception Zone

Proposed: T-R9-X2-4-Temporary Multiple Residential Special Exception Zone to permit the subject lands to be used for a temporary gravel parking lot, with access from Wall Street and James Street West, in addition to those uses currently permitted under the R9-X2-4-Multiple Residential Site Specific Zone.

Site Characteristics:

The subject lands (9 James St. W. and 40 to 46 Victoria Ave., inclusive) have a total area of approximately 0.25 ha (0.62 acres). A dwelling is currently located at 9 James Street West and a dwelling is located at 46 Victoria Avenue. The lands between the dwellings are vacant, grassed and have minimal tree plantings on the north-east corner. The subject lands appear to slope gently to the north and south. Access to the site is from two rights-of-way, one from James Street West and one from Wall Street.

Surrounding Land Use:

The surrounding land uses are as follows:

North: Lands are designated "Neighbourhood Area", zoned R4-General Residential Zone and R5-Multiple Residential Zone, and are occupied by residential dwellings fronting on James Street West.

East: Lands are designated as "Downtown and Central Waterfront Area", zoned I1-General Institutional Zone and R4-General Residential Zone and occupied the Brockville General Hospital, Garden Street Site, and associated parking. Dwellings within the R4 Zone have been removed and the land currently stands vacant.

West: Immediately west is a right-of-way to James Street West. On the opposite side of the right-of-way the lands are designated "Downtown and Central

Proposed Zoning By-law Amendment**9 James Street West & 40 to 46 Victoria Avenue, Brockville****Owner: Wall Street Village Inc.****Agent: R.J. Jordan, O.L.S.****File D14-156**

Waterfront Area", zoned R9-X2-4-Multiple Residential Site Specific Zone, and are occupied by residential dwellings fronting on Wall Street, with one property fronting on James Street West.

South: Lands are designated as "Downtown and Central Waterfront Area", zoned I1-General Institutional, and are occupied by Wall Street United Church and associated parking with the Bank of Montreal and associated parking lot located further to the south, adjacent to the Bank of Montreal.

Public Participation

The application for Zoning By-law Amendment has proceeded through the normal review process. On 04 September 2012, a Public Meeting was held by the Economic Development and Planning Committee. Notice of the Public Meeting was advertised in the Brockville Recorder and Times Newspaper on 09 August 2012 and was circulated to property owners with 120.0 metres (400.0 ft.) of the subject property. In addition, signs were posted on the subject property advertising that the lands are the subject of an Application for Amendment to City of Brockville Zoning by-law 194-94. Comments from City Departments and affected agencies were also solicited. An excerpt from the minutes of the Public Meeting is attached as **Schedule "D"** to this report.

Comments Received:

The following is a summary of comments received following the circulation of the Notice of Public Meeting:

1. Operations Department – memo dated August 22, 2012 - no comments.
2. Environmental Services – memo dated August 22, 2012 – following comments provided:
 - a time limit should be imposed for the gravel parking lot,
 - no design details have been provided with respect to the parking area; on receipt of an application (drawings, design details) additional review required for making the parking lot permanent,
 - storm water management will be required for any permanent lot, and
 - there are no storm sewers located in the street at this location.

Proposed Zoning By-law Amendment**9 James Street West & 40 to 46 Victoria Avenue, Brockville****Owner: Wall Street Village Inc.****Agent: R.J. Jordan, O.L.S.****File D14-156**

ANALYSIS**Provincial Policy Considerations:**

A Provincial Policy Statement (PPS) 2005 has been issued under the authority of Section 3 of the Planning Act. The PPS provides policy direction on matters of Provincial interest related to land use planning and development. Section 3 of the Planning Act further directs that Council decisions affecting planning matters "shall be consistent with" the Provincial Policy Statement.

Part V of the PPS sets out various policies which describe the areas of Provincial interest. Not all policies in the PPS are relevant to the planning matter under consideration, and thus, only those relevant portions will be referenced below.

Given that the subject property has previously been assessed in 2009 against the current (2005) PPS policies and that the application seeks only to allow the use of the site for a temporary gravel parking lot, there are no matters of Provincial interest.

Official Plan Considerations

The New Official Plan, approved by the Ministry of Municipal Affairs on February 09, 2012, provides guidance on how to manage future growth, development, and change within the City of Brockville.

This document is not the same as the Official Plan which was in place in 2009, being the time in which the subject property was designated as "Residential".

Under the current Official Plan, the subject property is designated as "Downtown and Central Waterfront Area".

Policies within this designation support the development of the site as envisioned in 2009 as "*senior citizens' dwelling containing a maximum of eighty-five (85) dwelling units*".

Given that the proposed temporary gravel parking lot seeks only to allow the use of the site for a temporary gravel parking lot, in addition to those uses previously considered and approved and consistent with the current Official Plan Policies, there are no relevant matters pertaining to the proposed temporary use in the current Official Plan.

Proposed Zoning By-law Amendment
9 James Street West & 40 to 46 Victoria Avenue, Brockville
Owner: Wall Street Village Inc.
Agent: R.J. Jordan, O.L.S.
File D14-156

Zoning By-law Considerations:

The subject property is currently zoned as R9-X2-4-Multiple Residential Site Specific Zone under City of Brockville Zoning By-law 194-94, as amended which reads as follows:

"R9-X2-4 Zone (Wall Street Village - Amending By-law 112-2009)

The uses permitted in the R9-X2-4 Zone shall be a senior citizens' dwelling containing a maximum of eighty-five (85) dwelling units. The zone provisions for the R9-X2-4 Zone shall be the same as for the R9 Zone save and except for the following:

<i>Minimum Front Yard (measured to the building face)</i>	<i>3.0 m</i>
<i>Minimum Interior Side Yard (measured to the building face)</i>	<i>0.9 m</i>
<i>Maximum Density</i>	<i>234 units/ hectare</i>
<i>Landscaped Open Space</i>	<i>28%</i>
<i>Maximum Building height</i>	<i>21.5 m</i>

Notwithstanding Part 3.0, Section 3.7 p) i), vi), of this by-law, access through the R9-X2-4 Zone from Wall Street and/or from Victoria Avenue for vehicular access purposes shall be permitted to any adjacent land which is non-residentially zoned.

Notwithstanding Part 3.0, Section 3.7 q) i) of this By-law, parking may be permitted in the front yard adjacent to Wall Street."

The zoning currently in place is in recognition of the future use of the subject property. The proposed amendment to the zone would not adversely affect the above-noted zoning. Rather, the rezoning would maintain the R9-X2-4-Multiple Residential Site Specific Zone as written and add a temporary gravel parking area as a permitted use.

The T-Temporary prefix would provide for the use to occupy the site for a period not to exceed three (3) years to permit periodic review of the use and to permit further fund-raising and planning for the future seniors complex.

Temporary zoning may be applied to the subject property as per the Planning Act, R.S.O. 1990, c.P. 13, Section 39. The rezoning would then run with the land for a period not to exceed three (3) years from the passing of the By-law. Upon expiry, the applicant may re-apply to Council for extension of the temporary zoning for a further period not to exceed three (3) years. Reapplication requires re-circulation as per the Planning Act, R.S.O. 1990, c.P. 13, Section 34. The fee for this application is applicable.

Proposed Zoning By-law Amendment
9 James Street West & 40 to 46 Victoria Avenue, Brockville
Owner: Wall Street Village Inc.
Agent: R.J. Jordan, O.L.S.
File D14-156

Should an extension not be applied for or should Council not extend the initial period of the by-law, the by-law would then revert to the R4-General Residential Zone. Use of the site as a gravel parking area must cease at such point.

Based on the foregoing, the addition of a temporary gravel parking lot as a permitted use while maintaining the current zoning is supportable.

All work associated with the temporary parking lot is subject to review for Building Permit and compliance with applicable legislation.

Issues Raised at the Public Meeting (Minutes Attached as Schedule "D") and Other Issues Brought Forward:

On 04 September 2012, A Public Meeting was held by the Economic Development Planning Development Committee. The following text addresses issues raised which are not otherwise addressed previously in this report:

i) **Access/Egress:**

Primary Access/egress is anticipated to be from Victoria Avenue. Secondary access is available from both James Street and Wall Street.

ii) **Use of Parking Lot:**

Use of the parking lot is anticipated to be open to the public. In particular, the owners will consider use of the parking lot by employees of the Courthouse/Jail, the hospital and Wall Street United Church. Details on costing and on-site enforcement have yet to be determining.

iii) **Design of Parking Lot:**

The proposed parking lot is required to be approved through a Site Plan approval process. During this process, such elements as access/egress, drainage, surface, etc. will be assessed and a final design will result which is acceptable by the City.

iv) **T-Temporary Zone:**

Details regarding the application of a T-Temporary prefix is discussed in detail earlier in this report under Zoning By-Law Considerations".

Proposed Zoning By-law Amendment
9 James Street West & 40 to 46 Victoria Avenue, Brockville
Owner: Wall Street Village Inc.
Agent: R.J. Jordan, O.L.S.
File D14-156

POLICY IMPLICATIONS:

As stated in the Analysis section of this report, there are no PPS or Official Plan policy implications with the proposed rezoning with a temporary gravel parking lot as a permitted use.

FINANCIAL CONSIDERATIONS:

All costs associated with the development of the subject property are the responsibility of the Owner.

CONCLUSION:

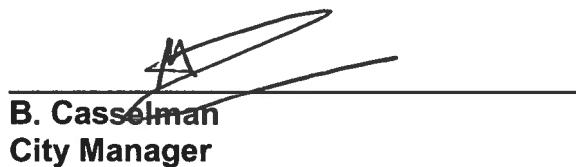
Based on the foregoing discussion and the recommended incorporation of the T-Temporary prefix, the proposed amendment to Zoning By-law 194-94 from R9-X2-4-Multiple Residential Site Specific Zone to T-R9-X2-4-Temporary Multiple Residential Site Specific Zone to permit the subject lands to be used for a temporary gravel parking lot in addition to those uses currently permitted under the R9-X2-4-Temporary Multiple Residential Site Specific Zone is supportable.



M. Pascoe Merkley, MCIP, RPP
Director of Planning

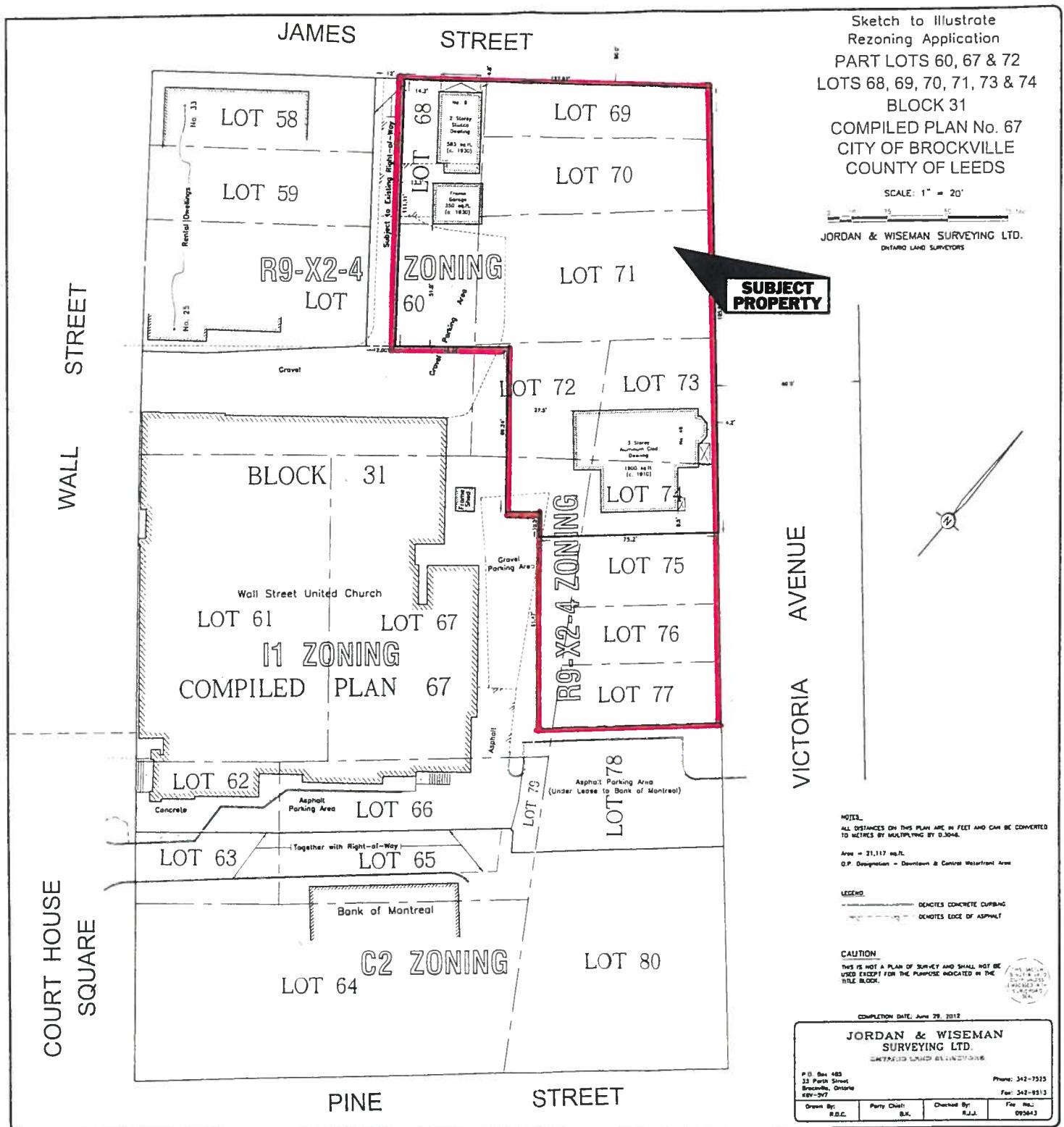


J. Faurschou, MCIP, RPP
Planner I



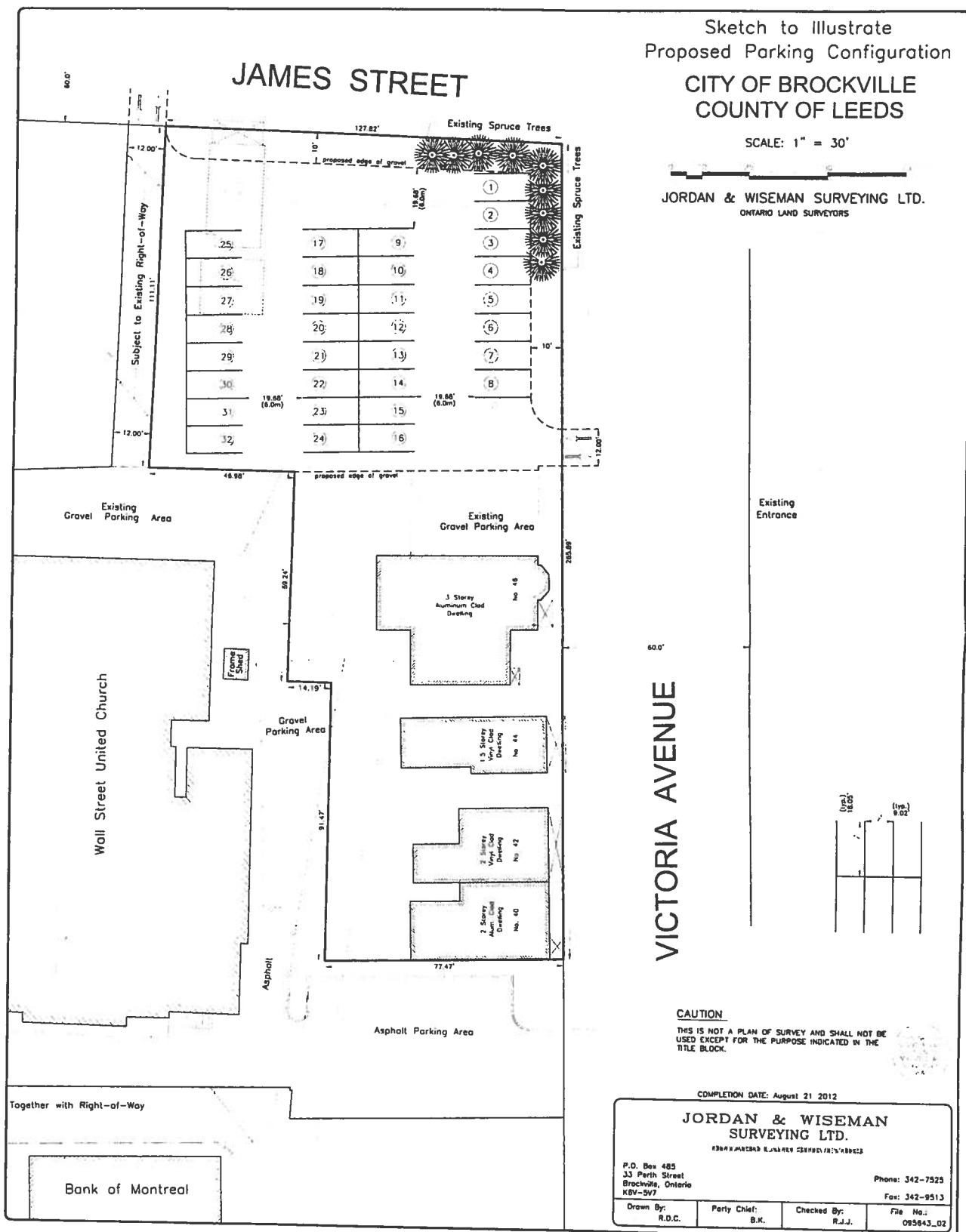
B. Casselman
City Manager

SCHEDULE "A" to REPORT 2012-160-10





SCHEDULE "C" to REPORT 2012-160-10



SCHEDULE "D" to REPORT 2012-160-10



COMMITTEE MINUTES

**Public Meeting
Economic Development &
Planning Committee**

Tuesday, September 04, 2012, 6:00 p.m.
City Hall, Council Chambers

Roll Call

Committee Members:

Councillor J. Baker, Chair
Councillor T. Blanchard
Councillor L. Bursey
Councillor J. Kalivas

Regrets:

Councillor Mayor D. Henderson

Staff:

Mr. C. Cosgrove, Director of Operations
Mr. J. Faurschou, Planner I
Ms. M. Pascoe Merkley, Director of Planning
Mr. P. Raabe, Director of Environmental Services
Ms. S. Seale, City Clerk (Recording Secretary)

Others:

Mr. R. Zajac, Recorder & Times

STAFF REPORT

1. **2012-146-09**

**Proposed Zoning By-law Amendment, 9 James St. West and
40 to 46 Victoria Avenue, Owner: Wall Street Village Inc.**

Moved by: Councillor Kalivas

THAT Report 2012-146-09 be received as information and that a report on this matter be prepared by staff for consideration at a future meeting of the Economic Development Planning committee for recommendation to Council.

CARRIED

City of Brockville
EDP Public Meeting Minutes - Tuesday, September 04, 2012

Councillor Baker, Chair, announced the Public Meeting.

Mr. Faurschou, Planner, announced that notice of the Public Meeting for Staff Report No. 2012-146-06 was given in the Recorder and Times Newspaper, a notice was sent to surrounding property owners, interested parties and agencies by first class mail and a sign was placed on the property.

Councillor Baker asked that any person wanting further notice of the passage of the proposed amendment should give their full name, address and postal code to the Secretary prior to leaving the meeting.

Councillor Baker reviewed the procedures for the Public Meeting.

Councillor Baker called on the Planner to explain the purpose of the Public Meeting and the nature of the application.

Mr. Faurschou reviewed the proposed amendment to Zoning By-law 194-94.

The following persons spoke in support of the proposed amendment:

1. Mr. Brent Irvine, 1923 Highway 2 East, Brockville, K6V 5T1 - Mr. Irvine, Chair, Wall Street Village, spoke in favour of the proposed amendment.

No persons spoken in opposition of the proposed amendment.

Councillor Baker asked the Planner to address mud and dust control in the report that would be forthcoming to the EDP committee.

The Public Meeting for Staff Report 2012-146-09 concluded (6:15pm)

Note: No persons completed the Requests for Information form.

2. **2012-147-09**
Proposed Zoning By-law Amendment, 142 Perth Street
Owner: Pensa Technology Solutions Inc.

Moved by: Councillor Blanchard

THAT Report 2012-147-09 be received as information and that a report on this matter be prepared by staff for consideration at a future meeting of the Economic Development and Planning Committee for recommendation to Council.

CARRIED

Page 2 of 3

27 September 2012

**REPORT TO ECONOMIC DEVELOPMENT PLANNING COMMITTEE – 02 OCTOBER
2012**

2012-164-10

**FINALIZATION OF THE
SUSTAINABILITY PLAN**

**M. PASCOE MERKLEY
DIRECTOR OF PLANNING
L. WHITE
MANAGER OF STRATEGIC INITIATIVES**

RECOMMENDATIONS:

- 1. THAT the summary of public feedback from the Brockville Sustainability Plan Open House and Workshop held June 18, 2012, be received; and**
- 2. THAT the Final Sustainability Plan dated October 2012 be received, and be brought forward for adoption by Council.**

PURPOSE:

To receive the summary of public feedback obtained at the Sustainability Plan Open House and Workshop, and to receive the Final Sustainability Plan for consideration of its adoption by Council.

ORIGIN AND BACKGROUND:

To further advance the development of a Sustainability Plan for the City of Brockville, a forum for public input on the draft Sustainability Plan dated May 2012 was held June 18, 2012 in the form of an Open House and Workshop conducted by consultant MMM Group at the Memorial Centre Community Hall. This was to follow up on previous input received from community partners.

The Open House and Workshop was attended by approximately 20 individuals. Attendees had an opportunity to view a series of boards containing content from the draft Sustainability Plan. Following a presentation by Project Lead Chris Tyrrell, the attendees broke out into groups to offer input on the following questions:

“Are there modifications to the recommended programs that you would suggest?”

“Have any potential programs been missed that should be considered before the sustainability plan is considered final?”

“How would you prioritize/rank the recommended programs?”

A summary of the feedback received respecting these questions is attached to this report as **Schedule "A"**.

With respect to the responses to the questions posed at the Open House and Workshop, it is evident that there is a range of support for the programs recommended. Of interest, when polled, the attendees scored the recommended programs in the following order of importance:

1. Transportation Master Plan (26 pts.)
2. Sustainable Community Improvement Plan (24 pts.)
3. Local Food Strategy (13 pts.)
4. Community Energy Plan (12 pts.)
5. Energy Retrofit Program (9 pts.)
6. Green Building Standards (4 pts.)

[NOTE: An additional program (Health) was added by one group of respondents, scoring 6 pts.]

ANALYSIS:

Throughout the process to develop the Sustainability Plan, input received from stakeholders and from individuals attending the Open House and Workshop has determined that there is support for the Sustainability Plan initiative.

Following upon the most recent consultation event on the draft Sustainability Plan, staff, along with the MMM Group consultants, has determined that various changes would improve the Plan and better reflect the potential for successful implementation using existing staff and community resources.

From this perspective, a Final Sustainability Plan has been prepared, and is attached as **Schedule "B"**. It reflects the following:

- Removal of the Community Energy Plan as a Recommended Program, as it is expected that preparation of such a plan could not be prioritized, given existing and future known staff and financial commitments. Efforts will be focussed on the Municipal Energy and Retrofit Program;
- Updating the Sustainable Community Improvement Plan Program to recognise the modifications to the Downtown and Brownfields CIP's recently approved in principle by Council, leaving the other optional sustainable incentive programs as future considerations;
- The Recommended Programs, as modified per the above, appear in order of the ranking obtained from the public input at the June 2012 workshop; and
- Other minor updates in various sections of the Plan for currency.

A review by Council of the Final Sustainability Plan is requested, so that the document can be readied for adoption.

POLICY IMPLICATIONS:

The Sustainability Plan will augment the City's Community Strategic Plan and Official Plan with respect to goals and objectives on sustainability.

Once adopted, the Sustainability Plan will be used for priority setting and creation of work plans. The Plan identifies the City's Manager of Strategic Initiatives as being the lead in most instances.

FINANCIAL CONSIDERATIONS:

Once adopted, implementation of the various recommended programs will vary in terms of timing and specific financial implications, and any funding required would be the subject of discussion annually during budget deliberations.

CONCLUSION:

Public feedback from the Open House and Workshop should be received. The Final Sustainability Plan has been prepared by our consultant MMM Group, and should be received and reviewed by Council. Staff recommends adoption of the Sustainability Plan.

We are grateful to MMM Group, and in particular, to Project Manager Chris Tyrrell and Senior Planner Greg Bender throughout this immense task, for providing additional opportunity to promote sustainability in our community.



M. Pascoe Merkley
Director of Planning



L. White
Manager of Strategic Initiatives



B. Casselman
City Manager

SCHEDULE "A" TO REPORT 2012-164-10

Brockville Sustainability Plan Open House and Workshop Feedback

Are there modifications to the recommended programs that you would suggest?

1. Sustainable Community Improvement Plan
 - Incentive in conjunction with other aspects – i.e. transportation plan
 - LEED neighbourhood
 - Direct city resources towards enhancing partnerships with other initiatives
2. Community Energy Plan
 - Open to new tech. – review of new tech.
 - Preserve existing character of the city
 - Encourage monetary and non-monetary incentives to get Brockville to a zero net kilowatt contribution to the grid
 - Low priority – for larger municipalities?
 - Public information
3. Energy Retrofit Program
 - Expand to private/institutional sectors
 - District energy
 - Continue to seek proper balance between fiscal and environmental sustainability
 - Water turbines? (river)
4. Green Building Standards
 - Voluntary vs. mandatory
 - Not just direct energy – i.e. green roofs?
 - We like the recommendation
 - Focus on building – not LEED (more \$\$)
5. Transportation Master Plan (including active transportation)
 - Ensure a holistic review of the active transportation concept integrated through the community – i.e. kids to school
 - Include rail
 - Re-evaluate in 2013. Focus on specific priorities
 - Proceed! Or prioritize different aspects and focus on them individually
6. Local Food Strategy
 - Encourage community gardens
 - S/B grassroots not municipal

Have any potential programs been missed that should be considered before the sustainability plan is considered final?

- Health sustainability
- Right to play
- Unorganized activity
- Emergency planning promotion
- Education with respect to sustainability:
 - Partnering with school boards (curriculum)
 - Enhanced public awareness
 - Federal/provincial partnering
- Railway Tunnel - vision, as part of a campus approach
- River turbines - hydrokinetics
- Bio-mass organics program
- Green industry focus
 - Turbines, e-waste, education (i.e. university campus)
- LGCTC (Leeds Grenville Computer Technology Centre) – Accelerator/NRC

Program	1 st	2 nd	3 rd	Total Score
1. Sustainable Community Improvement Plan	3	7	1	24
2. Community Energy Plan	2	2	2	12
3. Energy Retrofit Program	1	2	2	9
4. Green Building Standards	-	2	-	4
5. Transportation Master Plan (including active transportation)	5	2	7	26
6. Local Food Strategy	2	2	3	13
7. Health*	2	-	-	6

*This program was added by one group.



BROCKVILLE
official plan



www.CityBrockville.on.ca



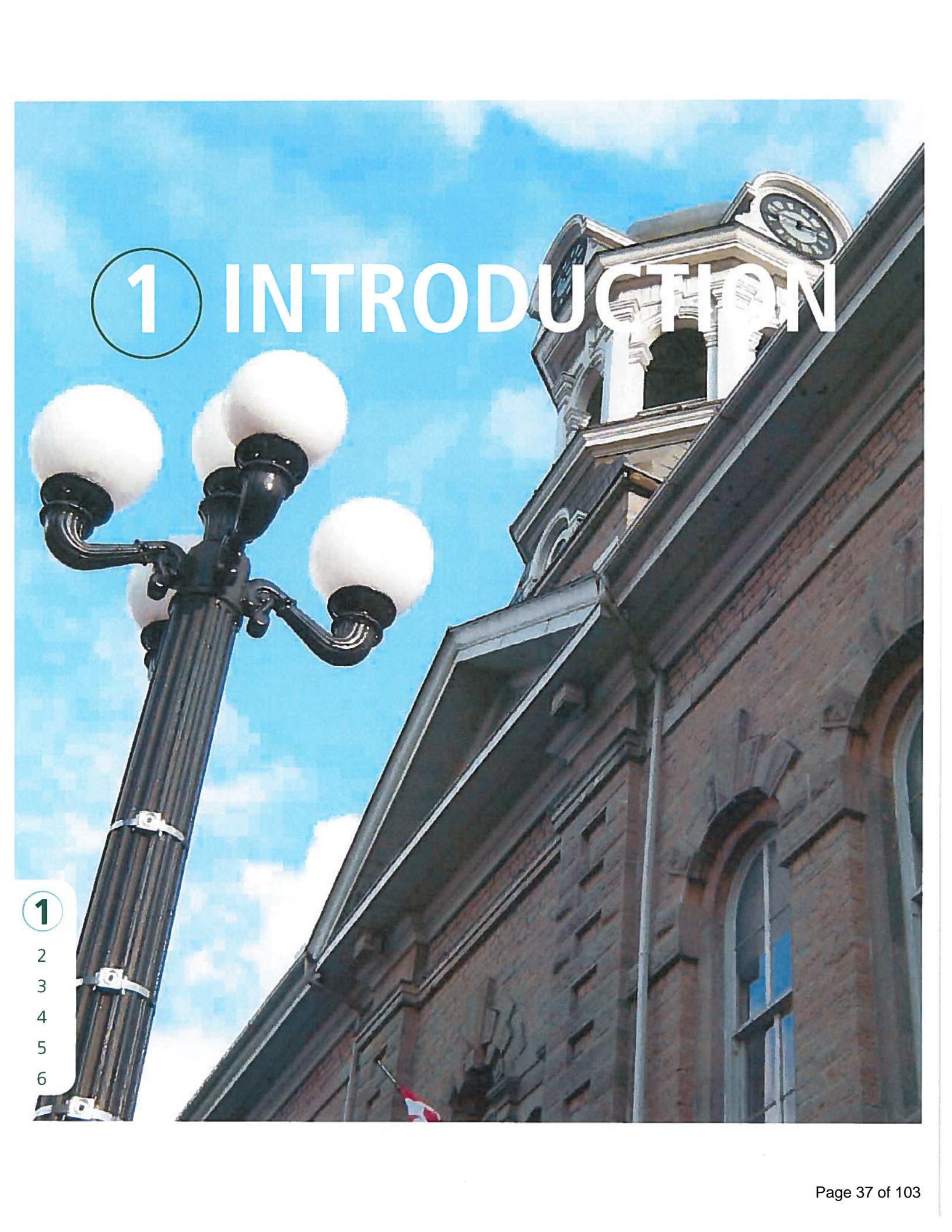
MMM GROUP

CITY OF BROCKVILLE SUSTAINABILITY PLAN

FINAL | OCTOBER 2012

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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.

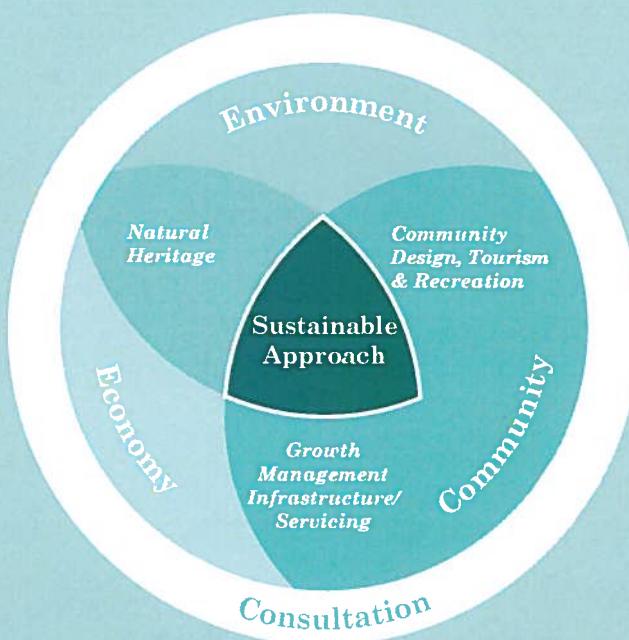
This Plan will help to ensure that the City Brockville remains a healthy, vibrant, and sustainable community with a strong economy, and a focus on its people.

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.

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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 following 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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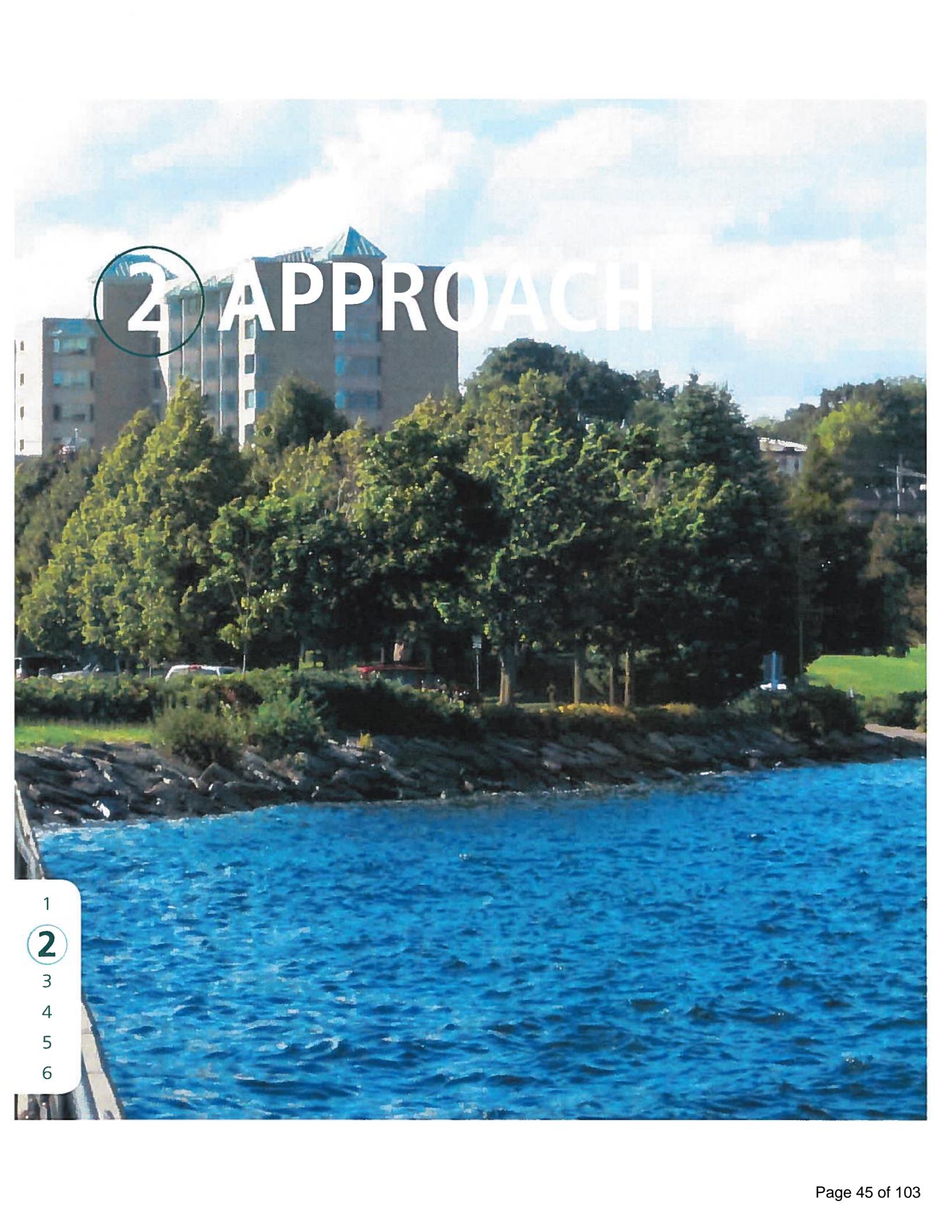
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APPROACH

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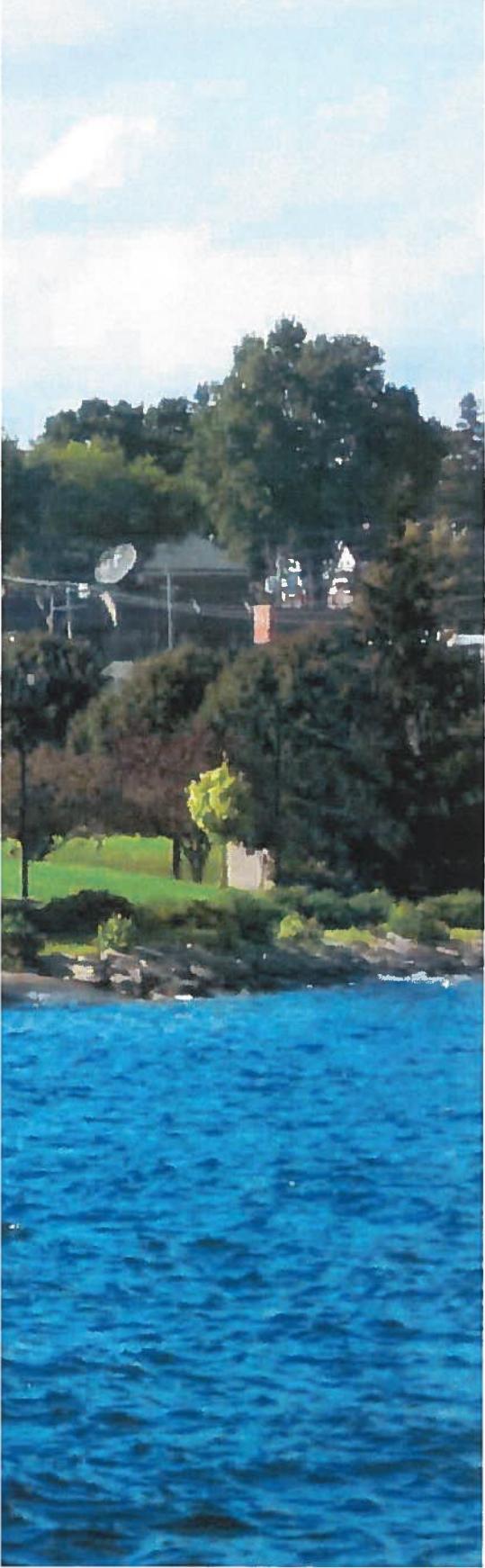
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This Plan has been prepared as a document to assist with the implementation of the City's sustainable vision, goals, objectives and policies from the OP, the CSP, and the SDRs. Because of the legislative framework within which the OP has been prepared, 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.

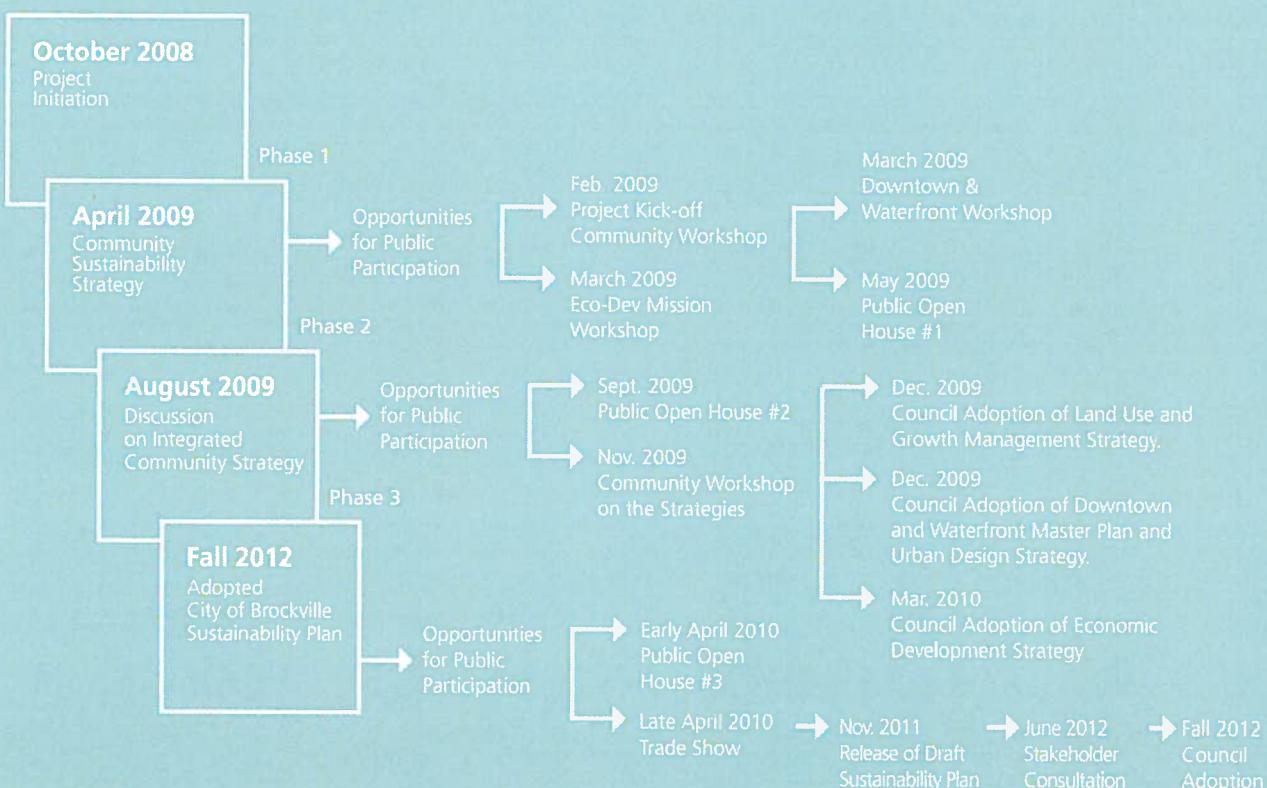
2.1 Process

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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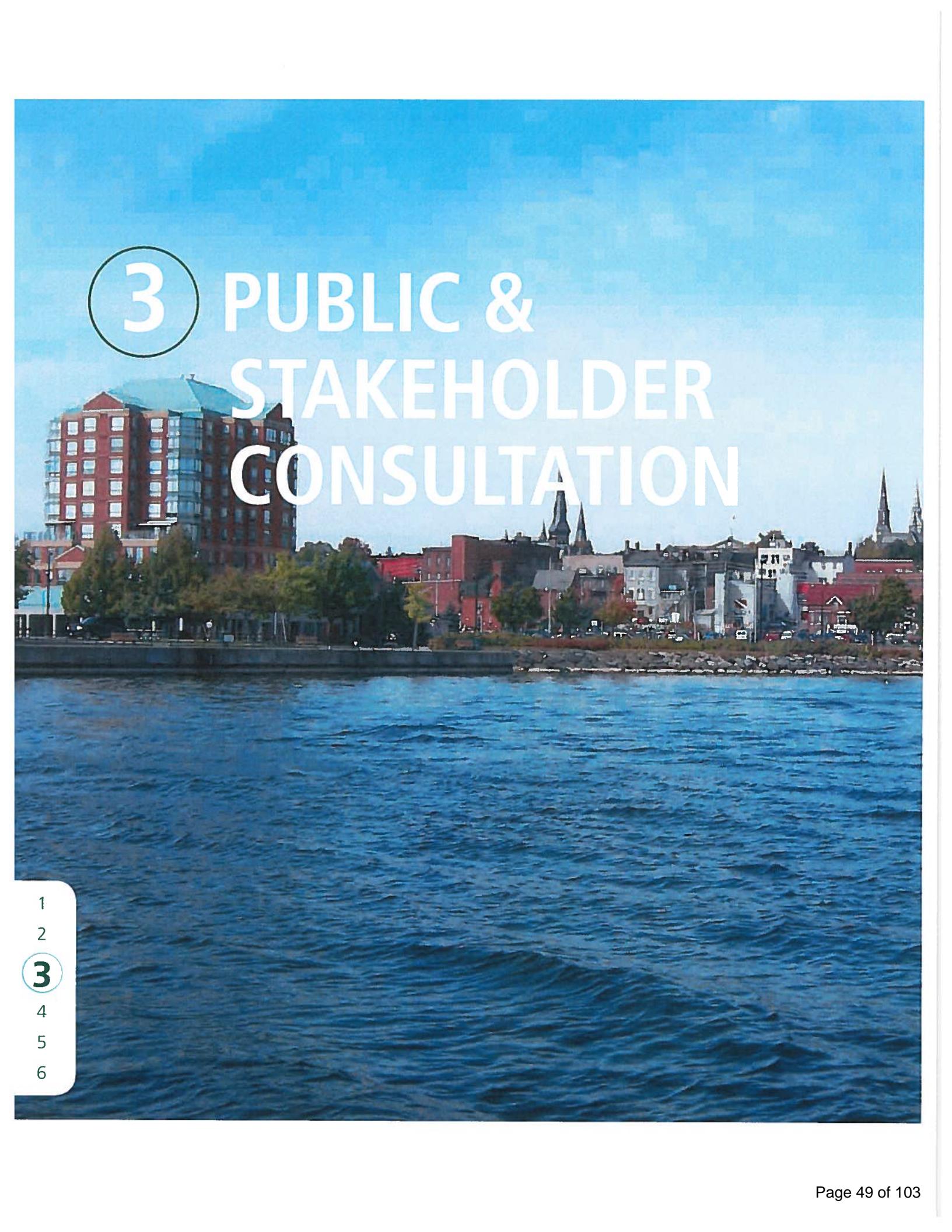
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PUBLIC & STAKEHOLDER CONSULTATION

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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.

In addition, a public workshop was held in June 2012 at the Memorial Centre to provide the public with an opportunity to rank some of the initiatives presented in the Sustainability Plan, which will assist the City in prioritizing their implementation.

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.

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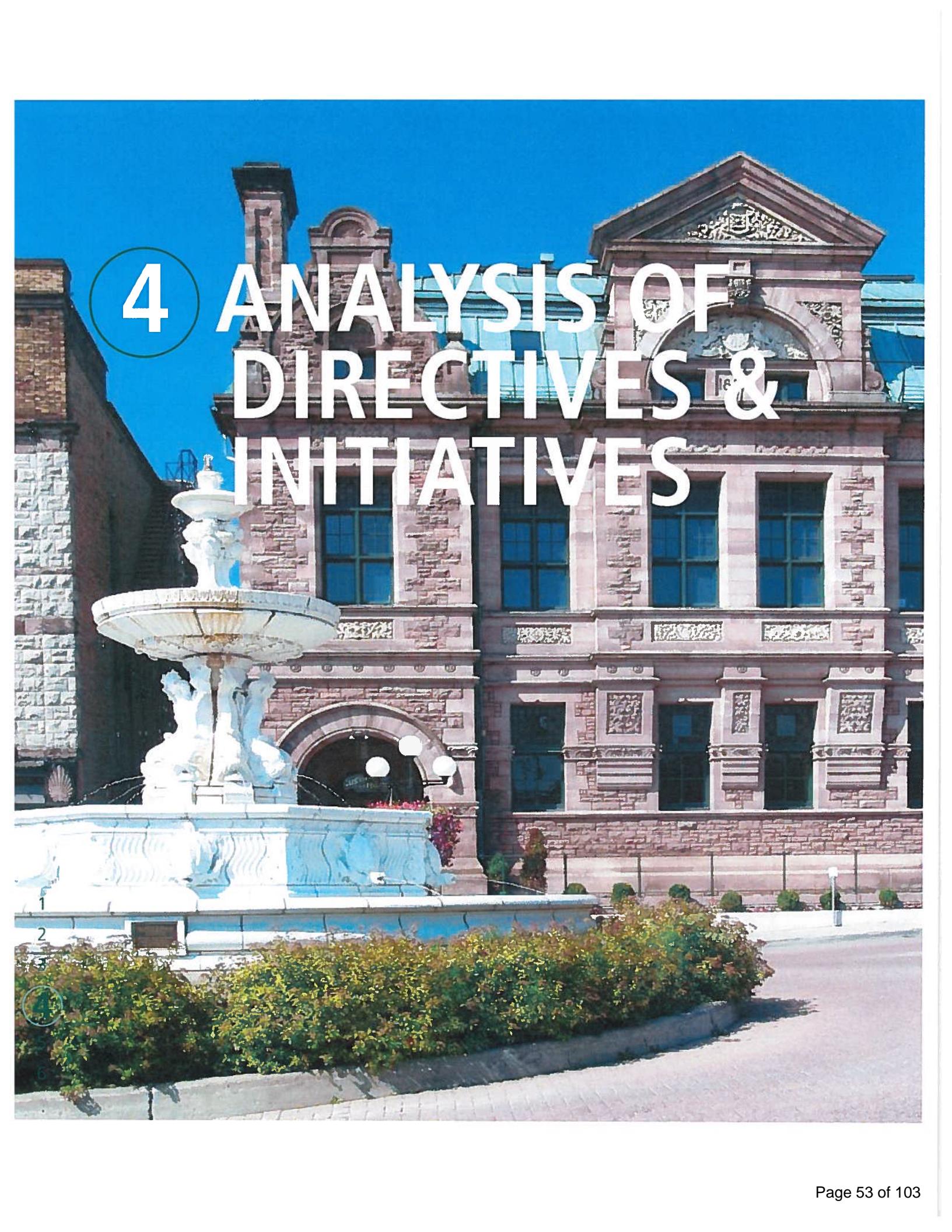
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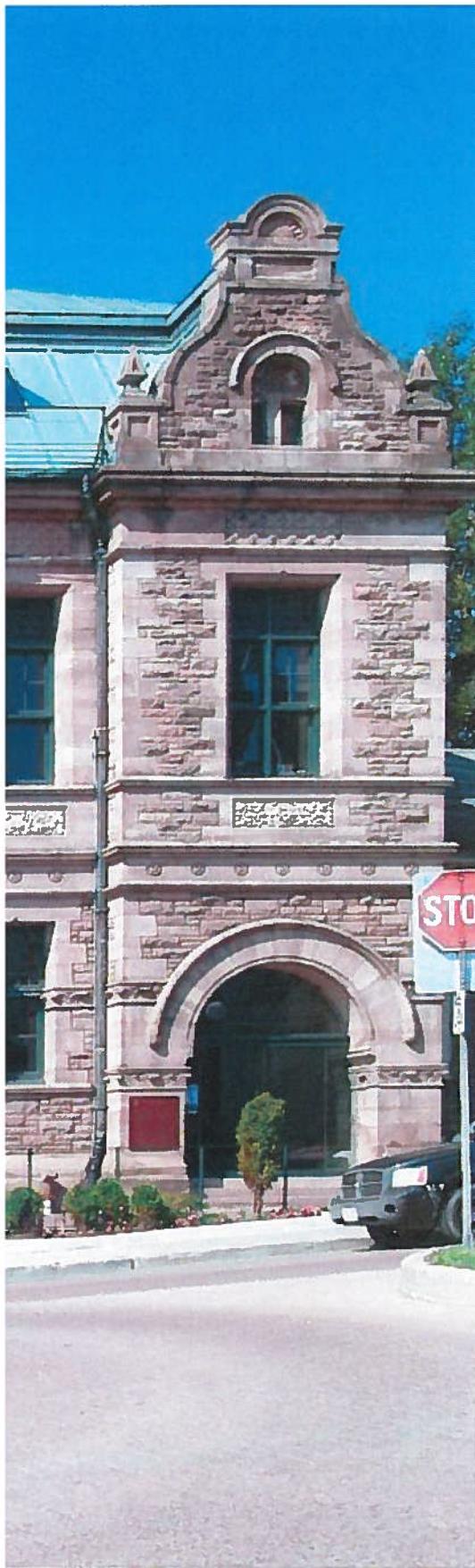
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The background image shows a large, multi-story stone building with classical architectural details, including a pedimented entrance and decorative stonework. In the foreground, there is a large, white, tiered fountain with water spraying from its top tier. The sky is clear and blue.

4

ANALYSIS OF DIRECTIVES & INITIATIVES



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	
1	Promote downtown as a destination and to key target markets within a one hour drive
2	Assess and develop enhanced amenities based upon community requirements and feedback
3	Citizens have access to health care, education, recreation and cultural facilities and services
4	2% increase in community visitation and expenditures and utilization of existing amenities
5	Financial sustainability in all aspects of municipal government
SDR	
6	Endeavour to attain a 10% growth target in high value/high quality employment by year 5
5	Raise awareness of education, learning and training opportunities outside the public school curriculum
6	Undertake a waterfront public use strategy and an Official Plan

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 Installation » Service Delivery Reviews » Maintenance of Community Facilities » St. Lawrence Park Master Plan » Waste Management 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 » Community Garden at Gord Watts Municipal Centre

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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 » Aquatarium » Boundary Expansion 	<ul style="list-style-type: none"> » Aquatarium 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 Installation » Cycling Advisory Committee » Railway Tunnel Committee » Aquatarium 	<ul style="list-style-type: none"> » New VIA Rail Brockville Train Station » Various Festivals (Multicultural, Riverfest, Jazz, Celtic) » Aquatarium 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 » Office Consolidation, Community and Primary Health Care 	
COMMUNITY & PEOPLE			
<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p>	<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"> » Farmer's Market 	<ul style="list-style-type: none"> » St. Lawrence College Continuing Education » 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

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			<ul style="list-style-type: none"> » 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	<ul style="list-style-type: none"> » City of Brockville Islands Environmental Audit » Official Plan requires minimal development within Natural Heritage Features or Areas 		<ul style="list-style-type: none"> » 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.			<ul style="list-style-type: none"> » 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	<ul style="list-style-type: none"> » On-Site natural leachate treatment system feasibility study » Energy Audits of City Buildings » Memorial Centre Solar Demonstration Project 	<ul style="list-style-type: none"> » 3M Canada Brockville Plant: the Energy Efficiency Prototype » Proctor & Gamble greening initiatives 	
N19	» Protect and enhance parks and open spaces	<ul style="list-style-type: none"> » Official Plan allows the City to require the maximum amount of parkland under the <i>Planning Act</i> for new development » Waterfront Master Plan 		<ul style="list-style-type: none"> » 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 and the approval of the Community Garden Initiative at the Gord Watts Municipal Centre; 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>				

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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	» Aquatarium » Opportunities pursuant to Downtown and Waterfront Master Plan and Urban Design Strategy	» Aquatarium 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) 	<ul style="list-style-type: none"> » Aquatarium 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)
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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 policies 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				
ECONOMY ANALYSIS				
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.				
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. Recent modifications to the Downtown CIP will add two sustainable programs related to Façade Improvement and Residential and Commercial Conversion or Rehabilitation targeting upper floor space. Both CIP's have been extended to the end of 2015, prior to which date, there will be opportunity to re-evaluate the incentives being offered and the allocation of resources.				
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.				

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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
SAS	» 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	» Waterfront Public Use Strategy and new Official Plan completed and being implemented		
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				
1	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
2	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
3	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
4	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	<ul style="list-style-type: none"> » 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	<ul style="list-style-type: none"> » 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	<ul style="list-style-type: none"> » 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				
1	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	» Aquatarium 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.

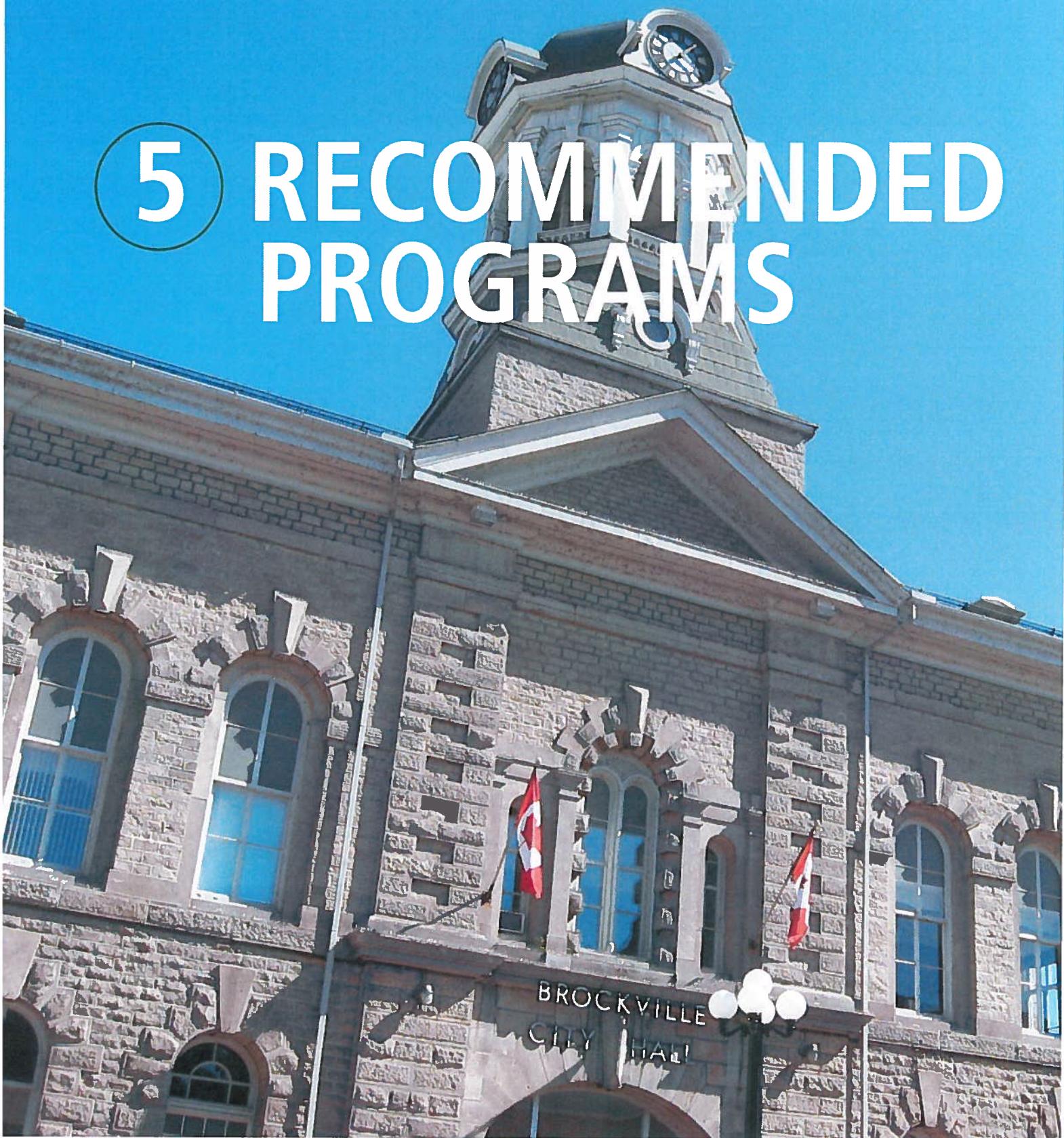
The combined inventories and associated analysis by category has provided an understanding of what gaps were identified, and add insight into why each program identified in Chapter 5 has been recommended.

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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.**

Upon examining the potential gaps, a set of strategic directives were developed. These strategic directives were brought forward to the public at a workshop held in June 2012 and ranked based on a vote. The strategic directives include the following and are ranked according to their priority:

- » **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's trails and walkways to ensure individuals can access all areas of the City through active transportation.
- » **Sustainable Community Improvement Plan** – The City's two Community Improvement Plans (Downtown and Brownfields CIPs) have been extended until 2015. The Downtown CIP has introduced two new programs including Façade Improvement and Residential or Commercial Conversion or Rehabilitation Programs. Additional programs related to sustainability could be considered in the future to increase incentives related to sustainable initiatives.
- » **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.
- » **Municipal Energy and Retrofit Program** – 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, the City should continue to reduce energy use and increase renewable energy being generated in the City. This may be accomplished by continuing to identify buildings in the City that are significant energy users and provide direction as to how the City may increase energy efficiency by implementing solar panels and 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.
- » **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.

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5.1 Strategic Programs

5.1.1 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 (including rail linkages);
- » 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.



5.1.2 SUSTAINABLE COMMUNITY IMPROVEMENT PLAN

Currently in Brockville there are two Community Improvement Plans (CIP): The Brownfield and Downtown. In order to offer more incentives for sustainable site development, energy efficiency, renewable energy development etc., within the City of Brockville, it is recommended that when these CIPs require an update, sustainable incentives and programs be introduced to assist in achieving the sustainability goals of the City of Brockville.

A CIP in the City of Brockville that includes sustainable programs 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

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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. This program has not received funding since 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.
- » Façade Improvement Grant Program: The goal of this program is to enhance the physical/built environment and visual appearance of the downtown core by supporting and encouraging building maintenance, improvement, repair, and/or rehabilitation by implementing incentives for façade improvements based on a common theme to be developed. This program would be available to heritage and non-heritage buildings in the downtown and would incent property owners and tenants by providing financial assistance for street-oriented building façade improvements. The assistance would provide for 50% of the project's eligible costs with a minimum grant of \$1 ,000 and a maximum grant of \$10,000 per property or storefront.
- » Residential or Commercial Conversion/Rehabilitation Grant Program: The goal of this program is to incent building owners in the downtown core to renovate existing space on the upper floors to create new or improved residential and/or commercial space in

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keeping with the original goals of the Downtown CIP. Accordingly, the proposed grant would be for improvements to upper stories in the Downtown that will create or improve space for residential and/or commercial uses and will provide the property owner with a grant equal to 50% of the costs for space rehabilitated or created up to \$20,000 per property subject to the approval of the Planning Department.

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: When the CIPs are scheduled for an update, introduce programs that would offer incentives on sustainable initiatives. It is recommended that these programs 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 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.

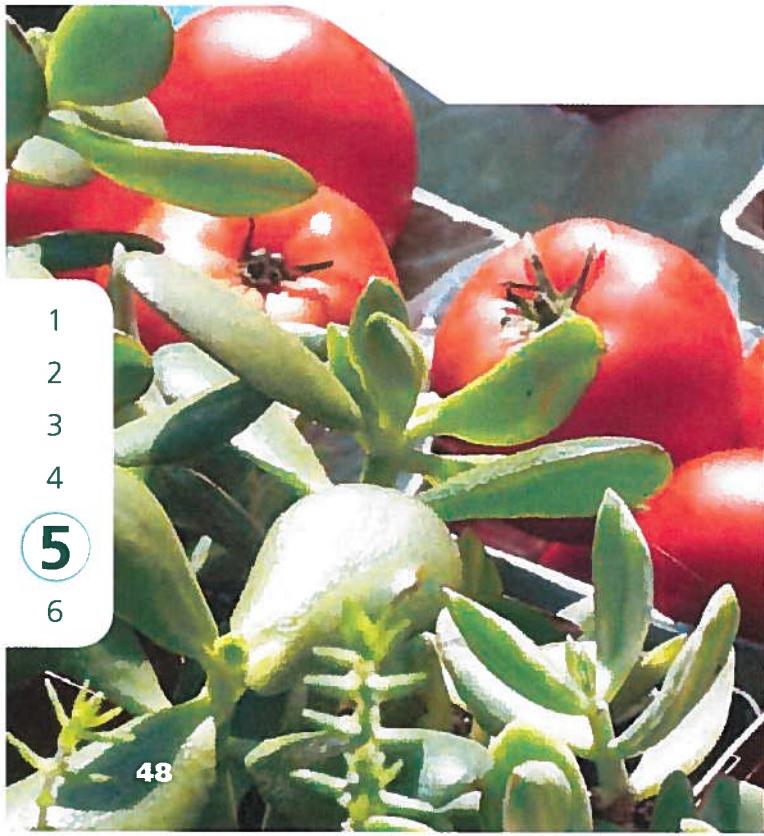
- » **Landscape Improvement Grant Program:** This program offers grants to help property owners improve the landscaping of their properties.
- » **Building Permit Fee, Planning Fees and Development Charges Grant Program:** This program allows the City to waive certain building permit fees, planning application 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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5.1.3 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.





5.1.4 MUNICIPAL ENERGY AND 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 recently installed or currently underway including the Memorial Civic Centre Solar Installation, the Gord Watts Municipal Centre Solar Installation, and the St. Lawrence College Solar Installation, and the St. Lawrence College Solar Installation on the Brockville Campus. The City has also been aggressive in efforts to reduce their kWh consumption through energy efficient retrofits such as streetlights, fleet vehicles, and office lighting. 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 deterrence 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 continue to 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, as well as the potential to work with various levels of government and private partners to look at the feasibility of constructing water turbines in the river to generate energy. The City may also work with local industries to encourage private energy retrofits through various incentives and other programs, provided resources are available.
- This program would be administered by the Energy Management Committee, which is responsible for reducing consumption through educating staff and recommending energy retrofits that arise through energy audits. The Committee consists of the City Manager, a Member of Council, the Arena and Facilities Supervisor and the Manager of Strategic Initiatives. The Manager of Strategic Initiatives, along with Building Supervisors, will provide research incentive programs to assist in the funding of projects. All reporting, required through the *Green Energy Act*, will be reviewed by the Committee and Council.
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5.1.5 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.

- 1 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.

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 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.

Another key component to the Communications Program is educating the public on sustainability and ensuring that the topic is well understood. The City may choose to partner with schools and other levels of government to enhance public awareness and increase buy-in.

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.

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.

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.

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 » Implement recommendations of the Islands Environmental Audit to ensure that this unique environmental asset is protected and preserved for future generations » Implement the Cataraqui 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 » Employ an arborist for Parks and Recreation purposes 	<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 <p>Total new green energy project starts</p> <ul style="list-style-type: none"> » 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 1 2 3 4 5 6	<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. » 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 	<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 » 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 	<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 » Require a land and/or marine archaeological assessment may be required to mitigate any negative impacts on significant cultural heritage resources, where necessary 	<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 » 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

	SHORT TERM (1-5 YEARS)	MEDIUM TERM (6-10 YEARS)	LONG TERM (10+ YEARS)	INDICATORS
ECONOMY	<ul style="list-style-type: none"> » Ongoing Active Attraction Strategy focused on sectors where the City has demonstrable advantages » Monitor the Community Improvement and Brownfields Remediation Programs » 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 » 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 » 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"> » 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 	<ul style="list-style-type: none"> » Partner with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism) 	<ul style="list-style-type: none"> » 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.)

SERVICES & AMENITIES	SHORT TERM (1-5 YEARS)	MEDIUM TERM (6-10 YEARS)	LONG TERM (10+ YEARS)	INDICATORS
1	» 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	» Implement innovative approaches and technologies in sustainable infrastructure	» Supporting improvements in transit service, convenient access and good urban design	» Total number of new approaches and technologies implemented relating to sustainable infrastructure
2	» Maximize the capacity of existing transportation infrastructure through improvements, restoration and maintenance	» Establish waste diversion programs in the public, private, and community sectors	» Undertake audits and retrofits to improve energy efficiency of municipally-owned buildings and infrastructure	» Total number of new developments on existing municipal services vs requiring new services
3	» Undertake to complete extensions to the Brock Trail at the west and the north to the Mac Johnson Wildlife Area	» Establish two new festivals with community partners that will attract transient visitors within a one hour drive		» Total number of transportation improvements
4	» Direct appropriate developments to the Downtown	» Enhance preventative maintenance program through the implementation of the work order management feature in the new financial system to reduce overtime and repair costs		» Total number of transportation restoration projects
5	» Develop strategic alliances with relevant community members (educational institutions, YMCA, Realtors)	» Develop a Local Food Strategy that incorporates food security to ensure that healthy food is available in every neighbourhood throughout the City		» Total number of transportation maintenance projects
6	» Develop and open the Aquatarium			» Total KM of multipurpose trails
	» Develop and implement plan for Public Sector Accounting Board (PSAB) asset reporting			» Total number of new linked open spaces
	» Continue with evolution of website daily operations to reduce printing and postage			» Total length of extensions to the Brock Trail implemented
	» Continue to pursue energy conservation initiatives			» Total KM of bike trails
	» Develop programs to retain and attract youth and early childhood education and seek a Youth Friendly Community Recognition Program designation			» Total KM of walking trails
	» Develop a City-wide Transportation Master Plan (TMP) that includes proactive steps to improve traffic operations and minimize congestion			» 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

	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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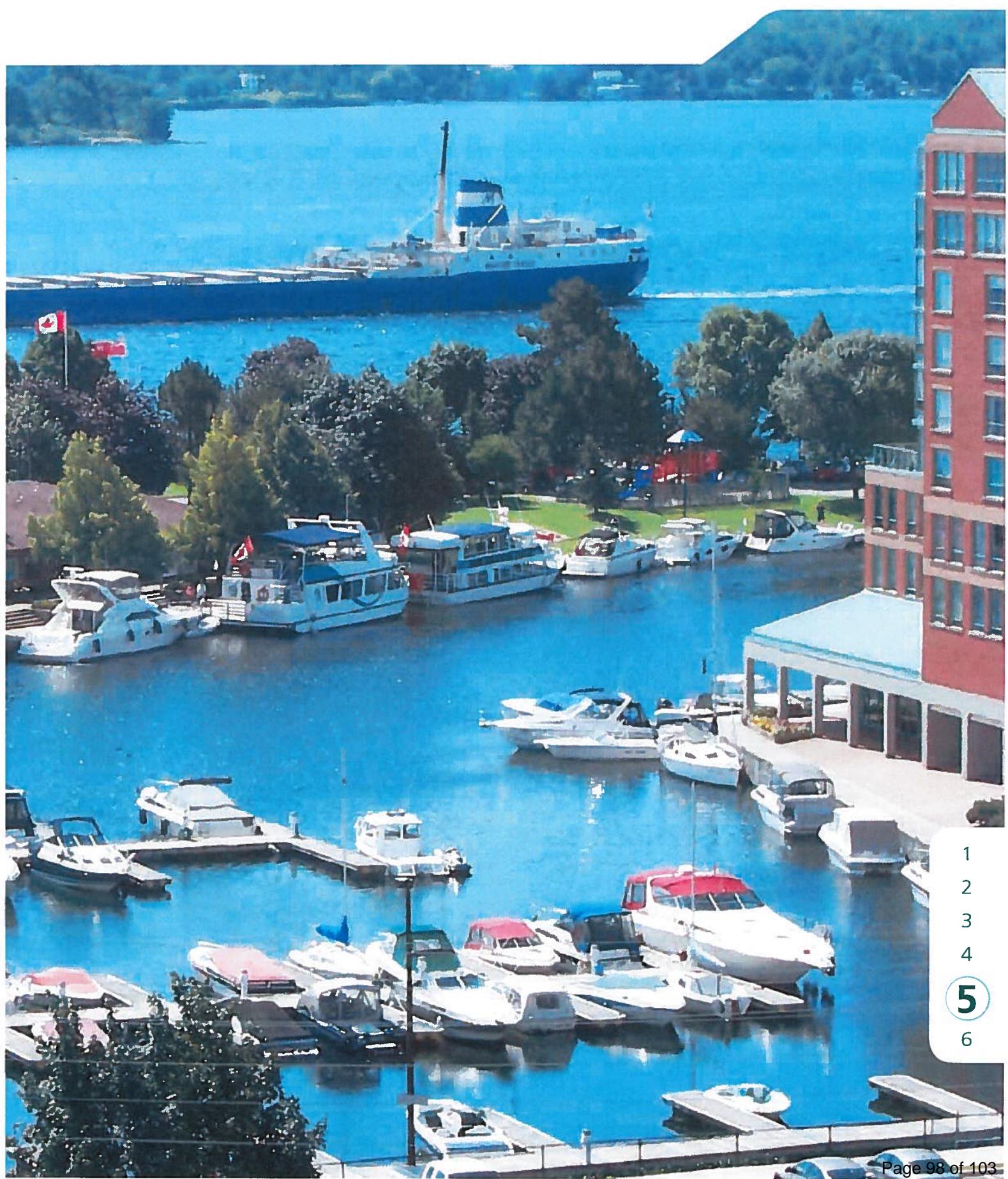
5.5 Partnerships

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.

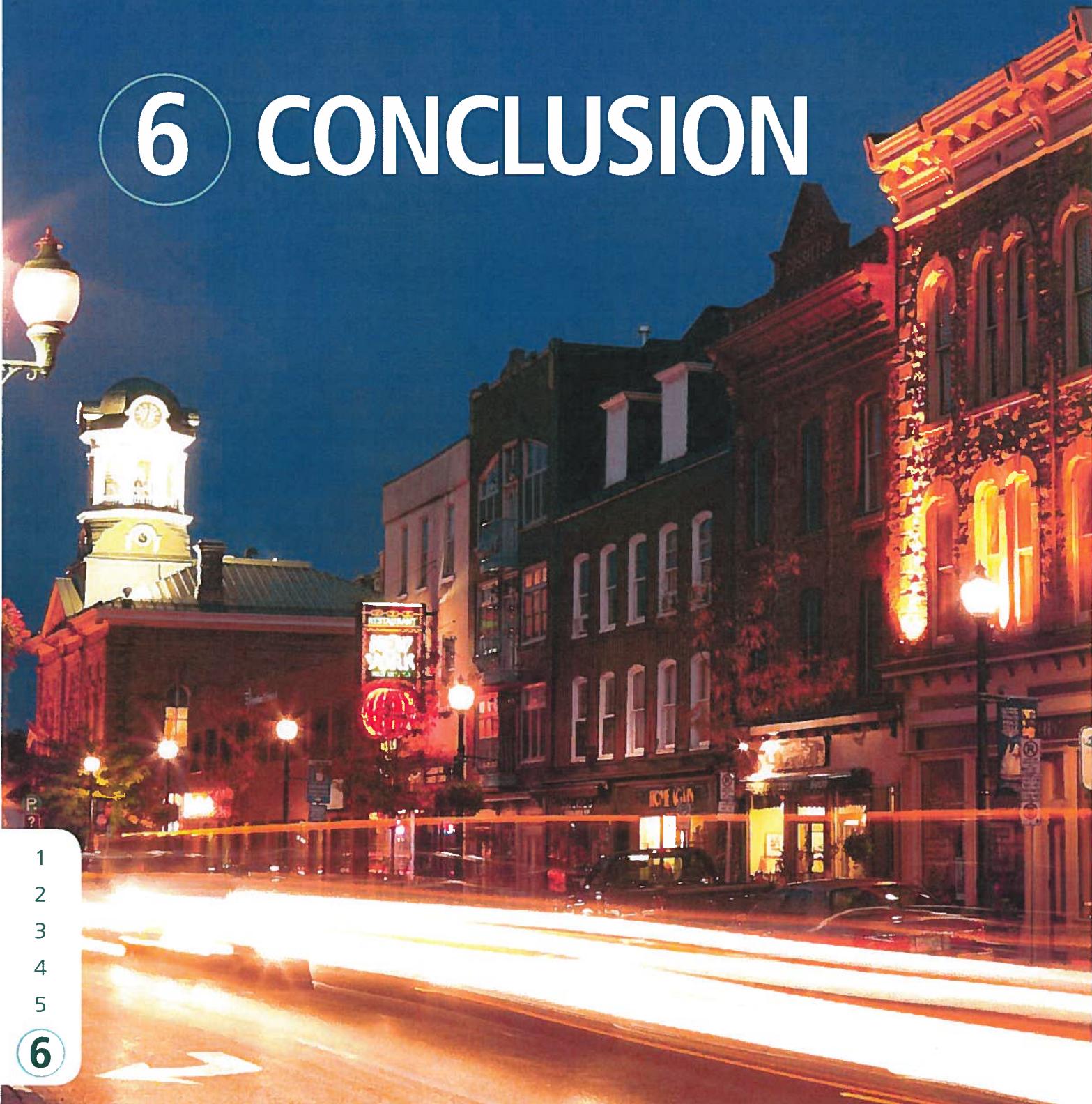
Table 5-2 | Potential Partners

NATURAL ENVIRONMENT	
» 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 » Transitions Brockville » 3M Canada » St. Lawrence College	» 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	
1 » Local Community Futures Development Corporations (CFDC) and CFDC Network 2 » Ontario East Economic Development Corporation 3 » Downtown Brockville Business Improvement Area 4 » Brockville and District Chamber of Commerce 5 » Brockville and District Tourism Advisory Committee 6 » 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	» 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



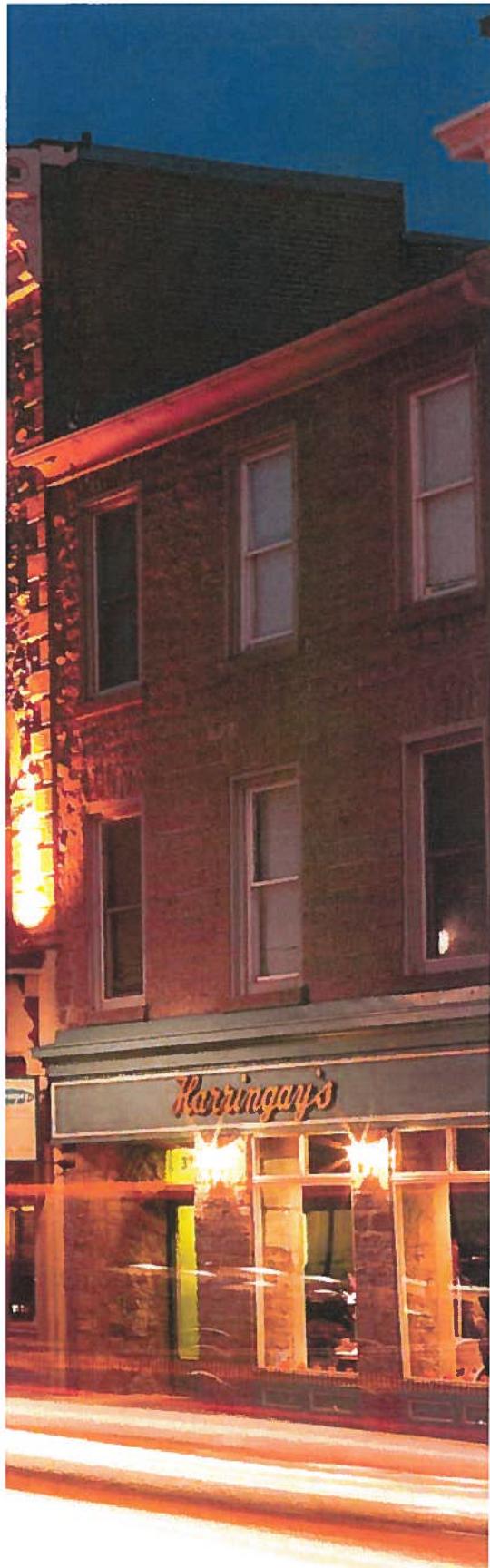
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6 CONCLUSION



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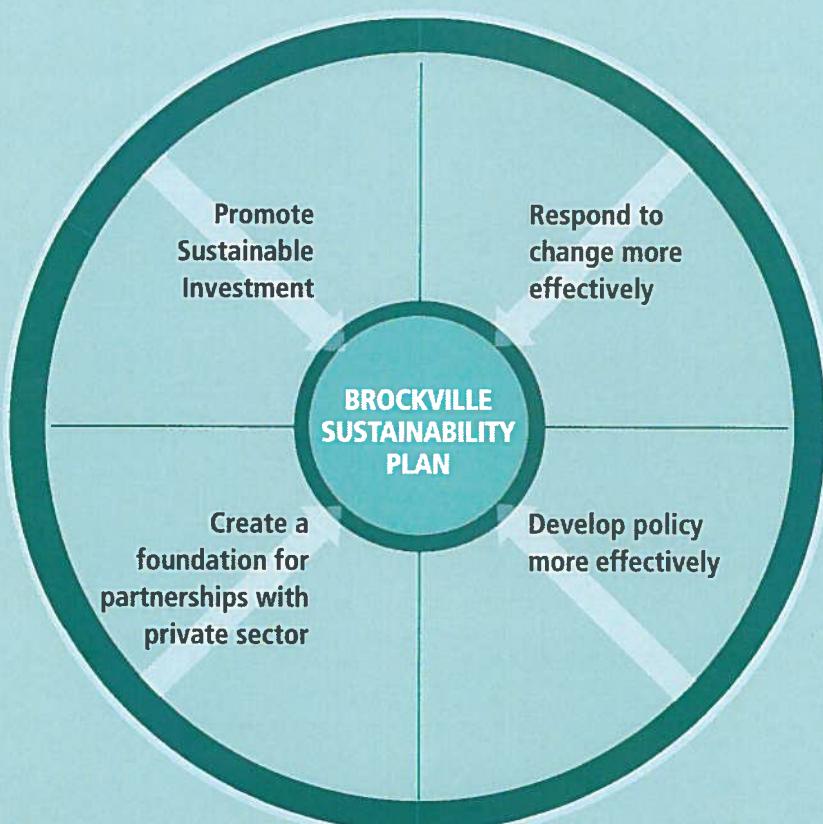


This Sustainability Plan provides a framework to the City of Brockville as well as the community to **address the global and local drivers of sustainability that are consistent with the core values of the people of Brockville.**

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



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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.



