This Section presents a number of preliminary findings with respect to the development of an Integrated Community Sustainability Plan. The recommendations deal specifically with:

» The ICSP Vision;
» The ICSP timeframe; and
» Preliminary Goals and Targets.

3.1 ICSP VISION

As noted, it is recommended that the Vision established by the City of Brockville Community Strategic Plan be carried forward as the Vision in the City’s Integrated Community Sustainability Plan. The Vision in the Community Strategic Plan is:

“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.”
3.2 ICSP HORIZON

There is no established timeframe for ICSPs. Based on the review of existing ICSPs, timeframes range anywhere from 100 years (Imagine Calgary), to 30 years (Collingwood Sustainable Community Plan), to a little more than 10 years (Whistler 2020).

In keeping with the horizon for the Official Plan, a 20-year timeframe to the year 2031 is recommended. The 20-year planning horizon is part of a framework for long-term growth planning to ensure the development of healthy, livable, and safe communities.

3.3 PRELIMINARY GOALS AND TARGETS

Built upon the City’s existing goals and targets, the Economic Development Strategy, the Land Use and Growth Management Strategy and the Downtown and Waterfront Master Plan and Urban Design Strategy have presented a series of preliminary goals and targets in the context of the recommendations within these strategies. These preliminary goals and targets are based on the Phase I background work and consultation in support of the Official Plan process.

In short, the goals and targets for the following Action Areas have been analyzed and consolidated into a preliminary set of sustainability goals and targets:

» Land Use;
» Built Form;
» Infrastructure;
» Transportation;
» Business Development;
» Workforce; and
» The Downtown and Waterfront Areas.

As part of the subsequent integration process, these goals and targets will be carried forward and fine tuned.

The goals and targets recommended in the strategies prepared in support of the Official Plan are outlined in the following sections. These are presented for discussion with the City and for public input prior to advancing the ICSP.
3.3.1 GOALS AND TARGETS FROM THE LAND USE AND GROWTH MANAGEMENT STRATEGY

» To reduce land consumption by ensuring the most efficient use of land.
» To ensure that land use patterns meet the needs of a range of citizens equitably, including citizens of the City of Brockville and the surrounding area.
» To encourage a mix of compatible land uses at appropriate locations.
» To maintain a suitable residential assessment base.
» To maintain a suitable employment assessment base.
» To plan for a pattern of commercial development that provides for a full range of commercial goods and services.
» To ensure adequate provision of institutional uses to meet the needs of a range of citizens equitably.
» To protect, enhance, restore and link green spaces (including natural heritage areas, parks, open spaces, and urban forest cover).
» To promote the citizens of Brockville as stewards of the land.

» To provide opportunities for active and passive recreation, community interaction, and for creative expression.
» To identify, protect and enhance cultural heritage landscapes and examples of local history.
» To support local food production in neighbouring rural municipalities by buying and consuming local produce. To explore opportunities for urban agriculture in the City of Brockville.
» To balance the use of the City’s islands.
» To protect and enhance the waterfront as an active and publicly accessible place, and to promote redevelopment and future use along the waterfront, while maintaining the existing built character.

Land Use Targets

» By 2031, the City of Brockville, will be comprised of and will continue to develop as a complete community.

» By 2031, land will be used more efficiently. This will be demonstrated by minimizing land consumption, and promoting (where appropriate) a mix of land uses, mixed-use buildings, increased densities, and community walkability.
By 2031, the City’s green spaces will be enhanced, restored, and linked. There will be an increased number of protected areas, open spaces, and parks. Urban forest cover will also increase.

By 2031, there will be examples of urban food production in the City of Brockville. Citizens will support the local food system, including food produced by neighbouring municipalities, by purchasing locally produced foods.

By 2031, the City’s cultural heritage landscapes and examples of local history will be conserved and enhanced.

By 2021, a significant proportion of new residents will be accommodated by the existing land base identified for residential and mixed uses.

By 2021, a significant proportion of new employees will be accommodated by the existing land base identified for employment uses.

By 2021, and for every five years thereafter, the City will monitor growth trends in order to evaluate performance against land use goals.

By 2021, citizens will participate in active lifestyles as a result of having equitable access to active and passive recreational opportunities.

By 2021, and for every five years thereafter, the City will assess and monitor future residential and non-residential land needs.
Built Form Goals

» To provide a diversity of housing types and tenures. To ensure that all citizens have equitable, accessible, affordable, energy efficient housing choices, which are supportive of a variety of lifestyles at various stages of life.

» To conserve and enhance the City of Brockville’s unique built heritage and architectural identity.

» To require that all new development is consistent with sound urban design objectives and principles, and demonstrates excellence in urban design.

» To ensure that new development and redevelopment maintains and enhances the existing character of a neighbourhood or community.

» Specifically with respect to areas of the downtown and waterfront, to ensure that new development and redevelopment is compatible with the unique built heritage/architectural identity.

» To revitalize the City’s downtown and waterfront area.

» To require that all new development has considered environmental impacts and is subject to sustainable and energy efficient development and design standards.

» To promote an aesthetically pleasing built environment that is balanced with an aesthetically pleasing natural environment.

» To ensure that views and vistas within the City are protected.

» To ensure that all citizens feel safe within their homes and within their communities.

» To ensure that the City of Brockville is built at a scale that is oriented to pedestrians and that the built environment achieves connectivity, walkability and opportunities for active transportation.

» To promote the redevelopment of properties and the rehabilitation/adaptive reuse of existing buildings where feasible and appropriate within the City.

» To encourage and promote adaptable, mixed use development on appropriate lands. To promote opportunities for citizens to live, work, and play within complete communities.

» To achieve development at increased densities.
**Built Form Targets**

- **By 2031**, the majority of citizens of the City of Brockville will enjoy the aesthetic experience of built and natural environments, will enjoy a unique sense of community and place, will have access to views and vistas throughout the City.
- **By 2031**, the City’s downtown and waterfront areas will be the focus of a vibrant and aesthetic Brockville. Both areas will be connected, and will reflect the City’s character, establish a sense of place, and offer pedestrian/public experiences including connectivity, walkability, community, safety, and a sense of place.
- **By 2021**, there will be an increase in affordable housing units, including rental units, and senior’s housing.
- **By 2021**, there will be an increase in the range of lot sizes for housing units.
- **By 2021**, there will be an increase in the number of energy efficient homes that are built in accordance with energy efficient design standards.
- **By 2021**, all new development or redevelopment within the City of Brockville will be subject to City-wide or area specific, in the case of the Downtown and Central Waterfront, urban design guidelines. Where appropriate, guidelines will require new development and redevelopment to maintain and be consistent with the City’s unique built heritage and architectural identity.
- **By 2021**, there will be an increase in commercial, industrial, and institutional buildings that are built in accordance with the City’s sustainable and energy efficient development and design standards.
- **By 2021**, where it has been identified as appropriate and feasible, new development will be accommodated by the redevelopment of properties and the rehabilitation/adaptive reuse of existing buildings.
- **By 2021**, there will be an increase in the number of mixed use buildings, or buildings that accommodate and encourage adaptability and flexibility over time. There will be an increase in opportunities for citizens to live, work, and play within a neighbourhood or community.
- **By 2021**, opportunities for infill development will be identified and prioritized.
**Infrastructure Goals**

» To provide adequate sanitary sewer, water, and stormwater management facilities for all for new growth within existing and future identified growth areas.

» To re-design, rehabilitate, re-use and optimize older infrastructure as part of an infrastructure renewal strategy.

» To consider the impact of decision making with respect to land use and transportation on infrastructure costs.

» To undertake a long-term economic analysis of the City’s infrastructure through life-cycle analysis.

» To promote innovation and efficiency in the design of new infrastructure, and in the re-design, rehabilitation, re-use or optimization of existing infrastructure.

» To ensure the selection of quality, durable, recycled, and energy/water efficient materials and to minimize the use of non-renewable resources when designing new infrastructure.

» To promote the protection and conservation of the water cycle through innovative approaches to stormwater, water supply, and sewage management.

» To integrate infrastructure with existing natural and built environments.

» To protect existing infrastructure from degradation.

» To promote the remediation of environmentally damaged soils and water.

» To implement light pollution reduction technologies.

**Infrastructure Targets**

» By 2031, all of the City’s sewer, water, and stormwater management facilities will demonstrate quality, durability, restoration/recycling, and energy/water/cost efficiency.

» By 2021, the City will develop a logical phased servicing scheme for new growth in identified growth areas that considers the impacts and efficiencies of land use and transportation patterns.

» By 2021, the City will prepare an infrastructure renewal strategy to determine how to best protect, re-design, rehabilitate, re-use and optimize older infrastructure and to accommodate new growth in existing growth areas.

» By 2021, the City will require innovative and efficient approaches, technologies, and materials in the design and implementation of sewer, water, and stormwater management facilities. Demonstration projects will exist within the City, which will be featured as prototypes for other projects.

» By 2021, the City will undertake a life-cycle analysis of existing and proposed sewer, water, and stormwater management facilities.

» By 2021, a portion of the known contaminated soils and water in the City will be remediated.

» By 2021, the City will encourage the integration of natural and built environments with City’s sewer, water, and stormwater management facilities. Demonstration projects will exist within the City, which will be featured as prototypes for other projects.

» By 2021, the City will prepare a light pollution management and reduction plan that will establish a reduction target and strategies to achieve the target by 2021.
Transportation Goals

» To manage the demand for and supply of transportation infrastructure and services.

» To maximize the capacity of existing transportation infrastructure and facilities through improvements, restoration, and maintenance, prior to investing in new infrastructure and facilities.

» To ensure that the City’s transportation network meets the short and long-term needs of all users and to ensure that transportation options are flexible, safe, efficient, comfortable, affordable, and convenient.

» To consider the impact of decision making with respect to land use and infrastructure on transportation networks and options.

» To prioritize, support, and develop alternative and active transportation options within the City.

» To improve opportunities for public transit by focusing on accessibility, routes and frequency, inter-community mobility, and the implementation of Transit Oriented Design principles.

» To improve the overall walkability of the City of Brockville by connecting trails, streets, and open spaces and by ensuring that new development is oriented to pedestrians.

» To improve opportunities for cycling throughout the City by establishing both an on-road and off-road cycling network.

» To minimize emissions and energy use City-wide as a result of transportation.

» To integrate transportation infrastructure and facilities with the existing natural and built environments.

» To manage parking in all areas of the City.

» To coordinate pedestrian, cyclist and motor vehicle traffic and circulation to and within the downtown and waterfront areas in order to ensure accessibility and to promote the viability of these areas.

Transportation Targets

» By 2031, the City of Brockville will have a connected trail, road, and open space network that will permit and encourage safe and direct transportation within all areas of the City. It will be flexible, safe, efficient, comfortable, affordable, and convenient.

» By 2031, there will be an increase in the number of residents living within walking distance (i.e., 5 minutes or 500 meters) to a transit stop.

» By 2031, there will be an increase in the number of jobs within walking distance (i.e., 5 minutes or 500 meters) to a transit stop.

» By 2031, there will be an increase in the average number of transit trips taken per person.

» By 2031, there will be a reduction in the average number of private vehicle kilometres travelled per person.

» By 2031, there will be a reduction in greenhouse gas pollution caused by automobile emissions.
By 2031, there will be a reduction in the share of single occupant vehicle trips taken by residents during peak periods.

By 2021, there will be an increase in the number and length of sidewalks, designated cycling facilities and multi-use pathways on public rights-of-way, and walkways and bike trails in parkland, open space areas and along the creek system.

By 2021, residents of the City will report an improvement in the range of choices and options for alternative and active modes of transportation.

By 2021, the City will develop a City-wide Transportation Master Plan that includes proactive steps to achieve the City’s sustainable transportation goals and targets, as well as improve traffic operations and minimize congestion.

By 2021, the City will develop a Transportation Demand Management Plan (which may be part of an overall Transportation Master Plan for the City).

By 2021, the City will develop a Cycling or Active Transportation (Walking and Cycling) Master Plan (which may be part of an overall Transportation Master Plan for the City).

### 3.3.2 GOALS AND TARGETS FROM THE ECONOMIC DEVELOPMENT STRATEGY

#### Business Development Goals

- To maintain a strong and diverse commercial and employment base by supporting the retention and expansion of existing employment and commercial uses.
- To ensure that there are sufficient lands designated for commercial and employment uses within the City.
- To consider the impact of decision making with respect to land use on opportunities for business attraction and expansion.
- To invest in infrastructure to attract and support business development and investment.
- To attract a wide range of employment and commercial uses. To specifically target business that reflects the values of the community.
- To develop a diverse, creative, innovative, and entrepreneurial economy.
- To strengthen the role of the City’s downtown area as a multi-functional, economic centre serving the immediate area as well as the greater Region.
- To preserve and enhance the unique character and experience of the downtown area and to ensure that it remains vibrant and attractive to residents and visitors alike for its culture, shopping, and attractions.
- To grow and promote the City’s tourism industry, amenities, and events, with a focus on the downtown and waterfront areas.
- To anticipate, understand, and accommodate new economies and emerging trends in the employment and commercial sectors.
- To develop incentive programs to ensure participation by the private sector in business development, investment, and downtown revitalization.
- To support locally owned and operated businesses and to promote the concept of buying local to residents.
- To promote effective partnerships between business, government, and stakeholders.
- To minimize the impact of business practices on the natural environment, including the City’s air and water quality.
Business Development Targets

» By 2031, the number of jobs within the City will increase by 40%.

» By 2031, there will be a doubling in the percentage of the labour force that belongs to the City's creative sector.

» By 2031, the City of Brockville will be identified as the choice City in Eastern Ontario for tourism and the establishment of new businesses.

» By 2031, the City of Brockville will be identified as a choice City in Eastern Ontario for the establishment of new businesses in the creative economy.

» By 2021, the City will have an accurate inventory of jobs and businesses and accompanying details and a means to maintain this information easily and regularly.

» By 2021, the number of jobs within the City will increase by 6%.

» By 2021, the City will review its commercial and employment land needs to ensure that there is an adequate assessment.

» By 2021, the City will undertake research into emerging new economies and emerging trends, will communicate the results of the research to the community and present an action plan to attract such opportunities.

» By 2021, the City will participate in the Business Retention and Expansion program offered by the Ontario Ministry of Agriculture, Food, and Rural Affairs and publish the results.

» By 2021, the dollar amount of private sector investment leveraged by the City as a result of one or more Community Improvement Plans will increase.

» By 2021, the City will enjoy an increase in visitation and expenditures.

» By 2021, there will be an increase in the number of local events held annually within the City, and specifically within the downtown and waterfront areas.

» By 2021, there will be improvements to telecommunications infrastructure within the City of Brockville.

» By 2021, there will be an increase in the number of residents who report that they support locally owned and operated businesses by buying local.

» By 2021, there will be an increase in the number of businesses implementing corporate social responsibility and/or producing or providing sustainable goods and services.
Workforce Targets

» By 2031, there will be a 20% increase in average family income.
» By 2031, the City’s unemployment rate will be below the average for the Leeds and Grenville United Counties and nearby urban centres such as Kingston and Belleville.
» By 2031, there will be an increase in the number of residents who have completed at least a post-secondary or an apprenticeship or trades certificate to equal or exceed the average for Ontario.
» By 2031, all residents will have equal access to one or more centres of excellence in technology, entrepreneurship, and research and development within the City of Brockville that offer education and skills training opportunities.
» By 2031, there will be a doubling in the number of citizens who express that they have job satisfaction.

Workforce Goals

» To encourage and assist citizens to apply their innovative, creative and entrepreneurial skills to take advantage of employment opportunities.
» To encourage and assist citizens to enhance their level of education and their skills, and to be flexible in pursuits of employment.
» To ensure that there are increasing local employment opportunities that are well-paying and meaningful and that will encourage young families to locate and remain in Brockville.
» To attract and retain educated professionals in the City’s workforce.
» To encourage and assist volunteering and mentorship in young adults
» To ensure that residents (including youth) have access, to education and skills training, including co-operative programs including overcoming individual economic and social barriers
» To ensure that there are increasing job opportunities for youth ages 15-24 in the community.
» To position St. Lawrence College and other key learning assets and facilities as recognized centres of excellence in technology, entrepreneurship, and research and development.
3.3.3 GOALS AND TARGETS FROM THE DOWNTOWN AND WATERFRONT MASTER PLAN AND URBAN DESIGN STRATEGY

» To balance the use of the City’s islands.

» To revitalize the downtown area.

» To protect and enhance the waterfront as an active and publicly accessible place, and to promote the redevelopment and future use along the waterfront, while maintaining the existing built character.

» To ensure that new development and redevelopment in the Downtown and Central Waterfront Area is compatible with the unique built heritage/architectural identity of each of the areas, and to better integrate the two areas.

» To require that all new development has considered environmental impacts and is subject to sustainable and energy efficient development and design standards.

» To coordinate pedestrian, cyclist and motor vehicle traffic and circulation to and within the downtown and waterfront areas in order to ensure accessibility and to promote the viability of these areas.

» To strengthen the role of the City’s downtown area as a multi-functional, economic centre serving the immediate area as well as the greater Region.

» To preserve and enhance the unique character and experience of the downtown area and to ensure that it remains vibrant and attractive to residents and visitors alike for its culture, shopping, and attractions.

» To grow and promote the City’s tourism industry, amenities, and events, with a focus on the downtown and waterfront areas.

» To develop incentive programs to ensure participation by the private sector in business development, investment, and downtown revitalization.
Downtown and Waterfront Targets

» By 2031, the number of people working and living in the Downtown and Central Waterfront Area will increase.

» By 2031, the City’s islands and the waterfront will develop as complete communities that are more publicly accessible.

» By 2031, the City’s Downtown and Central Waterfront Area will be the focus of a vibrant and aesthetic Brockville. Both areas will be connected, and will reflect the City’s character, establish a sense of place, and offer pedestrian/public experiences including connectivity, walkability, community, and safety.

» By 2021, all new development or redevelopment within the Downtown and Central Waterfront Area will be subject to City-wide or area specific urban design guidelines.

» By 2021, the dollar amount of private sector investment leveraged by the City as a result of waterfront and downtown area Community Improvement Plans will increase.

» By 2021, there will be an increase in the number of local events held annually within the City, and specifically within the downtown and waterfront areas.

» By 2021, there will be an increase in the number of energy efficient buildings that have developed in the downtown and waterfront areas in accordance with the City’s sustainable and energy efficient development and design standards.
3.4 ADDITIONAL WORK ON THE GOALS AND TARGETS

Once the gaps analysis referenced in Section 2.4 is completed in consultation with the City, additional goals and targets will be recommended in the following Action Areas:

» Culture and Heritage;
» Demographics;
» Health and Wellness;
» Governance;
» Facilities;
» Arts, Leisure, and Recreation;
» Energy;
» Water;
» Waste; and
» Natural Environment.