

# *Integrated Community Sustainability Plan*

*Stepping forward to pursue a sustainable future*



where **lifestyle**  
**grows** good **business**

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## ***Introduction***

*The United Counties of Leeds and Grenville has developed a Regional Integrated Community Sustainability Plan (ICSP). The four cornerstones of our ICSP are **environment, economy, society and culture.***

*The Counties has worked with its 10 member municipalities - Athens, Augusta, Edwardsburgh/Cardinal, Elizabethtown-Kitley, Front of Yonge, Leeds and the Thousand Islands, Merrickville-Wolford, North Grenville, Rideau Lakes, and Westport - as well as partners Gananoque and Prescott to develop this plan.*

## ***What do we mean by Sustainability?***

*Our decisions "meet the needs of the present generation without compromising the ability of future generations to meet their own."*

*The Brundtland Commission, 1987.*



## ***What is an ICSP?***

*ICSP stands for Integrated Community Sustainability Plan. The four cornerstones of an ICSP are environment, economy, society and culture. Our ICSP:*

- *embraces a **long-term view** in its planning and is strategic in its implementation;*
- *is **broad in scope** planning for, and moving towards sustainability in all four cornerstones - economic, social, cultural and environmental;*
- ***integrates** various plans aligning actions of governments, communities and organizations;*
- *achieves results through **collaboration** beginning with planning and sustained through implementation; and,*
- ***implements action and monitors progress** through a realistic program to ensure plans are achieved and remain relevant over time.*

## ***What are the Benefits of an ICSP to Leeds Grenville?***

*Ultimately, sustainability is about balance. The needs of a community are no longer considered as disconnected segments. A balanced or sustainable approach to decision making enhances our four community cornerstones - economic, social, cultural and environmental - by recognizing the full impacts of decisions in a way that supports the overall well-being of the community in a responsible fashion.*

*An ICSP enhances our sense of place. An ICSP can be an important tool for promoting a sustainable approach at both the municipal and community level.*

## ***Who Implements the Plan?***

*Being sustainable is about more than protecting the environment – it also means increasing financial efficiency, building social and cultural capacity, and using resources more effectively over the long term. As the level of government closest to the people, **municipal governments play a vital role in educating, mobilizing and responding to the public to promote sustainability.** The United Counties of Leeds and Grenville (“the Counties”), as the local level of government with the broadest oversight, is in an ideal position to coordinate responses to the area’s unique strengths and challenges.*

*The United Counties of Leeds and Grenville has a long governing history dating back to 1850. The Counties is the upper-tier level of municipal government.*

## Partnership Approach

The Member municipalities of the United Counties of Leeds and Grenville are:

	Township of Augusta		Township of Athens
	Township of Edwardsburgh/Cardinal		Township of Elizabethtown-Kitley
	Township of Front of Yonge		Township of Leeds and the Thousand Islands
	Village of Merrickville-Wolford		Municipality of North Grenville
	Township of Rideau Lakes		Village of Westport

The Partner (separated) municipalities within the geographic boundaries are:

	City of Brockville		Town of Prescott
	Town of Gananoque		

The Counties ICSP encompasses the Town of Prescott and the Town of Gananoque while recognizing the City of Brockville's Sustainability Plan.

## ***Our Vision***

*Leeds Grenville is a region connected by its citizens, communities and the internationally recognized landscapes of the Rideau Canal, the 1000 Islands and the St. Lawrence Seaway. Proud of our rural character, creativity and culture, our focus will be to sustain and foster a healthy active lifestyle, a natural environment and a diverse economy, while embracing innovation for current and future generations.*





# Principles

*Each community needs to have its own understanding of sustainability. By describing sustainability in our own words we can ensure that the ICSP will reflect our unique identities and local values.*

*Our understanding of sustainability is described through seven principles that were shaped by community input.*

## Principles

# 1 2 3 4 5 6 7

## **Understanding the Balance**

*Sustainability is about balancing the environment, economy, society and culture, and Leeds Grenville recognizes the full costs and impact of our decisions.*



1 **2** 3 4 5 6 7

***Respect the Natural Environment***

*A healthy Leeds Grenville natural environment is an important part of our identity, prosperity and future, and is the foundation upon which a healthy economy, society and culture depend.*



## Principles

1 2 **3** 4 5 6 7

### **Grow Good Business**

*We need a diverse Leeds Grenville economy that builds on our existing strengths and provides satisfying and rewarding employment and educational opportunities for our citizens.*



1 2 3 **4** 5 6 7

**Strive to be Healthy**

*Community and individual physical, mental, emotional and spiritual health is important in Leeds Grenville, as well as supportive infrastructure, interactions, relationships, and services.*



## Principles

1 2 3 4 **5** 6 7

### **Build Connections**

*Social, cultural, environmental and technological infrastructure play an important role in building community connections, strengthening our community fabric and improving Leeds Grenville's quality of life.*



***Be Engaged and Accountable***

*Being sustainable requires strong, broad-based community support and passionate engagement in Leeds Grenville.*



## Principles

1 2 3 4 5 6

7

### **Continuously Improve**

*Leeds Grenville must continuously improve our sustainability efforts through monitoring, accountability, engagement, transparency and good governance.*





# *Priorities and Action Plans*

*To achieve the vision for a sustainable future, community members identified and developed **priorities** to focus action for the Counties and local municipalities. **Action plans** identify the steps we will take in order to achieve the vision for a sustainable future.*



# Counties Priorities

*To achieve a sustainable future, the Counties will focus on the following six priorities:*

- 1. Major Waterways and Natural Environment**
- 2. Sustainable Infrastructure**
- 3. Economic Development**
- 4. Encourage Healthy Active Lifestyles**
- 5. Support Community Needs for Transit and Affordable Housing**
- 6. Carbon Footprint and Greenhouse Gas Emissions**

1 2 3 4 5 6

## Major Waterways and Natural Environment

### Desired Achievements

- *Enhanced public awareness of major waterways and natural environment assets*
- *Improved collaboration between organizations relating to preservation of major waterways and natural environment*
- *Improved Water Quality*

### Description of Action [Timeframe]

- *Take a leadership role in a collaborative effort with local municipalities to promote tourism of Leeds Grenville's major waterways and natural environment (including St Lawrence River and the Rideau Corridor [2013-ongoing]*
- *Consider supporting (through in-kind expertise) education and awareness activities to promote environmental stewardship programs [2015-ongoing]*
- *Promote the "Sustaining What We Value" natural environment database using the Municipal GIS Viewer to support Municipalities in their local Official Plans [2013-ongoing]*
- *Facilitate communications with local municipalities in order to promote a consistent approach to preservation of our major waterways and natural environment [2013-ongoing]*
- *Consider relevant recommendations of the Rideau Corridor Landscape Strategy [2013-2023]*
- *Consider supporting a network for stewardship organizations to promote collaboration [2017-2023]*

## ***Partners***

- *Local Municipalities*
- *Federal and Provincial agencies*
- *Non-profit organizations*
- *Conservation Authorities*
- *Parks Canada*

Counties Priorities

1 **2** 3 4 5 6

**Sustainable Infrastructure**

**Desired Achievements**

- *Extend the lifespan of our infrastructure*
- *Consider long-term life cycle in our infrastructure projects decision-making*

**Description of Action [Timeframe]**

*Roads and bridges:*

- *Mandate use of recycled asphalt and recycled concrete for road and bridge projects [2019-2023]*
- *Investigate and implement an environmentally friendly alternative method to salt for roads/sidewalk clearing in wintertime (key partner, Westport) [2019-2023]*
- *Use new technology for bridge rehabilitation/replacement projects to extend their lifespan [on-going]*

*Waste management:*

- *Expand hazardous waste collection program with more frequent collection [2015-2018]*
- *Convene a user group of municipalities and harmonize the glass/metal/plastic/fibre recycling programs across local municipalities by coordinating with the Counties' tendering of the waste management contracts [2018-2020]*
- *Consider supporting a new construction and demolition waste recycling site [2019-2023]*

*EMS:*

- *Integrate energy efficient building design technology into new/renovated land ambulance stations [2013 and on-going as opportunities arise]*

## ***Partners***

- *Partner with Westport on environmentally alternative method to salt for roads/sidewalk clearing in wintertime*
- *Partner with waste management company for waste management actions*

**Economic Development (Small Businesses, Local Food Production, Consumption and Export, Business Retention Expansion/Attraction)**

**Desired Achievements**

- *Build upon the strengths of three economic corridors through a collaborative regional approach.*
  - *Highway 416 – north / south*
  - *Highway 401 – St. Lawrence / 1000 Islands*
  - *Rideau Canal / Highway 15*
- *Maintain economic diversification while focusing “green” inspired development, iconic tourism experiences, knowledge-based manufacturing and new agri-bio opportunities that result in economic benefits for the Counties and its citizens.*
- *Facilitate opportunities for community development that improves quality of life and further enhances sense of place.*

**Description of Action [Timeframe]**

- *Update the Leeds Grenville Economic Development Strategic Plan that would include review of creative economy, small business and areas of innovative focus. [2013-2014]*
- *Complete internet accessibility initiative – Eastern Ontario Regional Network (EORN) [2013]*
- *Review highway signage to attract visitors and improve way finding [2015-2017]*
- *Inventory industrial land and serviced industrial land [2013-2015]*
- *Work with local municipalities to ensure Official Plans promote economic development [2013-2019]*

- *Coordinate an inventory gap analysis with local municipalities and the business sector to identify current lands, services or facilities that would support business growth [2013-2017]*
- *Undertake a needs assessment for a cost-effective communal cold storage facility [2014-2016]*
- *Work with OMAFRA to identify innovative, local opportunities for agriculture. [2013-2015]*
- *Consider opportunities for facilitation and/or supporting local food initiatives. [2013-2015]*
- *Build upon the region's iconic tourism assets to create new quality products and experiences. [2013-2017]*
- *Facilitate regional tourism opportunities for investment and support product and experiences development.*

## **Partners**

- *Member municipalities and their economic development staff*
- *Partner municipalities and their economic development staff*
- *BIAs, Chambers and local businesses*
- *Community Development Corporations*
- *Federal and Provincial agencies - OMAFRA*
- *Parks Canada*
- *St. Lawrence Parks Commission*
- *Rideau Heritage Route Tourism Association*
- *1000 Islands International Tourism Association*
- *Region 9, Regional Tourism Organization*
- *Ontario East Economic Development Commission*

Counties Priorities

1 2 3 **4** 5 6

**Encourage Healthy Active Lifestyles  
(Active Transportation)**

**Desired Achievements**

- *Expand and/or connect our trails network and waterways*
- *Enhanced community health through trails usage*
- *Increased trail-related tourism within the Counties*

**Description of Action [Timeframe]**

- *Develop partnerships with Health Unit, local municipalities, agencies and other stakeholders to assist in the promotion of healthy active lifestyles [ongoing]*
- *Develop a trails strategy for the Counties that considers pedestrians, cyclists, and other active transportation methods [2013-2015]*
- *Coordinate with all partners to implement recommendations of the trails strategy [2015-2023]*
- *Work with public health organizations to develop and implement a Healthy and Active Lifestyle Campaign incorporating the promotion of trails as a community health asset (including website updates) [2017-2023]*
- *Work with regional partners to identify and expand waterways for canoeing, kayaking and other active transportation relating to water [2017-2019]*
- *Identify educational and cultural experiences within the Counties [2017-2019]*
- *Develop and implement a campaign to promote trails as a tourist asset [2019-2023]*

## **Partners**

- *Public Health Units*
- *St. Lawrence Parks Commission*
- *Parks Canada*
- *Rideau Heritage Route Tourism Association*
- *Trails Organizations (ski and snowmobile trails, etc.) and trails users*
- *Ontario Trails Council*
- *Waterfront Trust Regeneration*
- *Land Stewardship Trust Organization*
- *Frontenac Arch Biosphere*
- *Conservation Authorities*
- *Private industry partners*

## **Support Community Needs for Transit and Affordable Housing**

### **Desired Achievements**

- *Explore viable transportation options for those in need\**
- *Provide a range in affordable housing options reflecting the needs of the Counties*

### **Description of Action [Timeframe]**

#### *Transit*

- *Participation in transportation working group [ongoing]*
- *Partake in any transportation needs assessment conducted in the Counties including a review of past transit pilot projects [2013 to 2016]*
- *Consider partnering in a transportation feasibility study to determine the appropriate service for small scale transit for the Counties [2016 to 2019]*
- *If deemed viable, partner in the implementation of transportation options for those in need\* [2019 to 2023]*

#### *Affordable Housing*

- *Complete the Counties Affordable Housing Plan, including a review of current housing base and gap analysis of those in need [2013-2014]*
- *Support local municipalities in implementing policies to promote affordable housing development (e.g., secondary suites such as basement apartments, "granny flats", reduction or removal of development fees, etc.) [2013-2015]*
- *On-going support for the regeneration of the public housing portfolio [ongoing]*
- *Identify opportunities to expand the affordable housing options within the Counties [2015-2023]*

## **Partners**

- *Local municipalities*
- *Transportation working group*
- *Health agencies (i.e. CPHC, CCAC)*
- *Every Kid in Our Community working group*
- *Key community agencies (i.e. Leeds and Grenville Rehabilitation and Counselling, Children's Mental Health)*

*\* "Those in need" includes but is not limited to our citizens with physical and/or social-economic needs within Leeds Grenville*

Counties Priorities

1 2 3 4 5 **6**

**Carbon Footprint and  
Greenhouse Gas Emissions**

**Desired Achievements**

- *Reduced greenhouse emissions and carbon footprint for Counties operations*
- *Meet Green Energy Act requirements for Energy Conservation and Demand Management Plans (Green Energy Act, 2009, Ontario Regulation 397/11)*

**Description of Action [Timeframe]**

- *Complete the Energy Consumption and GHG Emission Template [by July 1, 2013]\**
- *Develop Energy Conservation and Demand Management Plans [by July 1, 2014]\**
- *Implement energy conservation and demand management solutions as identified by the Energy Conservation and Demand Management Plans*
  - *Consider low or zero emissions vehicles for fleet [2016-2023]*
  - *Consider energy efficiency upgrades to the Counties administrative buildings [ongoing]*
  - *Consider energy efficiencies in retrofitting public housing and Maple View Lodge [ongoing]*
  - *Consider supporting municipal renewable energy projects [2015-2020]*
  - *Consider supporting waste management provider with energy-from-waste technologies [ongoing]*
- *Consider developing park plan to support management of Sand Bay County Park [2013-2015]*
- *Consider forest management on other Counties property if appropriate [2013-2015]*
- *Continue to implement forest management plan for the Limerick Forest [ongoing]*
- *Develop a corporate strategy for environmental management [2016 and ongoing] (consider including procurement, reduction, reuse, eWaste, traveling)*

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\* These specific dates are a legislated requirement.

## *Partners*

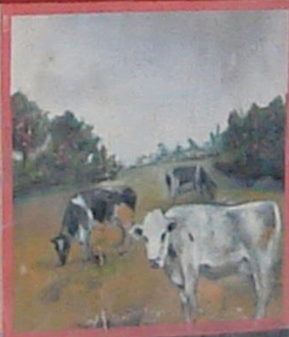
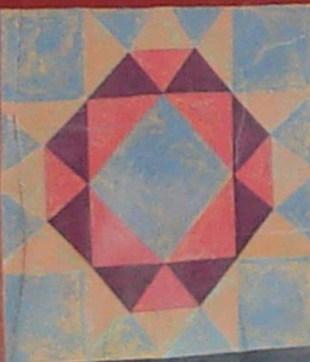
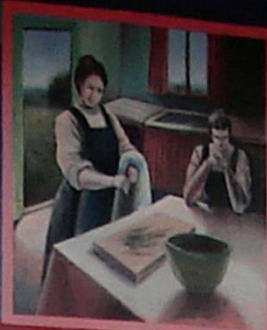
- *Waste management company*
- *Product suppliers*
- *Local municipalities*
- *Tenants*
- *Counties staff*



# *Local Municipal Priorities*

*With feedback from the community, an action plan has been developed for each local municipality's sustainability priorities.*

# Township of Athens



## **Small Businesses, Diverse Employment Opportunities & Local Food Production, Consumption and/or Export**

### **Desired Achievements**

- *Increased patronage of stores/services and shopping dollars spent in our community*
- *New goods and services offered in our community*
- *Increased local employment in local businesses*
- *Increased youth retention and career opportunities*
- *Increased tax base*
- *Increased people to our community through quality local food*

### **Description of Action [Timeframe]**

- *Work with the Chamber of Commerce to promote the local stores, services, and Farmers' Market (e.g., placemat advertising) [2013-2015]*
- *Install a gateway welcome sign that advertises the local stores, services, and Farmer's Market [2020-2023]*
- *Explore funding opportunities for accessibility improvements (e.g., curb cuts for downtown sidewalks) [on-going]*

### **Partners**

- *Chamber of Commerce*
- *Local business*
- *Farmers' Market*

## Athens Priorities

# 1 2 3

## Heritage Properties and Landscapes

### Desired Achievements

- *Future development reflects the heritage and vision of the municipality*
- *Partnerships are created to support heritage*
- *Increased appreciation for heritage properties*
- *Natural and cultural heritage is celebrated*
- *Retain our quality rural character*

### Description of Action [Timeframe]

- *Develop guidelines to promote heritage character [on-going]*
- *Continue annual tree re-planting program (replacing trees that are taken down) [on-going]*
- *Update Official Plan policies to protect agricultural lands [2013]*
- *Encourage owners to preserve the murals on their businesses [2017 to 2023]*
- *Provide incentives to maintain heritage [2020 to 2023]*

### Partners

- *Property owners*
- *Local historians*

## **The Needs of Youth and Young Families**

### **Desired Achievements**

- *Our community meets the needs of all age groups*
- *Ensuring a viable future for our municipality by retaining youth and young families*

### **Description of Action [Timeframe]**

- *Continue to encourage private business advertising to contribute funding to the arena [on-going]*
- *Continue to provide funding and in-kind support for festivals that promote our lifestyle [on-going]*
- *Review Master Plan and continue improvements to the arena / Centennial Park / Centre 76 [2015, then on-going]*

### **Partners**

- *Local business*
- *Local service organizations that put on the festivals*

# *Township of Augusta*



1 2 3 4

## **Diverse Employment Opportunities**

### **Desired Achievements**

- *Attract and retain innovative businesses – small and large scale*
- *Create employment that supports our quality of life*
- *Meet needs of connecting business and local markets*

### **Description of Action [Timeframe]**

- *Determine the focus (e.g., commercial, industrial, bio-chemical sector, etc.) of our business park [2013 to 2018]*
- *Undertake the planning and development of our business park [2018 and on-going]*

### **Partners**

- *External expert in planning/development*

## Augusta Priorities

1 **2** 3 4

### **Natural River / Creek Corridors & St. Lawrence Waterfront**

#### **Desired Achievements**

- *Enhance our rivers and creeks as a natural resource*
- *Improve citizen access to the waterfront*

#### **Description of Action [Timeframe]**

- *Update the assessment of our municipal drains [2013]*
- *Improve our municipal drains [2014 and on-going]*
- *Evaluate the cost-benefit of co-sharing the park at Invista for public access [2015 to 2018]*
- *Evaluate the opportunity to lease waterfront access for the public at Maitland [2017 to 2020]*

#### **Partners**

- *External expert for park evaluation*

**Local Food Production, Consumption and/or  
Export & Sustainable Infrastructure**

**Desired Achievements**

- *Retain our way of life*
- *Help farmers maintain their income*
- *Prevent our agricultural land from over-development*

**Description of Action [Timeframe]**

- *Update our Official Plan and Zoning By-law to protect Class 1 to 4 agricultural land by restricting severances [2013 to 2014]*
- *Assist with the farming community's promotion of tours and fairs using municipal partnership funding [2015 to 2019]*

**Partners**

- *Local agricultural community interests*

## Augusta Priorities

1 2 3 **4**

### **Renewable Energy, Carbon Footprint & Greenhouse Gas Emissions**

#### **Desired Achievements**

- *Understand and reduce the municipality's environmental impact*

#### **Description of Action [Timeframe]**

- *Upgrade the North Augusta Community Hall to incorporate energy efficiency (e.g., lighting, heating) [2013]*
- *Undertake a municipal energy audit [2015 to 2016]*

#### **Partners**

- *To be determined during implementation*

# *Township of Edwardsburgh / Cardinal*



## Edwardsburgh/Cardinal

### Priorities

1 2 3 4

## Sustainable Infrastructure<sup>1</sup>

### Desired Achievements

- Offer community facilities that are appreciated by young families

### Description of Action [Timeframe]

- Open our new Arena [2013]
- Enclose the pool (if funding becomes available) [2020 to 2023]

### Partners

- External funding agency for the pool enclosure

<sup>1</sup> The definition of infrastructure includes community facilities

## **Diverse Employment Opportunities (tied with priority #3)**

### **Desired Achievements**

- *Implement our Economic Development Strategy*
- *Attract new employment opportunities*
- *Maintain our community as an affordable, attractive option for youth and young families*
- *Reduce commuting time between home and work*

### **Description of Action [Timeframe]**

- *Host an Economic Development Summit every 3 to 5 years [on-going]*
- *Prepare and update our investment attraction materials, including updating our website [2013 to 2015]*
- *Undertake a Communications Strategy to determine how social media (i.e., Facebook, YouTube, etc.) can be used as outreach to support economic development [2016 to 2018]*

### **Partners**

- *To be determined during implementation*

## Edwardsburgh/Cardinal

### Priorities

1 2 **3** 4

## **Carbon Footprint and Greenhouse Gas Emissions (tied with priority #2)**

### **Desired Achievements**

- *Increase the number of trees that provide our community with clean air*

### **Description of Action [Timeframe]**

- *Continue planting of street trees (based on our Cardinal Community Improvement Plan) [on-going]*
- *Extend the street tree and streetscaping program to Spencerville [2015 to 2023]*
- *Consider a program to encourage citizens to plant trees on their property [2020 to 2023]*

### **Partners**

- *Supplier for trees for the citizen planting program*

## St. Lawrence Waterfront

### Desired Achievements

- *Increased appreciation of our waterfront*
- *Increased tourism*

### Description of Action

- *Undertake waterfront improvements aligned with Revitalizing Cardinal: The Village Community Improvement Plan (e.g., washrooms, change rooms, docking facilities, parking area, boat launch area, signage, etc.) [2016 to 2023]*

### Partners

- *Royal Canadian Legion*

# *Township of Elizabethtown-Kitley*



1 2 3 4 5

## **Diverse Employment Opportunities**

### **Desired Achievements**

- *Increase number of businesses/jobs in our economy*
- *Increased family incomes*
- *Business investment compatible with the character of Elizabethtown-Kitley*

### **Description of Action [Timeframe]**

- *Develop a formal business attraction policy using our Community Profile [2013 to 2015]*
- *Work with the Counties Economic Development on an integrated approach to business attraction [2015 and on-going]*
- *Plan and coordinate the development of serviced land [2015 and on-going]*

### **Partners**

- *United Counties of Leeds and Grenville*

## Elizabethtown-Kitley Priorities

1 **2** 3 4 5

### **Local Food Production, Consumption and/or Export**

#### **Desired Achievements**

- *Maintain productivity of our agricultural land*
- *Support local farmers*
- *Increased community appreciation of the importance of agriculture*
- *Local economic growth*

#### **Description of Action [Timeframe]**

- *Update the zoning to permit more market gardens [2013]*
- *Update agricultural policies (soil types, severance) in the Official Plan [2013 to 2015]*
- *Through local recreation programs and other committees, run education programs on agriculture in local venues such as the library [2016 to 2018]*
- *Undertake a needs assessment for a cost-effective communal cold storage facility [2016 to 2019]*

#### **Partners**

- *Social service organizations*
- *Local farmers*
- *Leeds Federation of Agriculture*
- *Potential users of a cold storage facility*
- *United Counties of Leeds and Grenville*

**Conservation, Promotion, Development of  
Natural Resources &  
Natural River / Creek Corridors**

**Desired Achievements**

- *Better quality drinking water*
- *Better wildlife habitat*
- *Promote good use of natural river / creek corridors*
- *Maintain our community's appreciation for our natural environment*

**Description of Action [Timeframe]**

- *Update the Official Plan to integrate the "Sustaining What We Value" project [2013 to 2015]*
- *Implement recommendations of the two Source Water Protection Plans [2013 to 2018]*

**Partners**

- *Conservation Authorities*

## Elizabethtown-Kitley Priorities

1 2 3 **4** 5

### ***Affordable Housing, the Needs of the Aging Population & the Needs of Youth and Young Families***

#### ***Desired Achievements***

- *Provide opportunities for anyone to reside in Elizabethtown-Kitley*
- *Encourage a full range of housing opportunities for renters or owners*
- *Help our aging population stay in our community*

#### ***Description of Action [Timeframe]***

- *Maintain a reasonable tax rate to support housing affordability [on-going]*
- *Promote the development of secondary dwelling units for seniors through outreach (e.g., mailing in tax notice, information in municipality newsletter, and a new brochure) [2016 to 2018]*

#### ***Partners***

- *To be determined during implementation*

## Heritage Properties and Landscape

### Desired Achievements

- *Retain our heritage*
- *Increased community appreciation of our local history*

### Description of Action [Timeframe]

- *Retain the designation on heritage properties [on-going]*
- *Consider designating highly important heritage buildings [2020 to 2023]*
- *Obtain annual cultural grant for cataloguing our cemeteries [2013 to 2023]*

### Partners

- *Ministry of Culture (for grant funding)*

*Township of  
Front of Yonge*



1 2 3 4 5

## ***Business in a Creative Economy***

### ***Desired Achievements***

- *Increase employment through more businesses*
- *Increase tax base*
- *Retention and attraction of an educated and skilled community and entrepreneurs*
- *Support tourism while diversifying in other sectors*

### ***Description of Action [Timeframe]***

- *Undertake a gap analysis (to determine what new businesses could be attracted to Front of Yonge that aren't here already) [2013 to 2015]*
- *Improve sidewalks, streetscaping (benches, lighting, garbage cans) and bike paths [2016-2019]*

### ***Partners***

- *United Counties of Leeds and Grenville Economic Development Office*

## Front of Yonge Priorities

1 **2** 3 4 5

### **Local Food Production, Consumption, and/or Distribution**

#### **Desired Achievements**

- *Increase our access to healthy, affordable local food*
- *Reduce the distance between local food production and consumption*
- *Preserve and protect agricultural lands*

#### **Description of Action [Timeframe]**

- *Encourage more vendors at the Mallorytown Country Market [on-going]*
- *Offer cooking classes at the Mallorytown Coach House [2013 and on-going]*
- *Add a section on the Township's website about Local Flavours (to support and promote farm gate sales) [2013 to 2014]*
- *Establish a community garden on municipality lands [2020 to 2023]*

#### **Partners**

- *Mallory Coach House Committee*
- *Front of Yonge Communities in Bloom*
- *Frontenac Arch Biosphere Reserve*

## **The Needs of Youth and Young Families**

### **Desired Achievements**

- *Maintain activities to participate in as a family and be involved in our community*
- *Provide support for working families*

### **Description of Action**

- *Continue municipality support for events (e.g., Village Fair, Winter Festival) and recreation programs (soccer, baseball, etc.) [on-going]*
- *Organize a “before-and-after” daycare with partners [2013 to 2015]*
- *Petition the operators to reduce the access fees at Browns Bay and Mallorytown Landing [2013 to 2015]*

### **Partners**

- *YMCA*
- *School Board*
- *St. Lawrence Parks Commission*

## Front of Yonge Priorities

1 2 3 **4** 5

### **Community Gathering Places**

#### **Desired Achievements**

- *Strengthen the social fabric of our community*
- *Maintain spaces and places that host our community events*
- *Leverage gatherings that bring the community together to also attract visitors*

#### **Description of Action [Timeframe]**

- *Continue promoting the use of the community centre, fairgrounds, coach house, etc. [on-going]*

#### **Partners**

- *To be determined during implementation*

## Trails and Paths

### Desired Achievements

- *Increase our trails infrastructure*
- *Increased tourism which will benefit and sustain multiple small businesses in the community*
- *Expose our communities' natural beauty which is a major asset for attracting new residents*
- *People to connecting with their environment and improving their physical health*

### Description of Action [Timeframe]

- *Create a Trails Action Plan (i.e., bring stakeholders together to determine partnership actions on trails throughout the area) [2015 to 2018]*
- *Advertise the bike path, Jones Creek Trail, etc., in all the municipality information sources (brochure, website, etc.) [2013 to 2015]*
- *Incorporate information about the Frontenac Arch Biosphere into the municipality's tourism promotional material, particularly with regards to Local Flavours and trails [2013 to 2015]*

### Partners

- *Cataraqui Region Conservation Authority*
- *St. Lawrence Parks Commission*
- *Parks Canada*
- *Frontenac Arch Biosphere*
- *Bell Canada*

# *Town of Gananoque*



Gananoque Priorities

1 2 3 4 5

**Vibrant Economy**

**Desired Achievements**

- *Appropriate diverse business mix*
- *Fulltime meaningful employment*
- *Capacity and accessibility for technology*
- *Seamless ability to facilitate business retention and expansion*

**Description of Action [Timeframe]**

- *Promote the availability of online resources [on-going]*
- *Attract businesses that build upon our assets and complement our business mix [on-going]*
- *Help create partnerships between complementary businesses [on-going]*
- *Identify limiting factors for businesses and identify solutions [2013]*
- *Promote business opportunities to international interests [2020-2023]*

**Partners**

- *United Counties of Leeds and Grenville*
- *KEDCO*
- *CFDC*
- *Entrepreneurship Centre*
- *Chamber of Commerce and BIAs (local & regional)*
- *College/universities*
- *Community service clubs*
- *Thousand Islands Accommodation Partnership*

## Gananoque Priorities

1 **2** 3 4 5

### **Natural Environment and Recreation**

#### **Desired Achievements**

- *Retain our valuable resources*
- *Improve the use of our resources to benefit social and economic activities*
- *Enhance our tourism opportunities and investment*

#### **Description of Action [Timeframe]**

- *Convene walking events with local celebrities (i.e., Mayor and Council) to encourage use of trails and healthy living [2016 to 2023]*
- *Expand our trails promotion (using social media and apps) [2014]*
- *Promote innovative ways to experience natural assets (cycling, kayaking, hiking, scuba diving, bird watching, geocaching, stand-up paddle boards, etc.). [on-going]*
- *Improve trail signage (directional and interpretive) [2013-2014, subject to funding]*
- *Promote motorcycle trails [on-going]*
- *Promote community as bicycle friendly [on-going]*

#### **Partners**

- *United Counties of Leeds and Grenville*
- *Frontenac Arch Biosphere*
- *Museum*
- *Chamber of Commerce and BIA*
- *Trails Committee; Heritage Committee and Historic Society*
- *Leeds, Grenville and Lanark District Health Unit*
- *Province*
- *Parks Canada*
- *Tourism groups*

Gananoque Priorities

1 2 **3** 4 5

**Education, Trade and Skills Programs**

**Desired Achievements**

- *Contribute to education opportunities that connect to employment opportunities*
- *Foster a strong creative economy*
- *Develop a diverse and strong labour force*

**Description of Action [Timeframe]**

- *Promote employer training opportunities for innovative programs [on-going]*
- *Promote existing tools to support innovation (e.g., iMin, programs offered through the Monieson Centre, etc.) [on-going]*
- *Promote social programs [on-going]*
- *Create partnerships with the post-secondary institutions in the region [2013-2015]*
- *Work with the high school to promote entrepreneurship [2017]*
- *Promote skills training incentives offered through CFDC and other government agencies [on-going]*

**Partners**

- *United Counties of Leeds and Grenville*
- *1000 Islands Region Workforce Development Board*
- *Keys Employment Centre*
- *Service Ontario*
- *Universities/Colleges*

## Gananoque Priorities

1 2 3 **4** 5

### **Renewable Energy, Carbon Footprint, Greenhouse Gas and Sustainable Building Design**

#### **Desired Achievements**

- *Become recognized as a “green” community*
- *Incorporate sustainability in municipal projects*

#### **Description of Action [Timeframe]**

- *Request sustainable building designs in Town-driven projects where possible [on-going]*
- *Create awareness of our carbon footprint and greenhouse gases [2015-2019]*
- *Work with post-secondary institutions in regards to innovative green programs [2020-2023]*

#### **Partners**

- *Schools*

Gananoque Priorities

1 2 3 4 **5**

**Transit System**

**Desired Achievements**

- *Evolve our community for future generations*

**Description of Action [Timeframe]**

- *Determine the feasibility of a transit program [2013 to 2015]*

**Partners**

- *United Counties of Leeds and Grenville*

# *Township of Leeds and the Thousand Islands*



Leeds and the Thousand Islands  
Priorities

1 2 3 4

**Natural Environment and Recreation**

**Desired Achievements**

- *Promote and maintain the Township's natural beauty as a major asset for attracting new residents, increasing tourism and encouraging sustainable economic growth*
- *Promote the connection between the natural environment and improved well-being*
- *Reduce our impact on our natural assets*
- *Expand our recreation network and increase our trails infrastructure*

**Description of Action [Timeframe]**

- *Update the natural heritage policies of the Official Plan [2013]*
- *Establish a sustainability decision-making policy for major Council decisions (i.e., consider social, cultural, and environment perspectives in addition to the usual economic perspective) [2013 to 2015]*
- *Establish an Environmental Advisory Committee [2013 to 2015]*
- *Implement a Trails Strategy in partnership with community groups and other organizations, such as the Frontenac Arch Biosphere [2013 to 2023]*
- *Investigate the feasibility of acquiring Grippen Lake (potentially developing the site for recreation, outdoor education, or let it naturalize) [2014 to 2018]*
- *Implement key recommendations of the Rideau Corridor Landscape Strategy [2016 to 2023]*

## **Partners**

- *Frontenac Arch Biosphere*
- *Cataraqui Region Conservation Authority*
- *Parks Canada*
- *Neighbouring municipalities*
- *Other partners to be determined during implementation*

*Leeds and the Thousand Islands  
Priorities*

1 **2** 3 4

**The Needs of an Aging and  
Growing Population**

**Desired Achievements**

- *Reverse the out-migration of residents in all age categories, including youth, near-seniors (55-65), seniors (65+) and older seniors (75+)*
- *Improve opportunities that encourage youth and young families to stay in the Township*
- *Encourage affordable housing options for all age groups*
- *Better involve seniors and youth in recreational opportunities*
- *Keep the all age groups, including seniors, engaged in our community*

**Description of Action [Timeframe]**

- *Continue to support/expand community events and recreation programs [on-going]*
- *Continue partnership funding with the Town of Gananoque, and investigate further options for partnerships with neighbouring municipalities, to service Township citizens with recreation programming [on-going]*
- *Update Official Plan policies to allow for greater flexibility in different housing options (including affordable housing, secondary units, etc.) [2013]*
- *Develop a strategy for increased youth retention and career opportunities (through partnerships with local schools and businesses) [2013-2018]*
- *Expand programs for seniors and youth through the Township's Recreation and Facilities Department [2013 to 2018]*

- *Introduce new programs, in partnership with the Leeds and the Thousand Islands Public Library, to keep youth and seniors actively engaged in the community (i.e. career days, guest speakers, volunteering, etc.) [2013 to 2015, ongoing)*

## **Partners**

- *Leeds and the Thousand Islands Public Library Board*
- *Local schools*
- *Service organizations*
- *Neighbouring municipalities*
- *Local Chambers of Commerce*
- *Other partners to be determined during implementation*

*Leeds and the Thousand Islands  
Priorities*

1 2 **3** 4

***Diverse Employment Opportunities /  
Small Businesses in the Creative Economy***

***Desired Achievements***

- *Promote diverse economic activities that foster sustainable growth, including improving opportunities for small business start-up, self-employment and home-based business*
- *Support existing business and industry*
- *Support the viability of agriculture and improve access to local foods*
- *Increase the Township's tax base*
- *Attract better paying jobs*

***Description of Action [Timeframe]***

- *Determine the focus of economic growth in the Township (i.e. commercial, industrial, agriculture, technology sector, etc.) [2013-2015]*
- *Expand the local Farmer's Market [2013 to 2016]*
- *Review and update the Zoning By-Law sections relating to home-based businesses/industry [2013-2015]*
- *Develop and implement a Tourism Strategy [2013-2015]*
- *Implement an updated Economic Development Strategy [2013-2023]*
- *Undertake Community Improvement Plans for our gateways and main street / downtown areas [2016 to 2023]*

***Partners***

- *Local Chambers of Commerce*
- *Community Groups*

- *Local Farmers' Markets operator(s), growers/producers*
- *Schools*
- *Other partners to be determined during implementation*

**Leeds and the Thousand Islands  
Priorities**

1 2 3 **4**

**Carbon Footprint and  
Greenhouse Gas Emissions**

**Desired Achievements**

- *Understand and reduce our community's environmental footprint*
- *Incorporate sustainability in municipal projects*

**Description of Action [Timeframe]**

- *Raise awareness relating to carbon footprint and greenhouse gases (this could include an education campaign and developing guidelines for sustainable construction/design) [2013-2015, on-going]*
- *Update Official Plan policies to promote renewable energy, sustainable design, sustainable infrastructure, etc. [2013]*
- *Undertake a Municipal Energy Audit [2014]*
- *Upgrade the Municipal Complex in Lansdowne and other municipal facilities to incorporate increased energy efficiency [2013 to 2023]*
- *Establish a municipal policy to consider fuel efficient vehicles for future purchases [2014 to 2020]*

**Partners**

- *To be determined during implementation*



the GOOSE & PUB

# *Village of Merrickville-Wolford*



**Merrickville-Wolford**

**Priorities**

**1** 2 3 4

**Local Food Production, Consumption,  
and/or Export**

**Desired Achievements**

- *Improve access to local food*
- *Increase citizen's appreciation of local food*
- *Support the viability of agriculture and increase family incomes*
- *Support local economic activity and job growth*

**Description of Action [Timeframe]**

- *Partner with existing food sales outlets (grocery stores) to participate in the farmers' market [2013 to 2016]*
- *Expand/move the farmers' market to a location with weather protection [2018 to 2020]*
- *Encourage the local community to support local food [2018-2023]*

**Partners**

- *Food outlets (i.e. local grocery stores)*
- *Farmers' market operator(s)*
- *Local growers/producers*
- *Restaurants*
- *B&Bs*

Merrickville-Wolford  
Priorities

1 **2** 3 4

**Education, Trade and Skills Programs  
& Mentorship Programs**

**Desired Achievements**

- *Increased knowledge sharing between generations*
- *Engaging youth in entrepreneurship*
- *Maintain and enhance the rural village lifestyle*

**Description of Action [Timeframe]**

- *Start an Entrepreneur's Forum at the local library (that brings in a local business person to talk to citizens about their business and entrepreneurship) [2013 to 2023]*

**Partners**

- *To be determined during implementation*



## **Encourage and Enhance Sustainable Small Business for Creative Economy**

### **Desired Achievements**

- *Increase local production/purchasing capacity*
- *Increase the number of year-round businesses*
- *Increase family incomes and our quality of life*
- *Maintain high occupancy levels of existing storefronts and commercial buildings*
- *Support a wide variety of new businesses and jobs / economic growth*

### **Description of Action [Timeframe]**

- *Create an Economic Development Strategy [2013 to 2015]*
- *Formally recognize new businesses by invitation to a Council meeting where the business is welcomed to the community [2013 to 2023]*
- *Enhance the communication between the Chamber of Commerce and the municipality [2013 to 2023]*

### **Partners**

- *Chamber of Commerce*
- *Farming organizations*
- *Farmers' market*
- *Merrickville and District Community Health Centre*

Merrickville-Wolford  
Priorities

1 2 3 4

**Natural Corridors & Rideau Canal**

**Desired Achievements**

- *Protection / enhancement of our natural landscapes*
- *Increase our environmental health (water, wildlife, etc.)*
- *Increased access for tourism*

**Description of Action [Milestone]**

- *Continue participating in the Rideau Corridor Landscape Strategy [2013]*
- *Implement the Rideau Corridor Landscape Strategy recommendations relevant to Merrickville-Wolford [2013 to 2023]*
- *Develop and promote a joint Trails Map in partnership with North Grenville [2020 to 2023]*

**Partners**

- *Parks Canada*
- *North Grenville*

# *Municipality of North Grenville*



## North Grenville Priorities

1 2 3 4 5

### **Sustainable Building Design & Local Sustainability Champions and Organizations**

#### **Desired Achievements**

- *Reduce our environmental impact*
- *Incorporate more recycled components/materials into our buildings*
- *Reduce our resource consumption in buildings*
- *Maintain affordability over the long-term through reduced building operating costs*

#### **Description of Action [Timeframe]**

- *Develop “Sustainable Design Guidelines” (to help communicate and encourage sustainable buildings by the private sector) [2013 to 2015]*
- *Implement a recognition program for sustainable buildings / development [2016 to 2023]*
- *Retrofit municipal building/facilities (with energy efficiency measures when these buildings are due for upgrades) [2020 to 2023]*

#### **Partners**

- *Federation of Canadian Municipalities*
- *Skilled Trades*
- *Developers / home builders*
- *Public (i.e., home buyers and businesses having a preference for sustainable buildings)*

North Grenville Priorities

1 **2** 3 4 5

**Diverse Employment Opportunities &  
Small Businesses in the Creative Economy  
(tied with priority #3)**

**Desired Achievements**

- Increase the number of those working and living in North Grenville
- Increase our tax base
- Foster diverse employment opportunities
- Attract well-paying employment

**Description of Action [Timeline]**

- Undertake a tourism strategy [2013]
- Undertake a trade area and retail gap analysis (as part of our business retention and expansion program) [2015 to 2017]
- Implement an investment attraction strategy [2018 to 2023]
- Develop and implement an "alumni" association for North Grenville (i.e., maintain communication for youth that leave the community so they are encouraged to return or contribute from afar) [2018 and on-going]

**Partners**

- High schools (alumni association)
- North Grenville Chamber of Commerce
- Old Town Kemptville Business Improvement Area
- University of Guelph

## North Grenville Priorities

1 2 **3** 4 5

### **Local Sustainability Champions and Organizations (tied with priority #2)**

#### **Desired Achievements**

- *Engage citizens for the betterment of our community*
- *Attract new volunteers to maintain our volunteer base*

#### **Description of Action [Timeframe]**

- *Host a Community Groups Fair (to bring together community agencies, groups, and individual champions / volunteers) [2015]*

#### **Partners**

- *Rideau-St. Lawrence Volunteer Board*
- *Sustainable North Grenville*
- *Service Clubs*
- *Community and Church groups*
- *Salvation Army*
- *Schools*

1 2 3 **4** 5

## **Local Food Production, Consumption and/or Export**

### **Desired Achievements**

- *Increased food security and more resilient economy/community*
- *Strengthened and diversified economy*
- *Stronger agricultural community*
- *Increased awareness of environmentally-sound agricultural practices*

### **Description of Action [Timeframe]**

- *Establish a Local Food Procurement Policy (for municipal events to be served with local food when possible) [2013]*
- *Create a Regional Food Systems Strategy<sup>1</sup> in partnership with other local municipalities [2015 to 2018]*
- *Work with the Kemptville Farmers' Market to make it available all four seasons [2020 to 2023]*

### **Partners**

- *Kemptville Farmers' Market*
- *University of Guelph*
- *Local municipalities (for food systems strategy)*

<sup>1</sup>For an example, refer to:

<http://www.metrovancouver.org/planning/development/AgricultureAndFood/Documents/RegionalFoodSystemStrategy.pdf>

## North Grenville Priorities

1 2 3 4 5

### Cycling & Trails and Paths

#### Desired Achievements

- Encourage healthy lifestyle through walking, cycling, etc.
- Reduce greenhouse emissions from local travel
- Strengthen linkages between our communities
- Foster the local economy by leveraging trails as a tourism asset

#### Description of Action [Timeframe]

- Implement the Trails Strategy [on-going]
- Update the Official Plan (to incorporate policies related to the Trails Strategy) [2014 to 2016]

#### Partners

- United Counties of Leeds and Grenville (trails on Counties Roads)
- Community Living
- Ferguson Forest Centre
- University of Guelph
- Kemptville District Hospital
- Leeds, Grenville & Lanark District Health Unit
- Community Groups

# Town of Prescott



## **Small Businesses in the Creative Economy**

### **Desired Achievements**

- *Reduce vacant storefronts in the downtown*
- *Expand the diversity of businesses attracted and retained*

### **Description of Action [Timeframe]**

- *Develop a business recruitment strategy [2013-2015]*
- *Consider incentives to keep retail in the downtown [2015-2019]*
- *Identify opportunities for reuse of existing manufacturing facilities [2019-2023]*
- *Expand industrial parks and identify opportunities for industrial development [2015-2023]*
- *Work with Business Improvement Association and the Chamber of Commerce to implement downtown business recruitment strategy [2015-2019]*
- *Expand farmers' market [2013-2015]*
- *Plan and implement downtown renewal (streetscape, signage, etc. [2015-2019]*
- *Identify an aggressive approach to market the waterfront for future hotel development [2021-2023]*
- *Consider a new municipal facility to provide public attraction in the downtown [2021-2023]*

## Partners

- *BIA*
- *Grenville Community Futures Development Corporation*
- *Chamber of Commerce – Prescott and District*
- *Province (Ontario Ministry of Agriculture, Food and Rural Affairs)*

*Note: Small business for Prescott means fewer than 50 employees, with a particular focus on fewer than 10 employees*

## Prescott Priorities

1 **2** 3 4 5

### **St. Lawrence Waterfront – Prescott as a Waterfront Town**

#### **Desired Achievements**

- *Enhance public access and functionality of the waterfront*
- *Increase tourism related to the waterfront*

#### **Description of Action [Timeframe]**

- *Identify an aggressive approach to market the waterfront for a future hotel development [ongoing]*
- *Develop a new park at the foot of Centre Street [2013-2015]*
- *Consider public space enhancements such as outdoor exercise equipment [2015-2019]*
- *Expand the extent of the beach [2015-2019]*
- *Consider covered structure for tennis courts on the waterfront [2017-2023]*

#### **Partners**

- *BIA*

Prescott Priorities

1 2 **3** 4 5

**Heritage Properties and Landscapes  
(tied with priorities #4 and #5)**

**Desired Achievements**

- *Designation of properties in Prescott*
- *Designation of Downtown District*

**Description of Action [Timeframe]**

- *Continue actions initiated by Prescott Heritage Committee (committee of council) [2013-2015]*
- *Include designation of Downtown as a historic district in work of the Committee [2015-2017]*
- *Strengthen the work of the Prescott Heritage Committee [2017-2019]*

**Partners**

- *Prescott Heritage Committee*
- *Historical Society*
- *Property owners*

## Prescott Priorities

1 2 3 **4** 5

### **Jobs in a Diverse and Innovative Economy (tied with priorities #3 and #5)**

#### **Desired Achievements**

- *More secure employment*
- *Higher quality of life from diverse income sources*
- *Job creation in local sectors*

#### **Description of Action**

- *Identify current talents and skills in the labour force [2013-2015]*
- *Identify opportunities to support and promote the following employment sectors [2015-2019]:*
  - *Bioeconomy*
  - *Tourism and heritage restoration*
  - *Parks Canada and history*
  - *High tech*
  - *Food and farmers' markets*
  - *Artists*
- *Continue to subsidize the tourism coordinator [ongoing]*
- *Enhance loyalty of the work force by identifying live/work options within the town [2015-2023]*
- *Develop strategy for employment in value-added sectors (such as artists and specialty stores) [2019-2023]*

#### **Partners**

- *Edwardsburgh/Cardinal*
- *Augusta*
- *United Counties of Leeds and Grenville*
- *Grenville Community Futures Development Corporation*

Prescott Priorities

1 2 3 4 **5**

**Local Sustainability Champions  
and Organizations  
(tied with priorities #3 and #4)**

**Desired Achievements**

- *There is an established network of local sustainability champions and organization working together to enhance the Town of Prescott*
- *Local sustainability champions and organization are recognized for their efforts*

**Description of Action**

- *Establish a Community Economic Development Advisory Committee of Council [2013-2015]*
- *Collaborate with existing organizations to identify opportunities [ongoing]*
- *Develop a service award to recognize citizens contributions (i.e. citizen of the year award) [2015-ongoing]*

**Partners**

- *Chamber of Commerce – Prescott and District*
- *BIA*
- *St. Lawrence Shakespeare Festival*

# *Township of Rideau Lakes*



Rideau Lakes Priorities

1 2 3 4

**The Needs of an Aging and Growing Population (tied with priority #2)**

**Desired Achievements**

- *Facilitate seniors staying in our community*
- *Encourage affordable housing options for all age groups including seniors*
- *Maintain recreational opportunities for all age groups including seniors*

**Description of Action [Timeframe]**

- *Update Official Plan housing policies (for flexibility in different / small housing forms and second units) [2015]*
- *Undertake a Community Improvement Plan to provide financial incentives for increasing accessibility / barrier free access and/or the conversion of properties to add second residential units [2013 to 2023]*
- *Continue partnership funding for neighbouring municipalities to service Rideau Lakes citizens with recreational programming [2013 to 2023]*

**Partners**

- *Neighbouring municipalities*

## Rideau Lakes Priorities

1 **2** 3 4

### **Trails and Paths & Natural River/Creek Corridors (tied with priority #1)**

#### **Desired Achievements**

- *Increased activity (walking, cycling) of our citizens*
- *Leveraging investments in trails for tourism*
- *Contribute to sustainable waterways and watersheds*

#### **Description of Action [Timeframe]**

- *Update the Parks and Recreation Master Plan [2013 to 2015]*
- *Adopt a policy regarding trails [2016 to 2019]*
- *Waive/reduce zoning fees for properties with public access added to the Land Trust [2016 to 2023]*
- *Make the trail connection between South Elmsley, the Cataraqui Trail, and residential growth in the area [2020 to 2023]*

#### **Partners**

- *To be determined during implementation*

## **Small Businesses in the Creative Economy**

### **Desired Achievements**

- *Improve opportunities for small business start-up and self-employment*
- *Improve opportunities for home-based business (arts, services, etc.)*

### **Description of Action [Timeframe]**

- *Review and update the Home-Based Business section of the Zoning By-law [2016 to 2018]*

### **Partners**

- *To be determined during implementation*

## Rideau Lakes Priorities

1 2 3 **4**

### **Sustainable Infrastructure**

#### **Desired Achievements**

- *Road infrastructure meets the needs of our community*
- *Infrastructure is affordable so the municipality is financially stable*

#### **Description of Action [Timeframe]**

- *Continue upgrading gravel roads to hard surface [2013 to 2015]*
- *Advocate the Provincial role in Highway 15 (as key infrastructure for Rideau Lakes) [2013 to 2023]*

#### **Partners**

- *Ministry of Transportation Ontario*

# *Village of Westport*



## Westport Priorities

1 2 3 4 5

### **The Needs of the Aging Population (tied with priority #2)**

#### **Desired Achievements**

- *New development serves the needs of seniors*
- *Services for seniors are well-known and well-used*

#### **Description of Action [Timeframe]**

- *Approve a new medical centre development [2013 to 2014]*
- *One member of Council participates regularly in the Westport Senior Citizens Club [2013 to 2023]*
- *Coordinate speakers about healthy aging at seniors-focused event (e.g., church suppers) [2017 to 2023]*
- *Encourage the local newspaper to regularly profile seniors services [2013 to 2023]*

#### **Partners**

- *Portland Community Health Centre*
- *Local service organizations*
- *Public Health Unit*
- *Local media*
- *Community and Primary Health Care (Westport)*

1 **2** 3 4 5

**Sustainable Infrastructure  
(Roads, Water/Sewer)  
(tied with priority #1)**

**Desired Achievements**

- *Continued good roads, sidewalks, and water*
- *More environmentally responsible road maintenance practices*

**Description of Action [Timeframe]**

- *Continue implementing our 10-year roads/infrastructure maintenance plan [2013 to 2015]*
- *Use recycled asphalt in road repairs [2016 to 2018]*
- *Investigate and implement an environmentally-friendly alternative to salt for road/sidewalk clearing in wintertime [2019 to 2023]*

**Partners**

- *United Counties of Leeds and Grenville (assist with bulk purchase of road salt alternative)*

## Westport Priorities

1 2 **3** 4 5

### **Small Business in the Creative Economy**

#### **Desired Achievements**

- *Tourism and unique community character continues to draw customers for our businesses*
- *Young people who grow up in the village can find employment here*
- *Maintain a strong economy that provides taxes to support infrastructure*
- *Families and individuals maintain an adequate income*

#### **Description of Action [Timeframe]**

- *Maintain rental reduction or community centre for Arts Festival [on-going]*
- *Maintain grant funding for Music Westport Festival [on-going]*
- *Maintain grant funding to Museum [on-going]*
- *Provide new benches and pathways in downtown (to support beautification and continue attracting people to the stores) [five year intervals of 2013, 2018, and 2023]*

#### **Partners**

- *To be determined during implementation*



## **Heritage Properties and Landscapes (tied with priority #5)**

### **Desired Achievements**

- *Public recognition of our heritage sites*
- *Public appreciation of heritage sites*
- *Better equipped archives*
- *Better museum facilities*
- *Maintain the harbour as part of our identity and economy*

### **Description of Action [Timeframe]**

- *Add the Heritage Walking Tour to our website [2013]*
- *Designate the post office as a heritage property [2013 to 2016]*
- *Encourage private citizens to have their heritage property designated [2016 to 2023]*
  - *Educate interested persons about the flexibility in the designation to address their concerns about architectural control on renovations*
  - *Add the new heritage property on the Heritage Walking Tour (using the heritage building brochure recently produced by the Heritage Committee)*
  - *Promote the newly designated property in the local news*
- *Arrange new space for a larger Archives [2019 to 2023]*
- *Retro-fit the museum [2019 to 2023]*
  - *Apply for a retro-fit grant from a higher level of government when a program becomes available*
- *Further develop the harbour based on the Harbour Plan [2020-2023]*

## ***Partners***

- *Museum Volunteer Board*
- *Library Board (archives)*

## **Trails and Paths (tied with priority #4)**

### **Desired Achievements**

- *More residents using and contributing to our trails and paths*
- *Improved citizen health through recreation within our community*
- *Improved citizen appreciation of our local natural amenities*

### **Description of Action [Timeframe]**

- *Build a boardwalk along the causeway [2018 to 2023]*
  - *Undertake due diligence/study to determine requirements for the boardwalk*
  - *Start a funding program where citizens / business can buy a board*
- *Implement "Westport in Bloom" plan [2018 to 2023]*
  - *Prepare designs*
  - *Work with business to open their fences and gates*
  - *Install improvements such as benches, trees, tables, etc.*

### **Partners**

- *United Counties of Leeds and Grenville*
- *RVCA for environmental approvals*
- *Parks Canada*
- *Trillium Grant application / Provincial annual funding (for boardwalk as a trail)*

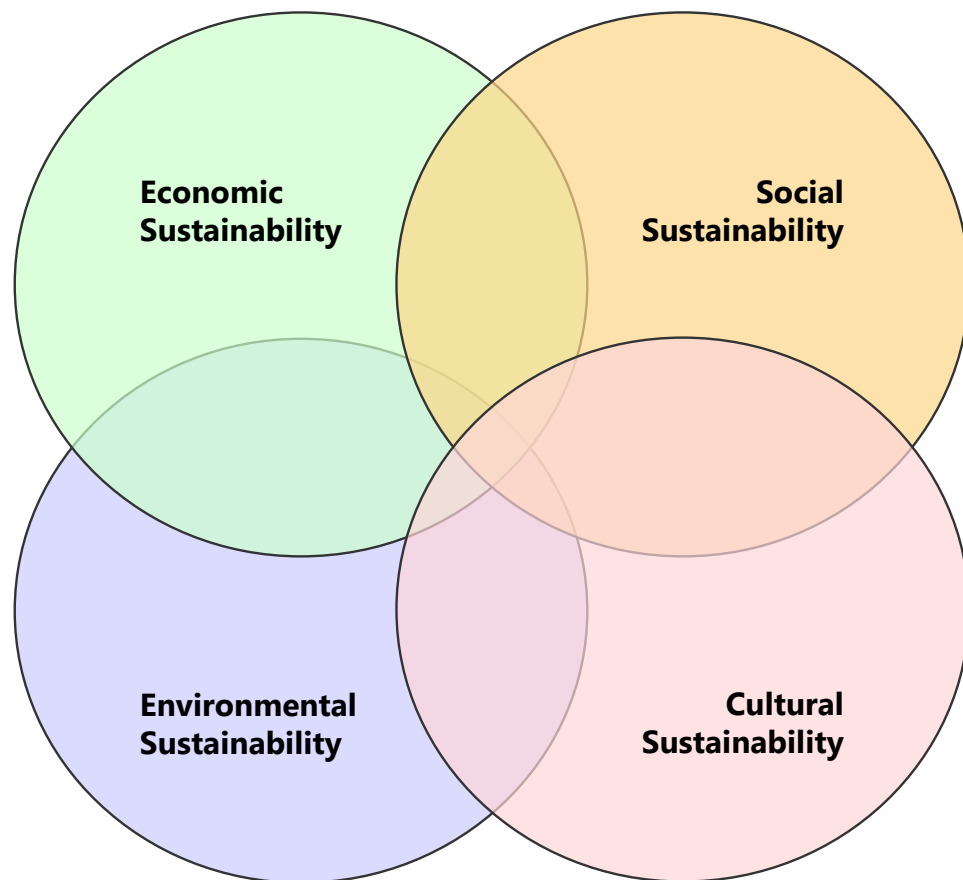


# *How We Measure Success*

*A monitoring program has been established to track and communicate progress to stakeholders. The program includes two components: reporting on implementation of the action plans, as well as tracking of sustainability indicators.*

## ***Sustainability Indicators***

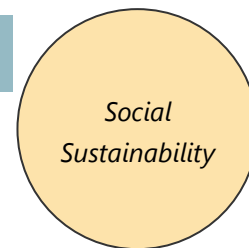
*Sustainability indicators have been established to measure progress towards achieving the future described in the vision statement. Instead of using separate indicators for every action, a list of indicators has been identified for each cornerstone of sustainability. This list is meant to serve as a menu of indicators for the Counties to select the most suitable for use and track on an ongoing basis.*



## Indicators of Economic Sustainability

<b>Indicator</b>	<b>Why it was selected</b>	<b>Source</b>
<i>Number employed by occupation type</i>	<i>Demonstrates the strength of the local economy and openness to new kinds of employment opportunities</i>	<i>Statistics Canada Labour Force Survey</i>
<i>Number of businesses, by sector</i>	<i>Demonstrates the resilience of the local economy by relying different types of businesses</i>	<i>Statistics Canada Canadian Business Patterns</i>
<i>Number of businesses by number of employees</i>	<i>Captures the changing role played by smaller businesses, typically locally-owned and operated, as an important source of employment</i>	<i>Statistics Canada Canadian Business Patterns</i>
<i>Value of farm receipts</i>	<i>Captures the economic productivity of the agricultural sector in the Counties</i>	<i>Statistics Canada Census of Agriculture</i>
<i>Value of property tax assessment, by class</i>	<i>A standard measure of the vibrancy of the local economy, and of the fiscal health of municipal government</i>	<i>All municipalities</i>
<i>Number of visitors to the Counties</i>	<i>Measures the role played by non-residents in contributing to local economic growth</i>	<i>Ontario Ministry of Tourism, Culture and Sport</i>
<i>Value of building permits, by sector</i>	<i>A standard measure of the strength of employment-generating activity</i>	<i>All municipalities</i>
<i>Business bankruptcies</i>	<i>A standard measure of the health of local business, complementing the measure of vacancy rates</i>	<i>Industry Canada Bankruptcy and Insolvency Records</i>





## Indicators of *Social Sustainability*

<b>Indicator</b>	<b>Why it was selected</b>	<b>Source</b>
<i>Population in age category 20-34</i>	<i>Captures the community's capacity to retain and/or attract young adults, and maintain a balanced community</i>	<i>Statistics Canada Community Profile</i>
<i>Families, with children aged 0-14</i>	<i>Captures the community's capacity to retain and/or attract young families, and maintain a balanced community</i>	<i>Statistics Canada Community Profile</i>
<i>Unemployment, by age, 15-24</i>	<i>A standard measure of youth unemployment, and an indicator of the likelihood of retaining young people in the community</i>	<i>Statistics Canada Community Profile</i>
<i>Average income</i>	<i>A standard measure of quality of life. Measuring income for different parts of the population also measures the degree of income inequality within the community</i>	<i>Statistics Canada Community Profile</i>
<i>Average cost of housing</i>	<i>An indicator of the affordability of living in the community, and the capacity to retain and/or attract homeowners</i>	<i>Canada Mortgage &amp; Housing Corp.</i>
<i>Average residential rent</i>	<i>An indicator of the range of housing options available in the community</i>	<i>Canada Mortgage &amp; Housing Corp.</i>
<i>Educational attainment, by age</i>	<i>An indicator of the community's success in retaining and/or attracting an educated and skilled workforce</i>	<i>Statistics Canada Community Profile</i>
<i>Volunteer hours and percent population</i>	<i>A measure of the level of community involvement in civic activities and the level of social cohesion</i>	<i>Statistics Canada Survey of Giving, Volunteering and Participating</i>
<i>Kilometres of recreational trails</i>	<i>An indicator of health, measuring an opportunity for pursuing active living</i>	<i>Counties</i>
<i>Average commute times</i>	<i>A measure of quality of life capturing the strength of living in a smaller community</i>	<i>Statistics Canada General Social Survey</i>





## Indicators of *Environmental Sustainability*

<b>Indicator</b>	<b>Why it was selected</b>	<b>Source</b>
<i>Drinking water quality</i>	<i>A measure of quality of life focused on reliability of drinking water</i>	<i>Environment Canada</i>
<i>Energy consumption, by sector</i>	<i>A measure of environmental impact and of long-term cost efficiency, to be used in combination with measures of water consumption and waste production/diversion</i>	<i>Hydro One</i>
<i>Total per capita waste collected</i>	<i>A measure of environmental impact associated with level of consumption, to be used in combination with measures of water and energy consumption</i>	<i>Municipalities / private solid waste management company</i>
<i>Solid waste diversion rate</i>	<i>A measure of environmental impact and of long term cost savings related to waste disposal, to be used in combination with measures of water and energy consumption</i>	<i>Municipalities / private solid waste management company</i>
<i>Water consumption per capita</i>	<i>A measure of environmental impact and of cost efficiency, to be used in combination with measure of waste production/diversion and energy consumption</i>	<i>Environment Canada</i>
<i>Hectares of tree cover</i>	<i>A measure of a healthy natural environment and one of the benefits of living in a smaller community</i>	<i>Counties GIS Dept.</i>
<i>Hectares of protected natural areas</i>	<i>A measure of a healthy natural environment and one of the benefits of living in a smaller community</i>	<i>Counties GIS Dept.</i>
<i>Tonnage of road salt per kilometre</i>	<i>A measure of environmental impact and cost efficiency</i>	<i>Municipalities</i>
<i>Commuter modal split</i>	<i>A measure of environmental impact and transportation choice available to residents</i>	<i>Statistics Canada General Social Survey</i>



## Indicators of **Cultural Sustainability**

<b>Indicator</b>	<b>Why it was selected</b>	<b>Source</b>
<i>Number of farms, hectares of farms</i>	<i>Captures the degree and pace of change in the cultural landscape of the Counties, to be used in conjunction with the number of farm operators</i>	<i>Statistics Canada Census of Agriculture</i>
<i>Number of farm operators</i>	<i>Captures the degree and pace of change in the cultural landscape of the Counties, to be used in conjunction with the number and hectares of farms</i>	<i>Statistics Canada Census of Agriculture</i>
<i>Number of farmers' and garden markets</i>	<i>Captures the role and importance of local farmers within the broader community</i>	<i>Municipalities</i>
<i>Number of Heritage Act designated sites</i>	<i>A measure of the level of commitment to preserving the community's cultural heritage</i>	<i>Municipalities</i>
<i>Kilometres of publicly accessible waterfront</i>	<i>Captures the extent to which the community's historical relationship to the waterfront is being preserved</i>	<i>Counties GIS Dept.</i>
<i>Number of local festivals</i>	<i>An indicator of the recognition given to local culture by the broader community</i>	<i>Municipalities</i>
<i>Number of cultural groups and events</i>	<i>Measures the amount of cultural activities being held within the Counties</i>	<i>Counties Comprehensive Event Calendar*</i>
<i>Number of web hits on ICSP website</i>	<i>Reflects the level of community engagement in a public policy process focused on sustainability</i>	<i>Counties</i>

\* Not currently developed



## ***Tools for Progress Reporting***

*A targeted and focused approach will be taken for monitoring that will provide regular progress reports for a range of audiences.*

*The following reporting tools will be developed to provide on-going monitoring of progress:*

- ***Sustainability Progress Report:*** *conducted annually (using input from staff of the Counties, member municipalities, and partner municipalities staff) and released by the Counties*
- ***ICSP Newsletter:*** *conducted by Counties staff and released semi-annually*
- ***ICSP Indicator & Project Update:*** *on-going updates of website by Counties staff*

### ***Project website:***

[www.leedsgrenville.com/icsp](http://www.leedsgrenville.com/icsp)

### ***Follow us on Facebook:***

[www.facebook.com/leedsgrenvilleicsp](http://www.facebook.com/leedsgrenvilleicsp)

## Special Thanks

### Partners

Federal Gas Tax Agreement

Federation of Canadian Municipalities Green Municipal Fund

### Project Contributors

This Regional ICSP is a result of nearly two years of work. **We would like to recognize the substantial time volunteered and strong sense of partnership and cooperation which has been forged to help us all be more sustainable.** We would like to provide special recognition to:

- **ICSP Advisory Group:** Comprised of Counties staff and elected representatives, this group met regularly to provide oversight on the project, review results, and ratify direction.
- **Community Liaison Team:** Comprised of local residents as well as business and community leaders, the mandate of this group was to provide an on-going forum for advice, feedback and guidance to the ICSP Advisory Group at key points during the ICSP development process.
- **Citizens and Stakeholders:** The ICSP is a result of the participation of hundreds of citizens and stakeholders, as well as numerous agencies, organizations, and governments who all provided time and commitment to this project towards the pursuit of a sustainable future.

The project was led by Dillon Consulting Limited in collaboration with Clara Consulting and Acacia Consulting and Research.