



# Integrated Community Sustainability Plan

City of Charlottetown, PEI

March 2017

**CHARLOTTETOWN**  
*Great things happen here.*

**the  
inspired  
city**

## Environment and Sustainability Standing Committee



Chair – Deputy Mayor Mike Duffy



Vice-Chair – Councillor Jason Coady



Member at Large – Councillor Edward Rice

## Mayors Letter

Dear residents,

The Integrated Community Sustainability Plan (ICSP) provides us with a framework of tangible goals and actions to strive toward in the City of Charlottetown. This plan directly addresses citizen concerns surrounding the sustainability of our resources and way of life by identifying the community assets and key stakeholders who can contribute to the solutions.

Sustainable cities aim to balance the interests of the economy and the environment without sacrificing the things that make them unique and vibrant, such as culture and society. Charlottetown understands the importance of these interconnections and I believe will enable working together to put this plan in action each of these integral values to thrive, now and for generations to come.

We are so grateful to the numerous contributors to this plan who each added their unique perspective on sustainability in Charlottetown. Through City events, such as the ICSP: Meet and Speak, are gathered feedback from many different groups and stakeholders, increase transparency, and encouraged collaboration throughout the process of creating the plan. The Integrated Community Sustainability Plan would not be an accurate representation of our City's goals without the voices of the community members who shared their ideas, concerns, and hopes for Charlottetown moving forward.

I invite you to review the updated Integrated Community Sustainability Plan and encourage you to continue to send us your feedback. We are always looking for new ideas and ways to meet our sustainability goals.

Kindest regards,

**Clifford J. Lee**  
Mayor of Charlottetown







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## Introduction

In February 2010, the City of Charlottetown launched its inaugural Integrated Community Sustainability Plan (ICSP). Created in partnership with the community, it acted as a template for a long-term strategic plan to help the City reach its sustainability goals in the context of environmental, economic, social, and cultural aspects of our system.

Seven years later, it is now time to assess the progress, and re-imagine the next phase of the plan. Are the vision statements still representative of our desired framework? What kinds of Goals and Actions were accomplished, what needs work, and what initiatives should be added or edited from the project?

This updated ICSP details the review program followed by a series of value statements and Goals and Actions that provide the template for the 2017 update to the plan.

The overarching principles and themes that were consistently presented during consultations, made it clear it is critical for the City to show:

**Leadership** – The City will show leadership by demonstrating commitment to the Goals and Actions laid out in the plan and setting an example for others. Community leadership by organizations, businesses and individuals will be essential in order to meet sustainability goals.

**Collaboration** – Collaboration will bring together key players to share knowledge and expertise in an effort to achieve the community's sustainability goals. No group or individual will be successful in isolation. Only by working together, will it be possible to achieve the community's sustainability goals.

**Innovation** – Innovation will require that all those involved approach problems from new angles to identify solutions for lasting impact.

**Action** – Action will involve working together to leverage the community's collective skills and assets. Small successes will build momentum and keep the community motivated to continue to moving forward.





## About The 2010 ICSP

The purpose of the original Integrated Community Sustainability Plan was to equip the City of Charlottetown with a long-term, forward-thinking strategic plan, developed in consultation with the community, to provide direction to realize sustainability objectives for its environmental, economic, social and cultural dimensions. Development of the ICSP was in response to the federal government commitment to transfer funds to municipal governments pursuant to the Agreement on the Transfer of Federal Gas Tax Revenues under the New Deal for Cities and Communities.

Subsequent to the 2010 ICSP launch, the City created a Sustainability Coordinator position, using the Goals and Actions from the document as a guide to develop the job description and duties. The 2010 ICSP became the guiding document for sustainable action and laid the groundwork for successful implementation of the phase.

Six years into the plan, it is now time to reflect and refocus. It is time to assess progress and ensure the City is moving in the right direction. After robust consultation with all sectors of the community, the 2017 ICSP brings the City into the next phase of implementation.

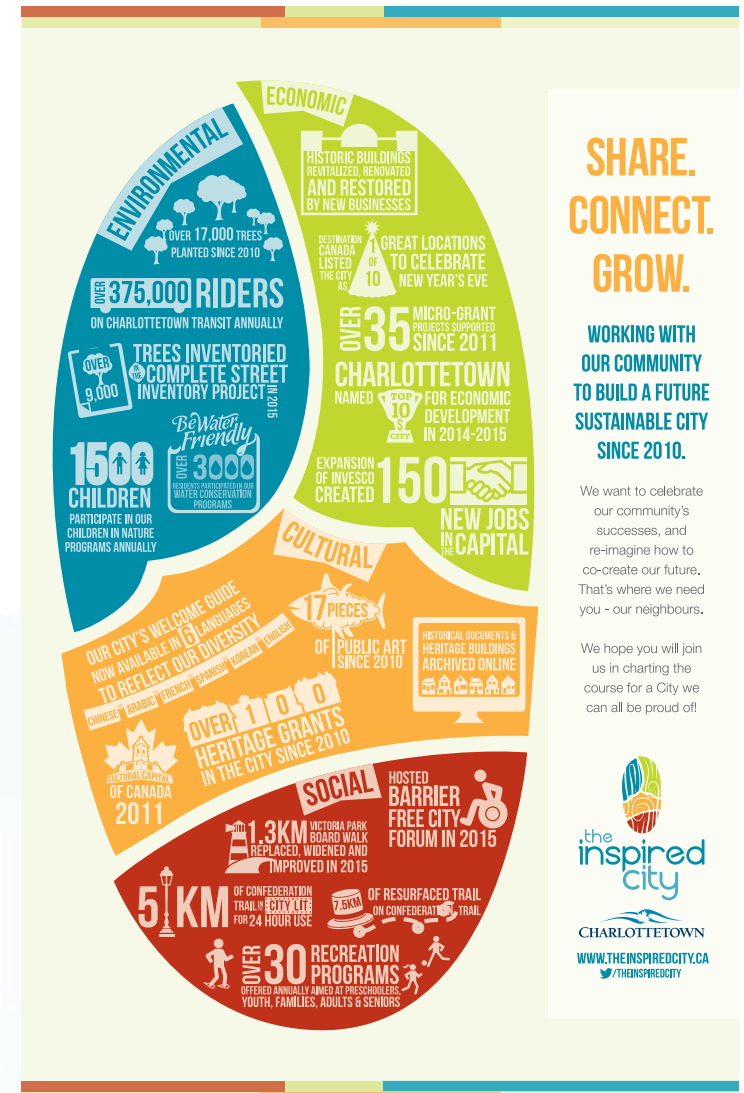
## About Sustainability

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- the concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and
- the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.”<sup>1</sup>

Given the dilemmas posed by current demands on our natural resources, we need to discover ways to work within those confines, reduce our ecological footprint, and find ways to meet our needs without further jeopardizing our health and environment.

1 - <http://www.iisd.org/topic/sustainable-development>



This infographic was created illustrating all of the City's major accomplishments since launching the 2010 ICSP. This interpretation model was well received by the community and clearly demonstrates the excellent work the City has done so far.

## City Of Charlottetown ICSP Review Process

### Consultation Program

The City ensured all residents and partners were given plenty of opportunity to offer feedback and ideas for initiatives. Stakeholder meetings were conducted in January 2016 at City Hall; in February 2016, the City hosted a public visioning session and community expo - The Inspired City Meet and Speak - and, in March 2016 a public survey was conducted to gather feedback.

### Promotion

- The Inspired City branding was used to launch this consultation series
- A brochure reviewing the 2010 ICSP was distributed in The Buzz
- Numerous ads promoting the Meet and Speak ran in The Buzz, The Guardian, and on Facebook
- Several radio spots and interviews ran on CBC, and a successful social media campaign ran on Facebook and Twitter
- The survey was promoted through CBC interviews, email list distribution, and the usual social media channels, garnering a response from 426 residents

### Stakeholder Meetings

A series of four stakeholder meetings were held at City Hall during the week of January 11 - 15, 2016. Approximately 60 organizations, city partners and interest groups were invited to attend these focus-group style discussions hosted by a third-party facilitator. Approximately a dozen people attended each meeting. Because invitations were not categorized into any particular groupings, there was an eclectic mix of community representatives present at each discussion. Copies of the 2010 ICSP document were distributed in advance, and during the sessions, participants were given copies of the Executive Summary so they could examine the essence of the 2010 ICSP and dissect areas for revision.





Revisiting the Vision Statements set out in the 2010 - 2015 plan, the facilitator asked:

“Are they still relevant? Are there new dimensions to consider? Looking at the original priorities put forth, are they still relevant, and where can we identify new priorities?”

The group was then broken down into even smaller numbers to study the goals and actions and identify:

“What common goals do we share, and in what ways can we collectively work towards those outcomes?”

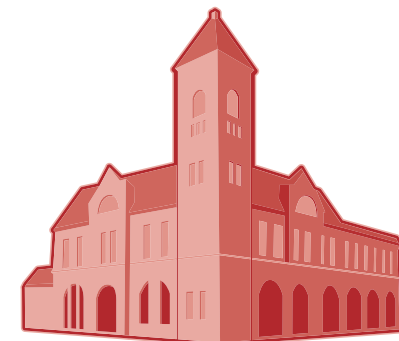
After the two hour consultation, a local Chef prepared a local sourced meal and discussed the importance of doing business through the sustainability lens. The meal was very well received and was praised for keeping in line with the theme of the meetings.

## Public Visioning Session

### INSPIRED CITY MEET and SPEAK

On the afternoon of February 4th, 2016, a public visioning session - The Inspired City Meet and Speak - was hosted by two facilitators and a Master of Ceremonies. The goal was to give the public an opportunity to review and provide feedback on the 2010 ICSP and its implementation and give engaged citizens a chance to connect and build community. A small crew of City staff and local community members were recruited to play the role of either ‘note taker’ or ‘conversation mover’. The more than 200 attendees were then split up into small groups, each discussing and providing feedback on one of those four pillars.

After the City shared some successes, attendees were asked to examine the Goals and Actions of the 2010 ICSP and determine what the priorities should be moving forward. At 20-30 - minute intervals, note takers and conversation movers went to different tables, switching up the discussion topics and allowing those participants to speak to each of the aspects of the 2010 ICSP. Note takers recorded the crux of each conversation, detailing both frustrations and roadblocks people were experiencing, and compiling the plethora of inspirational ideas for consideration by the city as it begins the next step in sustainability.





Facilitated with an Aboriginal “perspective” or “model”, the “Circle of Life Visioning Workshop” began by asking participants to discuss “What keeps you strong?”, use their less dominant hand to depict those elements, and then share their thoughts. This process was very effective to demonstrate the Aboriginal way of integrating the Circle of Life into sustainability thinking, enabling attendees to connect and discuss in innovative ways.

Bulletin boards with paper, pens and markers were situated around the room, so those who had not shared their thoughts in the roundtable discussions, would have another avenue to express their opinions.

Throughout the session a local artist was painting a picture to capture the mood of the room, and bring a creative, inspiring energy to the group, thus opening up to alternative ways of expressing and connecting. Showcasing local talent during the event was very well received and resulted in a unique keepsake of the afternoon’s proceedings. The acrylic painting on canvas, entitled “Departure”, now hangs in the second floor lobby of City Hall, 199 Queen Street.

“...I used the energy in the room during the Meet and Speak event as inspiration. The result is a piece based on ‘breaking out of line and forging new paths’.” *Lyndsey Paynter (artist)*

## Community Expo

Rejuvenating the 2010 ICSP provided an opportunity to celebrate the successes of the community and acknowledge the hard work of all of the City partners and local entrepreneurs who helped pioneer the transition to a more sustainable Charlottetown. In addition to an invitation sent out to the larger community to solicit feedback on the best way to move forward, the celebration provided a forum for the community to connect, get inspired, share, learn, and grow together.

The Inspired City Community Expo was held on the evening of February 4, 2016. The Master of Ceremonies guided the event while a local DJ provided music. Approximately 30 community groups set up booths with information about local initiatives people could get involved and connect with.

The evening was very well attended with participants indicating they would like the city to host such events more often.





## Public Engagement Survey

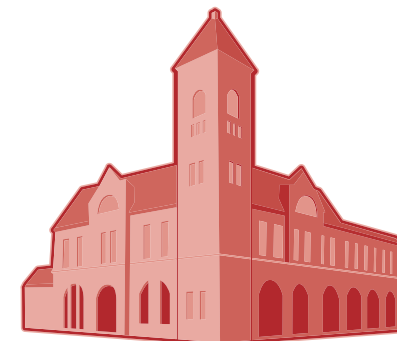
“Sustainability needs to go beyond merely maintaining our abusive over-usage patterns in “modern” society. True health is spiritual, ecological and social in nature. All three of these considered into any design will achieve short and long term success by any real measure.”  
 - survey participant

Feedback from the stakeholder meetings and the Meet and Speak was used to formulate a series of survey questions asking residents about their top priorities for achieving long-term sustainability. This survey gave earlier participants a chance to share and those not able to previously participate an avenue to contribute their ideas. The survey was distributed on February 21, 2016, and closed on March 21, 2016. The 426 respondents prioritized their concerns for the next phase of the plan. The City used this information to see what strengths to build on. Answer choices and percentage of responses are shown in the table on the right in order of priority:

### ANSWER CHOICES:

### RESPONSES:

Protecting and conserving drinking water	<b>69.61%</b> 268
Reducing electricity use and switching to renewable sources of power (sun, wind, tidal, etc.)	<b>56.10%</b> 216
Reducing fossil fuel use for cars or using alternative modes of transportation (public transit, cycling, walking, electric vehicles)	<b>50.39%</b> 194
Ensuring the production and accessibility of locally grown foods	<b>49.61%</b> 191
Developing partnerships between government, industry and local agencies to ensure a healthy economy and job opportunities	<b>26.23%</b> 101
Developing long-term plans for managing, maintaining and replacing infrastructure (roads, sewer, facilities, etc.)	<b>39.48%</b> 152
Managing development in the City to reduce urban sprawl	<b>16.10%</b> 62
Providing opportunities for people to come together to socialize in public spaces and ensuring programs for all (youth, adults, seniors, people with disabilities, newcomers to Canada, etc.)	<b>26.23%</b> 101
Promoting and supporting cultural diversity in our communities by welcoming and retaining new residents	<b>23.90%</b> 92
Improving health and well-being of our residents through active lifestyles, improvements in diets and resources to improve emotional health	<b>40.26%</b> 155
Reducing poverty and providing low-income housing	<b>45.45%</b> 175
Preserving heritage and history as well as teaching traditional skills	<b>15.58%</b> 60



“It would be nice if there were instructional workshops (on the weekend when people would be able to attend) on areas of interest. Examples would be, installing solar panels, gardening techniques or some of the traditional skills like tapping trees or more workshops on chainsaw safety and managing woodlots. Things that get people out and about while engaging them in local life and the environment will benefit everyone.” - survey participant

Participants responded as follows when asked what actions they are currently taking to build a more sustainable lifestyle:

**ANSWER CHOICES:**

**RESPONSES:**

Carefully sorting your garbage and recycling whenever possible	<b>88.33%</b> 333
Buying local produce, meat and other products from PEI	<b>82.23%</b> 310
Reducing energy use in your home (energy efficiency upgrades and practices)	<b>75.07%</b> 283
Abstaining from using any cosmetic pesticides on your property or opting for low-risk products instead	<b>72.68%</b> 274
Conserving water at home (low-flow toilets, showerheads, rain barrels, etc.)	<b>67.64%</b> 255
Repairing items instead of purchasing new replacements	<b>66.05%</b> 249
Avoiding idling your vehicle	<b>62.07%</b> 234
Minimizing paper use	<b>60.21%</b> 227
Purchasing products with less packaging	<b>58.89%</b> 222
Using non-toxic or biodegradable cleaners and personal care products	<b>57.56%</b> 217
Walking or cycling to work, school or to do errands	<b>52.52%</b> 198
Volunteering with community events, programs or on boards	<b>48.81%</b> 184
Taking public transit	<b>22.81%</b> 86
Carpooling	<b>19.10%</b> 72
Using alternative, renewable energy sources (solar panels, etc.)	<b>17.77%</b> 67
Driving a hybrid or electric vehicle	<b>5.04%</b> 19
Other	<b>7.96%</b> 30



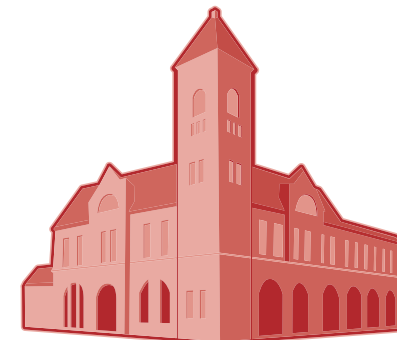
## Acknowledgements: Public Consultation Sessions 2016

### STAKEHOLDERS:

- ADAPT
- Atlantic Canada Opportunities Agency
- Atlantic Summer Institute on Healthy Safe Communities
- Bell Aliant Centre
- Boys and Girls Club
- Canada and China International Business Newspaper
- Charlottetown Airport Authority
- Charlottetown Area Development Corporation
- Charlottetown Harbour Authority
- Charlottetown Member of Parliament
- City of Summerside
- Confederation Centre of the Arts
- Confederation Centre Public Library
- Culture PEI/The Spot Charlottetown
- Department of Education and Early Childhood Development
- Department of Communities, Land and Environment
- Discover Charlottetown
- Downtown Charlottetown Inc.
- Eastlink Centre
- ECOPEI
- Emergency Measures Organization
- Food Security Network
- Friends of the Farm
- Fusion PEI
- goPEI!
- Greater Charlottetown Area Chamber of Commerce
- Habitat for Humanity
- Holland College
- Innovation PEI
- Island Trails
- MacPhail Woods
- Meetings and Conventions PEI
- Mi'kmaq Confederacy
- Murphy's Community Centre
- Open Data Working Group
- PEI Adventure Initiative
- PEI Advisory Council on the Status of Women
- PEI Association for Community Living
- PEI Association for Newcomers to Canada
- PEI BioAlliance
- PEI Business Women's Association
- PEI Connectors
- PEI Council of People with Disabilities
- PEI Seniors Secretariat
- PEI Watershed Alliance
- Pisquid Watershed
- Public Transit Coalition
- Seniors Active Living Centre (at CARI)
- Seniors College
- Sierra Club
- Sport PEI/Cycle PEI
- Sport, Recreation and Healthy Living PEI
- The Guild
- The Hotel/Motel Association of PEI
- The Mount Continuing Care Community
- this town is small
- TIAPEI
- Tourism PEI
- Town of Stratford
- University of Prince Edward Island (UPEI)
- Voluntary Resource Council
- Women's Network

### COMMUNITY EXPO INFORMATION BOOTHS:

- Canadian Paraplegic Association/ Spinal Cord Injury PEI
- City of Charlottetown - Nature Programs and Trees and Invasive Species, Economic Development Officer, Utility Projects Officer, Fire Department
- Confederation Centre Library
- Earthship PEI
- Fortuna Bamboo
- Fox Club Society
- Fusion Charlottetown
- Island Renewables
- Island Food Skills Initiative
- Maritime Yoga College
- OpenStreetMap.org
- Owls Hollow
- PEI Association of Newcomers to Canada
- PEI Food Exchange
- PEI Girl Guides
- Plate It
- Reading Town
- Sacred Water with Eliza Knockwood
- Scouts Canada
- Seniors Active Living Centre
- Seniors College
- Sierra Club
- Trius Transit
- Watershed Alliance
- Winterlove PEI
- Youth Retention Advisory Board



## City Staff Meetings

In November 2015, the Sustainability Officer worked with department leads and managers to identify progress made on each of the 2010 ICSP Goals and Actions. This progress is summarized in the Goals and Actions table in Appendix A. Some City staff also participated in the February 4, 2016 Visioning Session on as “note takers” and “conversation movers”. They provided a lot of positive feedback saying this was a great way to hear some fresh ideas and get more excited about the impact of their work on the community.

The draft updated ICSP, received in April 2016, was reviewed with all department leads and managers. The management team was asked to help refine the value statements as well as the Goals and Actions areas and identify key stakeholders in the implementation process. Small group discussions brought together staff from different departments so they could examine the draft from their diverse perspectives. These meetings helped identify necessary actions to address the goals put forth by the community. The group was also able to identify areas that are outside the City’s control and which stakeholders and partners would need to be engaged in order to make progress.





## ICSP FRAMEWORK

The 2017 ICSP is structured as follows to create a map to bring the City closer to community sustainability.

Value Statements	Goals and Actions	Key Stakeholders	Implementation Strategy
These statements summarize the community's key priorities and core beliefs. They are the reasons <b>why</b> we need to work on sustainability	The Goals and Actions outline <b>what</b> work needs to be completed in each priority area	The key stakeholders explain <b>who</b> needs to be involved in order to meet the sustainability goals	The strategy outlines <b>how</b> the actions will be completed

### Value Statements

We work in collaboration with the public and our partners to manage our resources responsibly, and with transparency, ensuring we leave a resilient democratic legacy.

Our waterfront is one of our greatest assets, providing tremendous opportunity as well as challenges. We recognize that climate change concerns such as storm surge preparedness, and the conservation of our watersheds and water quality, are of paramount concern to "Island residents".

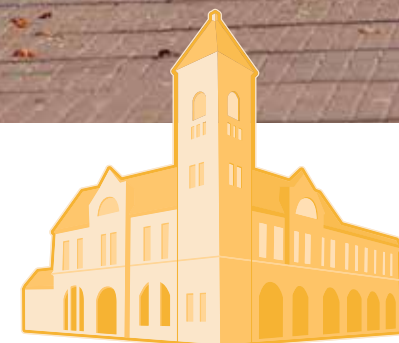
We are constantly developing inventive partnerships and mechanisms for a healthy economy.

We support an atmosphere of innovation, creativity and imagination, building from our exceptional educational facilities and the cultural richness that exists in our community.

We approach our bylaws, governing policies and guidelines with a fresh approach and flexibility to best accommodate the necessary transitions to a more sustainable City.

We see the changing dynamic of our City, with an aging population and increased cultural diversity, as an opportunity to actively work towards inclusion and openness. We work to repair our relationship with our Indigenous brothers and sisters, and we welcome new residents, address inequalities, and strengthen our close-knit community by creating a vibrant, safe environment for everyone.

Boasting many high quality open spaces and recreational facilities, we offer many opportunities to participate in a healthy, active lifestyle. We continue to build on our existing strengths, and make the most of what resources we have available, while breathing new life into underutilized spaces.



## Goals and Actions

Through consultation, the City received feedback on several areas with many great ideas for goals that could be set and actions that could be taken. While most sustainability goals cross boundaries and impact many different areas, this document, organizes these goals and their corresponding actions into the following ten themes, all given equal priority.

1. **Water**
2. **Energy**
3. **Transportation**
4. **Food**
5. **Healthy Economy**
6. **Infrastructure and the Built Environment**
7. **People and Places**
8. **Arts, Culture and Heritage**
9. **Active Healthy Living**
10. **Nature**

For each theme, the content will:

1. Describe **progress** since the 2010 ICSP
2. List **Goals and Actions** and existing community assets as prioritized by the community (for the 2017 ICSP)
3. Indicate the **key stakeholders** who can help realize this goal.





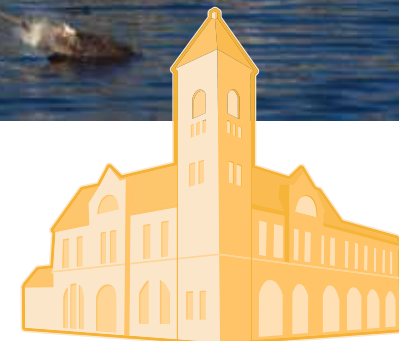
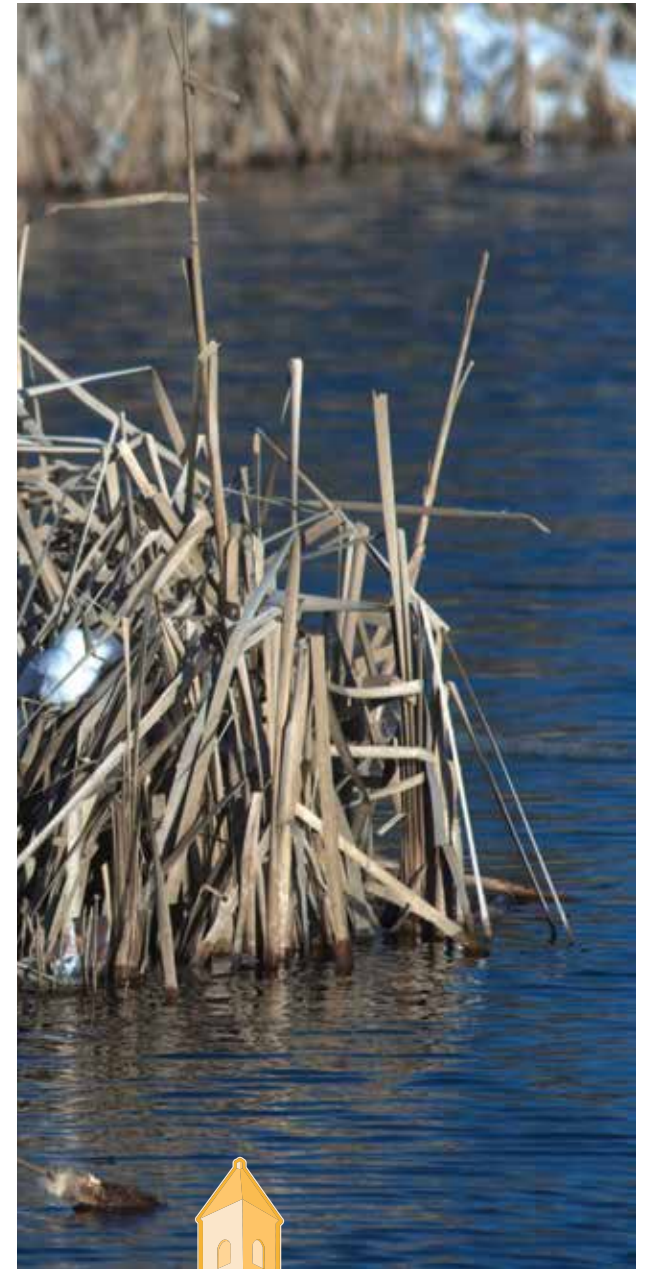
## Water

Charlottetown residents indicated that access to clean, quality drinking water is of paramount concern for our sustainable future and partnerships that work to conserve and enhance our watersheds are key for success.

“Only healthy ecosystems can provide the quantity and quality of water to support the needs of all beings, human and nonhuman alike for current and future generations.”  
- *individual submission*

### PROGRESS and EXISTING COMMUNITY ASSETS

- **City of Charlottetown Brook Trout Conservation Plan**, adopted in 2015, outlines the work needed to ensure healthy streams in the City. Progress is monitored by the Urban Watershed Working Group.
- Since 2011, multiple **water conservation programs** and initiatives have been implemented, including: water use restrictions, leak detection programs, rain barrel sales, rebate programs, showerhead exchange, Fix-a-Leak Week, public awareness campaigns and improvements to the water bill template.
- Since 2012, **wellfield protection plans** have been in place for the City’s wellfields in Brackley, Suffolk and Union Road. A wellfield protection plan has also been developed for the City’s new wellfield in Miltonvale. Reforestation has taken place at all City wellfields.
- In 2016, the City of Charlottetown passed a **cosmetic pesticides bylaw** to regulate the use of cosmetic pesticides in an effort to protect water quality and community health. The bylaw became effective January 1, 2017.
- The City’s **sewer separation project** was completed in 2016, eliminating combined sewer overflows into the Charlottetown Harbour.



## GOALS and ACTIONS

- Re-examine the existing water and sewer rate model to find new ways to encourage water conservation.
- Continue public awareness campaigns to emphasize the importance of protecting and managing water resources.
- Continue to offer incentive programs for water conservation.
- Continue efforts to improve water quality in the Charlottetown Harbour.
- Continue to implement the recommendations of the Water Conservation Plan 2014-2020.
- Continue to implement the recommendations of the City of Charlottetown Brook Trout Conservation Plan.
- Undergo a systematic study of the impact of the City's water usage on watersheds.
- Improve the convenience of water meter installation and work toward providing real-time information on water use that can be compared between water users.
- Encourage the use of rain gardens.
- Encourage the use of green roofs and permeable pavers.
- Promote the use of low-flow technology (e.g., waterless urinals and composting toilets) and awareness around different quality fixtures using MaP (Maximum Performance) ratings
- Provide drinking water sources or fountains downtown, in City facilities and in parks.
- Integrate water-related activities, highlighting Mi'kmaq traditions, storytelling, heritage, watershed education, water conservation technologies and services, into city events.
- Control stormwater runoff and minimize siltation in construction zones.
- Continue to implement wellfield protection plans to mitigate risks to the City's drinking water supplies.

## KEY STAKEHOLDERS

Business owners

Cornwall Area Watershed Group

Developers

ECOPEI

Ellen's Creek Watershed Group

Hillsborough Area Watershed Cooperative

Institutions

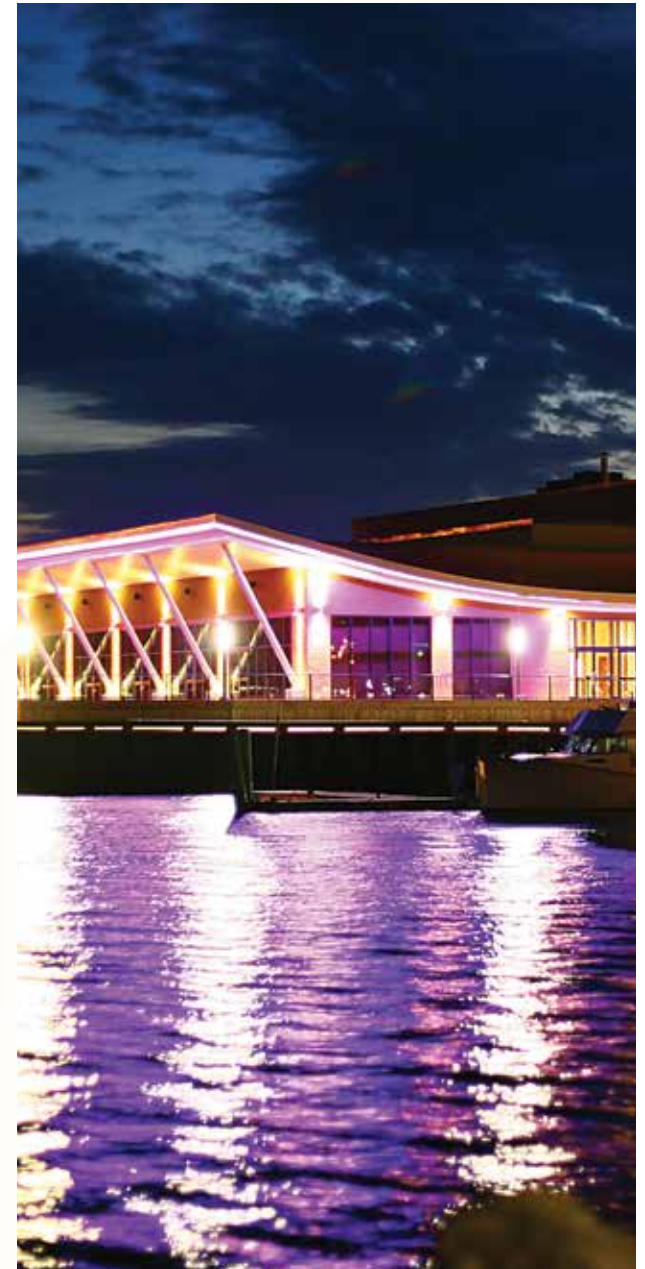
PEI Department of Communities,  
Land and Environment

Residents

Watershed Alliance

Winter River-Tracadie Bay Watershed Association

Wright's Creek Environmental Committee





## Energy

Improving energy efficiency, converting to renewable energy sources and reducing our dependency on fossil fuels are key components to community sustainability, as heard throughout the public consultation process.

“I’d like to see Charlottetown be the leader in solar power.”  
- *Meet and Speak participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- An **Energy Efficiency Coordinator** was hired in 2015 to begin conducting energy audits of City facilities, to oversee the implementation of audit recommendations and to complete a corporate greenhouse gas emissions inventory.
- In 2016, after an audit conducted at the City Works garage, several improvements were made to **reduce oil and electricity consumption**, including: interior/exterior LED lighting, automated controls for the heating system and the installation of heat pumps in office spaces.
- **Energy upgrades** at the West Royalty Community Centre include heat-pumps and attic insulation.
- A **corporate greenhouse gas emissions inventory** (Milestone 1 of the Partners for Climate Protection Program) was completed in 2016.
- An **LED retrofit** is currently in progress at City parkades.

### GOALS and ACTIONS

- Create opportunities to empower and engage the community about energy.
- Develop and deliver public awareness campaigns focused on energy efficiency and renewable energy.
- Update practices to ensure regulations do not impede the use of energy efficient technology in heritage preservation.
- Work with community partners to provide incentives to encourage energy efficiency and renewable energy.
- Continue to work on energy efficiency in City facilities.
- Improve processes and policies around energy monitoring and tracking in all City operations.



## GOALS and ACTIONS (continued)

- Create a community greenhouse gas emissions reduction strategy for the City of Charlottetown that includes setting and implementing long-term emission reduction targets at the corporate and community levels.
- Continue to promote the City's Certified Sustainable Business Program that encourages businesses to lower their environmental impact and rewards best practices in sustainable business.
- Investigate and demonstrate the use of innovative energy solutions.
- Adopt the 2015 National Building Code.

## KEY STAKEHOLDERS

Earthship PEI

Efficiency PEI

Energy solutions companies

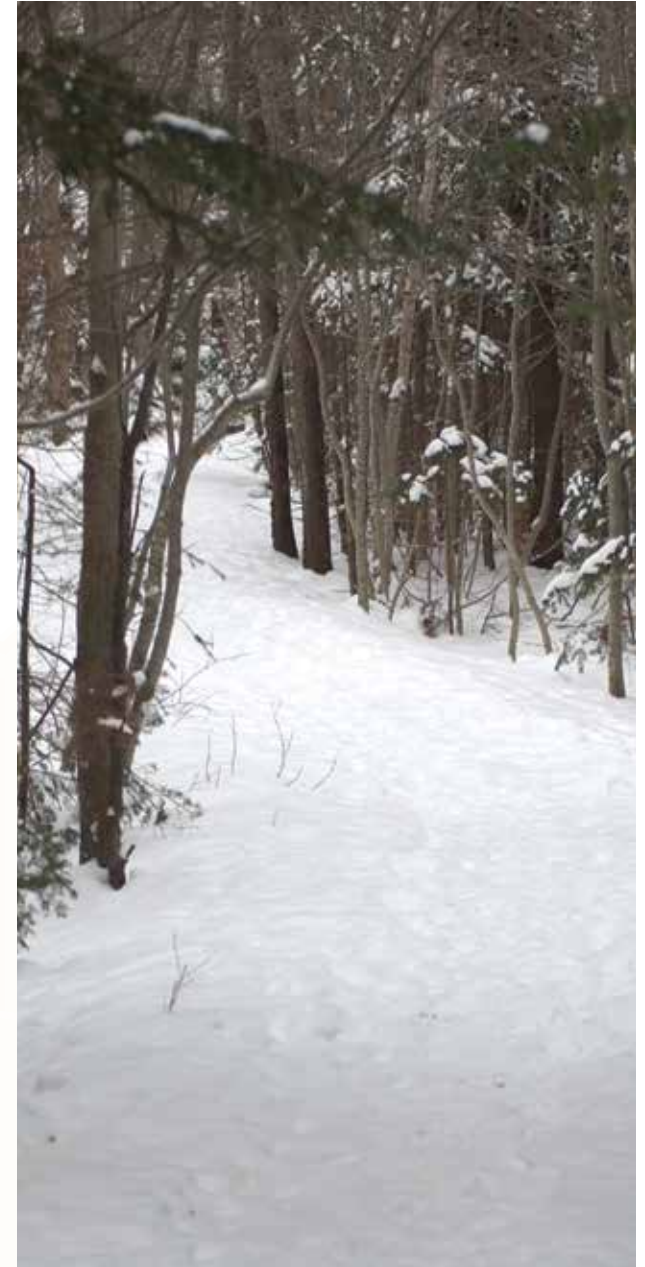
Holland College

Maritime Electric Ltd.

PEI Department of Transportation, Infrastructure and Energy

PEI Energy Corporation

University of Prince Edward Island



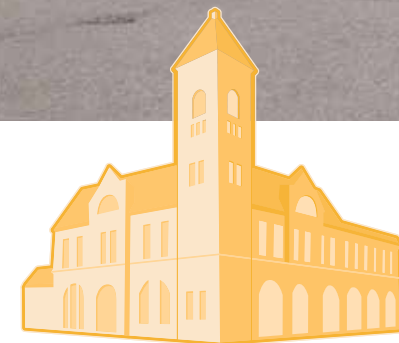
## Transportation

The City of Charlottetown is striving to reduce fossil fuel dependency by creating a culture of active transportation, improving public transit and reducing car emissions. The City seeks to improve barrier-free accessibility to active transportation networks, to transit and to City facilities.

“We need better, dedicated bike lanes. Kudos to the effort so far but to be more efficient and attract more people to biking, the lanes need to be upgraded and dedicated for bikers. We need better access to the (Confederation) trail from all parts of the city.” - *Meet and Speak participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- The **Regional Active Transportation Plan** was adopted in 2012 in partnership with Cornwall, Stratford and the PEI Department of Transportation and Infrastructure Renewal.
- The **Transit Strategic Plan**, also adopted in 2012, led to the implementation of a 15-minute service on University Avenue and the creation of the U-PASS program with University of Prince Edward Island.
- Several **improvements and additions to bike routes** throughout the City encourage cycling.
- In 2016, **lighting of the Confederation Trail** within City limits was completed, extending the use of the trail and improving safety and visibility for all users. The trail was resurfaced in 2015.
- In 2015, the **Victoria Park Boardwalk** was completely renovated.
- Several elements included in the **East Royalty Neighbourhood Plan**, adopted in 2015, increase the focus on active transportation. These elements will be considered for inclusion in the City’s Official Plan which is currently being updated.
- The City promotes **public transit** as an option to attend the City’s public events and continuously looks for opportunities to increase ridership and promote transit (e.g. Transit Love events, Ridership Appreciation days, employer outreach). **Ten refurbished buses** were purchased in 2016 and will be equipped with free Wi-Fi, bike racks and GPS.
- In September 2016, the City held its first **Cycle Our City event**. The event included a bike repair clinic, a bike rodeo, information sessions and a guided ride on one of Charlottetown’s cycling routes.
- The City released a **cycling map** in 2016 and installed a **bike fix-it station** in Joe Ghiz Park.





## GOALS and ACTIONS

- Identify and fix gaps in cycling routes and improve signage.
- Continue to provide courses in cycling safety and completing minor bike repairs/maintenance.
- Continue to develop and deliver public awareness campaigns highlighting existing and new cycling routes and cycling safety.
- Continue to develop the cycling map for Charlottetown.
- Continue to work with community stakeholders to help ensure sufficient bike racks are available in the City.
- Continue to implement the Regional Active Transportation Plan.
- Investigate the need for more electric vehicle charging stations.
- Evaluate different fee structures for parking that will incentivize carpooling, transit use and active transportation.
- Continue to implement the recommendations of the City's Barrier Free City Report 2016.
- Increase transit ridership.
- Provide support to potential users who are not familiar with the City's Transit system.
- Research models for innovative transportation opportunities (e.g., bike shares and car shares).
- Review City fleet and operations to identify ways to reduce idling, kilometres traveled and carbon emissions.
- Continue to offer learn-to-run programs and walking clubs to encourage healthy, active forms of transportation.
- Build more compact neighborhoods where amenities are easily accessible through active transportation and transit.

## KEY STAKEHOLDERS

Charlottetown Area Development Corporation (CADC)  
Canadian Urban Transit Association (CUTA)  
Cycling PEI  
Downtown Charlottetown Inc. (DCI)  
go!PEI  
Local schools  
Local bike businesses  
Pat and the Elephant

PEI Association of Newcomers to Canada (PEIANC)  
PEI Council of People with Disabilities  
PEI Public Transit Coalition  
PEI Trails  
Recreation PEI  
Sport PEI  
Trius Transit



## Food

The City of Charlottetown aims to promote local food production and procurement, improve food security, reduce food waste and use the culinary assets of the community to connect locals and visitors with food.

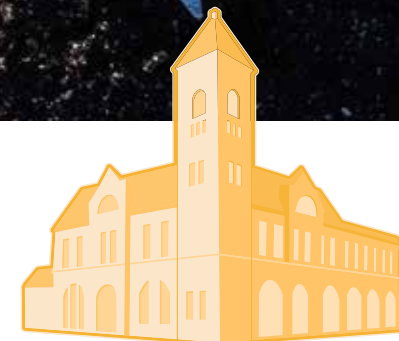
“There’s a sense that we’re operating in isolation. We’re inside a bigger picture with climate change and food security and the city should be taking this into account. The City should be able to take a stand and influence the source of food people are eating” - *survey participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- The City plants and maintains **vegetable planters** at Victoria Park and Orlebar park from which the public are free to harvest.
- The City offers a **Gardening in Small Spaces workshop** each year to teach basic gardening skills.
- The City offered Garden Days workshops in June in 2015 and 2016, focusing on vegetables.
- The City provides support to some of the existing **community gardens**.
- The City has adopted a **Sustainable Meetings policy** which encourages the use of local food at catered meetings and events.
- The City’s **Community Sustainability Micro-grant program** has supported many community-led food initiatives in the past five years including the **Seedlings and Saucepans program** for kindergarten students, **the Island Food Skills initiative** that teaches cooking skills to youth and teens, the **Panther Pantry** that provides food to university students, the **Legacy Garden** that provides workshops on food production, the **Urban Beehive Project** that builds beehives in Charlottetown to support pollination and the **PEI Food Exchange** that harvests excess crops and donates to people in need as well as teaches food preservation skills.

### GOALS and ACTIONS

- Continue to provide in-kind support to community gardens.
- Work with community stakeholders to develop a food procurement policy for the City corporation and the community.
- Incorporate food security into urban planning to ensure land use policies that encourage food access in every neighborhood.



## GOALS and ACTIONS (continued)

- Remove barriers to backyard food production. Provide opportunities to learn how to access local foods and producers.
- Work with community stakeholders to reduce food waste and encourage gleaning from local producers.
- Investigate the possibility of planting urban fruit trees on City property.
- Support the work of the Food Island Partnership in marketing Prince Edward Island as Canada's Food Island.
- Support food exchange programs.
- Support and deliver education programs focusing on food preservation techniques and food production skills.
- Support City-focused food projects (e.g., garden tours, greenhouses).
- Work with community stakeholders to develop a food security strategy for PEI.

## KEY STAKEHOLDERS

Desbrisay Park Community Garden

Farm Centre – Legacy Garden

Food Island Partnership

Food Security Network

PEI Department of Agriculture and Fisheries

PEI Food Exchange

PEI Food Share

Wilfred J. Smith Community Gardens





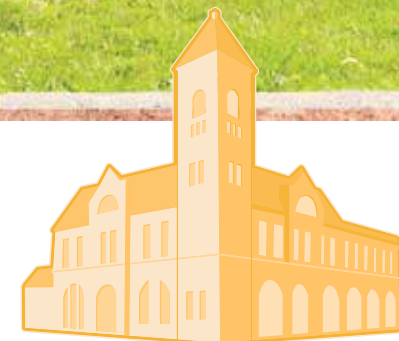
## Healthy Economy

The City of Charlottetown continues to develop partnerships with government, industry and local agencies to ensure a healthy economy and diverse job opportunities and attract and retain residents. The City collaborates with key stakeholders to reduce poverty and ensure an affordable cost of living for Charlottetown residents.

“Establishing a position of Sustainability Officer was the greatest thing the City has done as part of the original ICSP. We need to continue this position and provide more resources to them to take this plan further.” - *stakeholder session participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- The City continues to invest in **foreign direct marketing to attract new businesses** to Charlottetown.
- The City has established a "**Doing Business in Charlottetown**" micro-site, dedicated to providing information and resources to existing and prospective businesses.
- The City has developed an **Investment Profile** for Charlottetown, available in English and Chinese.
- The City has achieved positive GDP growth every year and was named by Site Selection Magazine as one of the **Top 10 Economic Development Groups in Canada** for both 2014 and 2015.
- The City was named a **Cultural Capital of Canada** in 2011 which provided a significant investment into the arts and culture sector as well as highlighted Charlottetown as a cultural destination.
- The City Corporation has made **improvements to the tendering process** to make it easier and faster for companies to understand our needs. This change includes **improved transparency** in sharing information with bidders and the public on bids received for City projects, as well as working with the PEI Provincial Government to reach a broader audience of potential bidders.
- Several improvements were made to the **City Hall Tourism Centre** including added seating, a water cooler available to the public, extended summer operating hours to seven days a week, accessibility improvements and washroom facilities.
- **All City Tourism staff are bilingual** and are able to communicate with visitors in both official languages.



## PROGRESS and EXISTING COMMUNITY ASSETS (continued)

- **City Tourism staff provide garden tours** in Charlottetown throughout the City, seven days a week during the summer months.
- City staff have completed several new training programs including **prevention of family violence, accessibility sensitivity** and **respectful workplace**.
- In an effort to support staff and build a healthier workplace, the City Corporation has put an increased focus on **health and wellness for staff**, including a new and improved Employee Assistance Program, a quit smoking program, a gym membership program and improvements to the City's health benefits plan.
- The City Corporation prioritizes safety in the workplace; an **Occupational Health and Safety Officer** was hired in 2011 and there have been several improvements to workplace health and safety programs.
- The City Corporation has provided **recruitment presentations** to the PEI Council of People with Disabilities and the PEI Association of Newcomers to Canada and has added the option of **online job applications** to its website.
- The City Corporation provides opportunities for **student interns and co-op terms** from UPEI and Holland College to provide work experience and support student development.
- The City's **Community Sustainability Micro-grant program** supported the "Business of Art Bootcamp" in 2014, providing business skills training for emerging artists in Charlottetown.

## GOALS and ACTIONS

- Support business skills development and training for artists, emerging entrepreneurs and newcomers.
- Support mentorships between established and emerging entrepreneurs.
- Continue to explore economic development and business attraction opportunities.
- Develop partnerships between businesses, academia and government to create opportunities for innovation.
- Support initiatives that provide cost-effective rental spaces for emerging companies.
- Support initiatives that provides cost-effective maker spaces for artists.
- Work continuously to ensure the City is an equal opportunities employer and to increase diversity within the City's workforce.
- Update City regulations to support home-based businesses.





## GOALS and ACTIONS (continued)

- Simplify navigation of municipal procedures and application processes for the business community.
- Offer competitive tax rates and incentives to attract businesses.
- Identify ways to localize the economy.
- Continue to sponsor, partner, organize and promote local festivals and events that attract visitors.
- Partner with key stakeholders to help address poverty and improve the affordability of the City.
- Partner with key stakeholders to address panhandling.
- Implement the recommendations of the Youth Retention Report (2016) to attract and retain youth in the City.
- Continue to work with key stakeholders to attract and retain newcomers in the City.
- Examine and respond to housing needs with a focus on affordability, accessibility, and reduction of long-term operating costs.

## KEY STAKEHOLDERS

Access Advisor

Atlantic Canada Opportunities Agency (ACOA)

Bell Aliant Centre

Canadian Heritage

Career Development Services (CDS)

Charlottetown Airport Authority

Charlottetown Taxi Association

Confederation Centre of the Arts

Culture PEI

Downtown Charlottetown Inc. (DCI)

Discover Charlottetown

Eastlink Centre

Greater Charlottetown Area Chamber of Commerce

Holland College

Hotel Association of PEI

Meetings and Conventions PEI

Partner municipalities

PEI Association of Newcomers to Canada

PEI Connectors

PEI Council for People with Disabilities

PEI Department of Finance

Port of Charlottetown

Rotary Clubs of Charlottetown

The Guild

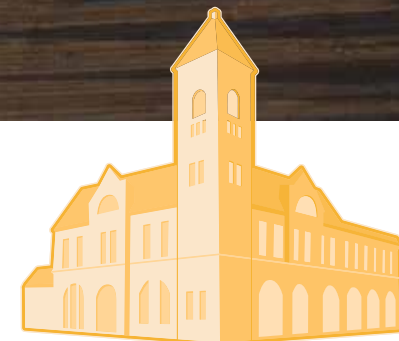
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Tourism Industry Association of PEI (TIAPEI)

Tourism PEI

Skills PEI

University of Prince Edward Island (UPEI)





## Infrastructure and the Built Environment

Developing long-term plans for managing, maintaining and replacing infrastructure, the City works to minimize sprawl, prepare for the effects of climate change, and ensure emergency preparedness.

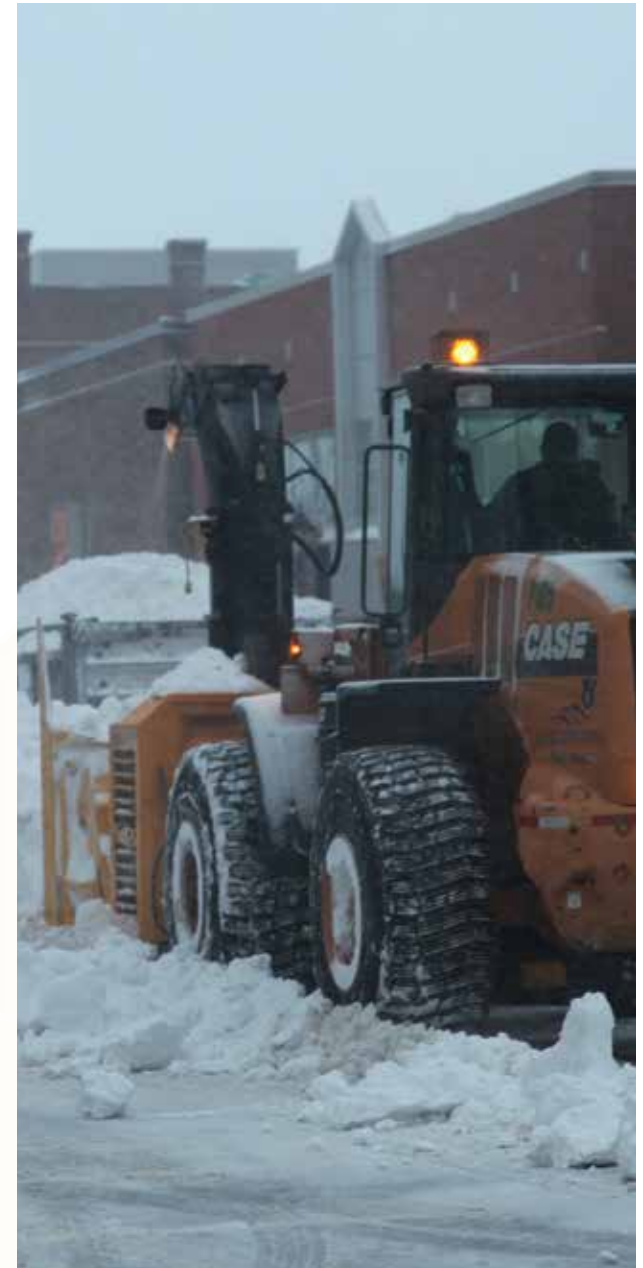
“We need to be thinking more about climate change and the impact on our community. We need to be proactively planning for climate change in a more mindful way and getting out in front of it.” - stakeholder session participant

### PROGRESS and EXISTING COMMUNITY ASSETS

- The City’s **Sewer Separation Project** was completed in 2016, eliminating combined sewer overflows into the Charlottetown Harbour.
- The City’s **Miltonvale Wellfield Project** will be completed in 2017, and will provide up to 30% of the City’s drinking water, reducing the pressure on the existing wellfields which are all currently located in the Winter River watershed.
- The City has a **five-year capital plan** that focuses on infrastructure maintenance and renewal of all existing infrastructure.
- **The City of Charlottetown Brook Trout Conservation Plan**, adopted in 2015, outlines the work needed to ensure healthy streams in the City as well as ways to effectively manage stormwater. Progress is monitored by the Urban Watershed Working Group.
- Several elements included in the **East Royalty Neighbourhood Plan**, adopted in 2015, will increase the focus on compact neighborhoods with appropriate levels of density. These elements will help reduce urban sprawl and build walkable neighborhoods.

### GOALS and ACTIONS

- Use a long-term vision approach to new capital investments and consider lifecycle costs as a fundamental part of the City’s capital decision-making criteria.
- Further develop the City’s asset management process to include tracking and recording asset lifecycles to better implement plans for renewal and replacement.
- Integrate sustainability goals into planning and development policies of the City’s Official Plan (e.g., policies that mandate compact development, climate change adaptations, energy efficiency and active transportation).



## GOALS and ACTIONS (continued)

- Continue to plan and prepare for the impacts of climate change (e.g., storm surges, coastal erosion and sea level rise).
- Explore opportunities for using technology to improve sustainability, furthering efforts to become a “Smart City”.
- Take advantage of existing innovative community assets to identify and duplicate best practices (e.g. the Holland College CAST building).
- Create development awards to recognize sustainable efforts by the development community.
- Provide training opportunities (in innovative design and development options) for developers, engineers and contractors.
- Implement the recommendations of the City’s Barrier Free City Report 2016 by looking at new and existing infrastructure through an accessibility lens.

## KEY STAKEHOLDERS

Charlottetown Area Development Corporation (CADC)

Charlottetown Harbour Authority Inc.

Developers

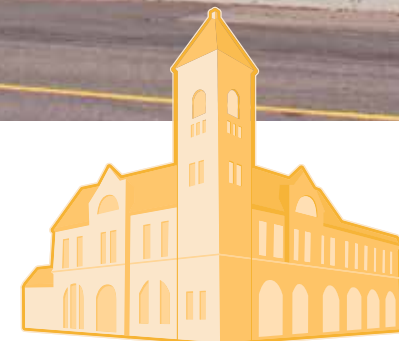
Engineers PEI

PEI Department of Justice and Public Safety

PEI Department of Transportation, Infrastructure and Energy

PEI Emergency Measures Organization

Public Safety Canada



## People and Places

The City of Charlottetown works to improve safety and create spaces that engage and inspire residents of all demographics and backgrounds. The City supports an engaged population with a shared goal of enhancing the community and operates as an open and transparent government.

“It is very important to create a rich (not monetary, but rather diverse and inclusive) and healthy culture where everyone feels included and inspired. Bringing this feeling to the public would probably result in creating more grassroots and sustainable solutions.” - *survey participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- The City has several steering committees with community representatives that oversee improvements in the community; including the **Arts and Culture Task Force, the Urban Beautification Committee, the Youth Advisory Committee, Youth Retention Advisory Board, Civic Board for Persons with Disabilities, the Seniors Advisory Board, Parks and Recreation Advisory Board, the Heritage Board, Economic Development Advisory Board and the Police Consultative Group.**
- **Welcome Guides** have been developed by the City and are available in six languages (English, French, Arabic, Chinese, Spanish and Korean).
- In 2016, the City developed **Newcomer Orientation Sessions** to welcome new residents to Charlottetown and provide important information for living in the City and the services it provides.
- The City celebrated the **150th anniversary of the Charlottetown Conference in 2014** with a variety of City-led and partner events including the **Celebration Zone** at Confederation Landing, enhanced Natal Day Programming and the installation of seven signature gardens in Charlottetown neighborhoods.
- The City’s Fire Department provides a variety of **fire safety education programs** to students and homeowners and uses social media to share important news and fire safety tips.
- In 2016, the City’s Youth Retention Advisory Board developed a **Youth Retention Report** based on a survey of youth needs in the community.
- Each year, the City holds a gardening competition, **Make Charlottetown Bloom**, to recognize the efforts of residents and businesses that contribute to making Charlottetown beautiful.
- At the recommendation of the Civic Board for Persons with Disabilities, the City held a **Barrier Free City Forum** in 2015 to gather feedback from the community on ways to improve accessibility. The recommendations of this report were released in 2016.
- The Civic Board for Persons with Disabilities and the City of Charlottetown worked with an Access Advisor to **complete an assessment of municipal buildings** to determine what short- and long-term projects could improve accessibility and remove barriers for people with disabilities. The City has made great strides to address some of the items suggested by the Access Advisor.



### PROGRESS and EXISTING COMMUNITY ASSETS (continued)

- In 2016, the City recognized November 24 as **Accessible Parking Awareness Day** and used it to remind the public of the importance of ensuring accessible parking spaces are left open for those who are legally entitled to use them.
- The City's Parks and Recreation Department recognize a **Volunteer of the Month** for exceptional community service.
- The City has been a partner and provided support to several great initiatives including **Chess tables on Victoria Row, Adopt-a-Corner Gardens, Reading Town Libraries** and **Art in the Open**.
- The **city lit five kilometers of the Confederation Trail**, making it more useable during the times of year when the sun sets sooner and rises later. This trail links the community from the Charlottetown Mall, through UPEI to the Farmers Market and down to Joe Ghiz Park.

### GOALS and ACTIONS

- Update City's website in an effort to improve communication with residents and visitors as well as to provide more online access to City services.
- Create an enhanced event calendar to reside on the City's website.
- Create an internal social media policy and work toward an expanded communication team to improve responsiveness and communicate services and events.
- Establish a Wi-Fi network downtown and on City buses.
- Partner with PEI Public Libraries to ensure public access to computers and address the digital divide.
- Implement a Mass Notification System to improve communication with residents and increase efficiencies in emergency alert notification to the public.
- Deliver initiatives that help to create a safe, welcoming space for members of the LGBTQ community.
- Translate more City publications and digital content for newcomers.
- Continue to provide training for frontline City staff on cultural awareness and sensitivity.
- Implement the recommendations of the City's Barrier Free City Report 2015 by looking at new and existing infrastructure through an accessibility lens.
- Support youth mentorship.
- Develop partnerships between the community and City Police Services to create a more community-minded police presence.
- Explore opportunities to install residential sprinkler systems to improve fire safety and reduce water use for fire protection.



## GOALS and ACTIONS (continued)

- Develop a dog park or other improvements for dog owners in the City.
- Support community efforts to create a Makers Space in Charlottetown where artists can develop skills and build networks.
- Explore opportunities to use existing City spaces in new ways (e.g., revitalize under-used buildings).
- Partner with community organizations to support youth mentorship and volunteerism.
- Continue to support public art projects.
- Explore opportunities for more nature-based play equipment in City parks.
- Create a cultural pavilion in Victoria Park to be used for outdoor events and festivals.
- Encourage more programming in the City's greenspaces (e.g., yoga in the park, games and social activities).
- Continue to develop programs, activities and events for the winter months to position Charlottetown as a winter destination for residents and visitors.
- Support neighborhood engagement initiatives (e.g., neighbourhood socials, Community Watch programs and Neighbours helping Neighbours programs).
- Continue to provide opportunities for seniors to be involved in the community (e.g., senior socials and volunteerism).

## KEY STAKEHOLDERS

Bell Aliant Centre

Charlottetown Area Development Corporation (CADC)

Community Schools

Culture PEI

Discover Charlottetown

Downtown Charlottetown Inc.

Eastlink Centre

Fusion Charlottetown

go!Charlottetown

go!PEI

Greater Charlottetown Area Chamber of Commerce

Hillsborough Youth Group

Holland College

Local minor sport groups

Murphy's Community Centre

Neighbourhood associations

ParaSport and Recreation PEI

PEI Association of Newcomers to Canada

PEI Council for People with Disabilities

PEI Connectors

PEI Public Libraries

Reading Town PEI

Seniors Active Living Centre

Seniors College PEI

Special Olympics PEI

The Boys and Girls Club of Charlottetown

this town is small

Trius Transit

UPEI



## Arts, Culture and Heritage

The City works to provide year-round cultural activities and events while making the best use of multi-purpose venues in the community. The City supports the arts community and celebrates its heritage while embracing the evolving community.

“A more vibrant downtown core as this is the heart of our city and should be a place that we can all take pride in. This in turn, would create more jobs downtown, draw even more business and tourism to the area, and ultimately help improve sustainability.” - *survey participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- The City offers a **Heritage Incentive Program** to owners of designated heritage properties to support maintenance and preservation of these cultural assets. The City has created walking tours focused on City heritage.
- The City celebrates **Heritage Day** each year, including an event and exhibit that highlights a particular aspect of Charlottetown’s history and recognizes efforts in the community to restore and protect heritage properties. The City has partnered with the PEI Museum and Heritage Foundation, Confederation Centre of the Arts, Public Archives and Records Office, Downtown Charlottetown Inc., community organizations, the business community and private citizens to produce hHeritage exhibits.
- The City partners with Holland College each spring to hold a **Heritage Expo**.
- As members of the Archives Council, the City has partnered with other cultural institutions including the University of Prince Edward Island, Community Museums Association, Public Archives and Records Office, the City of Summerside, and St. Peter’s Cathedral Archives to produce an **Island-wide Heritage Week celebration in February**, with each institution featuring a different exhibit.
- The City supports the **Provincial Heritage Fair Program**, which attracts approximately 300 students as well as their teachers and parents to the Confederation Centre of the Arts each May. Students exhibit their projects on topics that celebrate our diverse heritage and culture in the day-long event that is open to the general public. City staff sit on the Provincial Heritage Fair organizing committee and the City provides a heritage award and prizes for the students.





## PROGRESS and EXISTING COMMUNITY ASSETS (continued)

- **Neighbourhood celebrations**, focused on a historical theme, afford citizens the opportunity to gather in their community, view an exhibit, learn about their history, as well as share their stories and historic materials. **East Royalty History Day** was held in August 2016 and included a tour of the newly created Andrew's Pond/Wright's Creek nature trail led by a member of the **Wright's Creek Watershed Environmental Committee**.
- The City has begun to show its collection of historic photos in a themed **small exhibit series entitled *Picturing a City***. To reach the general public, in all seasons, the exhibit is hung in the storefront windows of 233 Queen Street. The first theme was *Charlottetown in Wartime* and the second was *Seasons Greetings*, focusing on the holiday seasons of yesteryear. The exhibits feature historic photos and interpretation and provide the City an opportunity to show materials from our collection and introduce our heritage to a wider audience.
- The City has an **Arts and Culture Advisory Board**, including community partners and representatives, that supports arts initiatives in the City.
- Beginning in 2014, the City has had bi-annual **Arts and Culture Awards** to recognize efforts in the community.
- In 2015, the City adopted a **Public Art Policy** to streamline the process for projects.
- Since 2010, 17 pieces of public art have been added in Charlottetown through different organizations and partnerships.
- The City is a key supporter of **Art in the Open**, a one night celebration held each summer at various downtown venues including Victoria Park.
- The City is a key supporter of the **DiverseCity Multicultural Street Festival**, held each year on Queen Street and Victoria Row.
- In 2016, the City undertook an **extensive restoration of the Powder Magazine at Fort Edward**, Victoria Park, as part of its heritage preservation initiatives.
- The City supports the annual **Hennessey Lectures** which focus on heritage conservation and celebration.

## GOALS and ACTIONS

- Create a City position to focus on arts and culture initiatives.
- Partner with community organizations to deliver more cultural and heritage-focused events.
- Continue ongoing efforts to develop a Provincial Museum in Charlottetown.



### GOALS and ACTIONS (continued)

- Explore design solutions to meet the City's objectives of preserving heritage and ensuring energy efficiency in heritage buildings.
- Partner with educational institutions and community organizations to support emerging artists.
- Continue to develop the historic Charlottetown – Quebec City partnership, including cultural initiatives.
- Continue to create opportunities for cultural entrepreneurs including the micro-business crafts sector.
- Promote the City's public art assets.
- Support an Artist in Residency program.

### KEY STAKEHOLDERS

Art in the Open

Businesses

Community Museums Association of Prince Edward Island

Community organizations

Confederation Centre of the Arts

Culture PEI

Discover Charlottetown

Downtown Charlottetown Inc.

Fusion Charlottetown

Holland College

Mi'kmaq Confederacy of Prince Edward Island

PEI Museum and Heritage Foundation

PEI Association of Newcomers to Canada

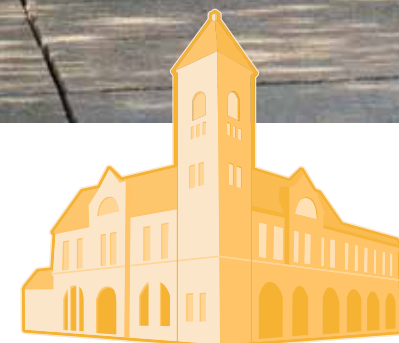
Public Archives and Records Office

Reading Town PEI

St Peter's Cathedral Archives

this town is small

UPEI





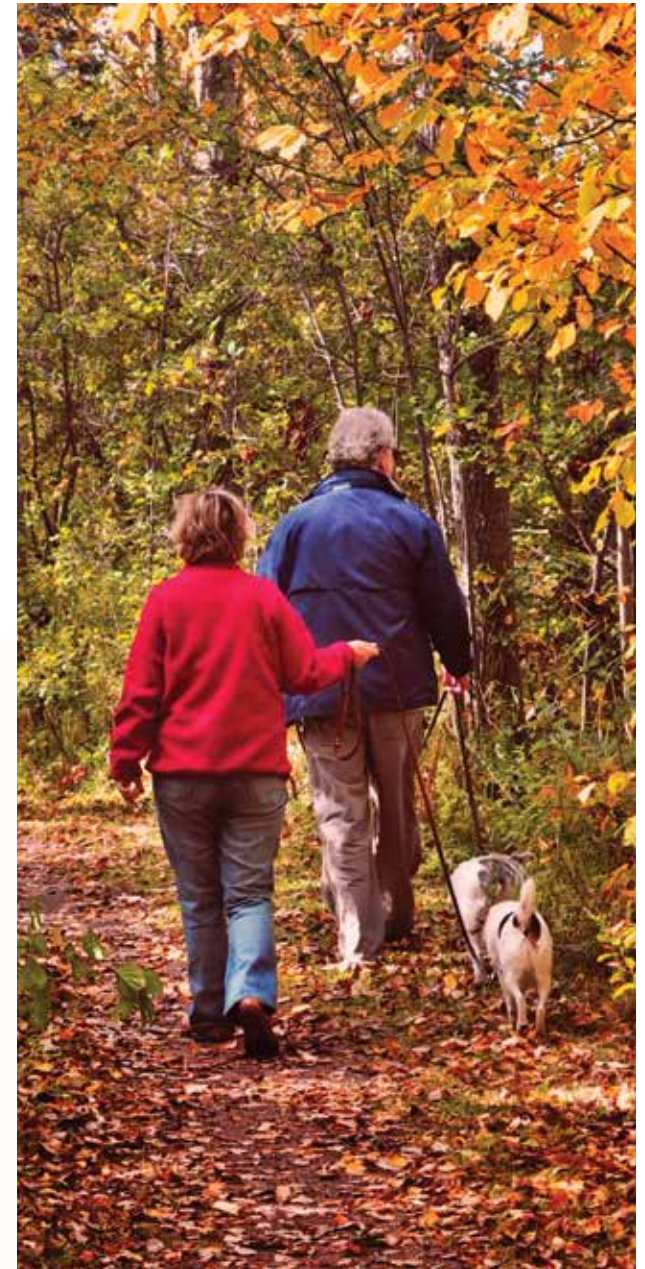
## Active Healthy Living

The City works to improve the overall health and wellbeing of the community by providing and promoting recreation opportunities for all ages and demographics year round and by maintaining parks and facilities that provide essential spaces to improve and maintain health and wellness.

"I'd like to see more city activities in the winter, where people can get outside and be active. I think WinterLove was a great start for this." - stakeholder session participant

### PROGRESS and EXISTING COMMUNITY ASSETS

- In 2015-2016, the **Confederation Trail within City limits was resurfaced and lighting** was added.
- In 2015, the **Victoria Park Boardwalk** was completely renovated and widened.
- In 2015, the City built the **East Royalty Soccer Clubhouse** to support the soccer community.
- **City recreation programs** provide low-cost programming for preschoolers, youth, adults and seniors with lots of variety to appeal to different interests.
- The City releases a **Recreation Program Brochure** twice per year in an easy-to-read online format. Printed copies are also available at City Hall and several other locations in Charlottetown.
- The City partners with goPEI! to offer **free running, walking and skating programs**.
- In 2014, the City began offering **free snowshoeing at Victoria Park** as part of the City's winter active program.
- Groomed trails are maintained at Belvedere Golf Course and at Victoria Park for **cross-country skiing and snowshoeing**.
- **Mountain biking trails** are maintained at East Royalty Park.
- The City's **Routes for Nature and Health Map** shows trails that are maintained throughout the City.
- The City is an active partner in annual events like the **PEI Marathon**.
- **Outdoor rinks** are constructed, flooded and maintained throughout the winter for free skating.





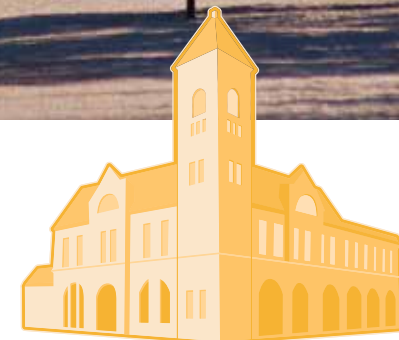
## GOALS and ACTIONS

- Continue to provide low-cost activities and free programming.
- Promote programming widely so that residents know more about available programs.
- Provide drinking water at City facilities and parks.
- Provide public washrooms in more locations in the City, considering sustainable options such as low-flow and composting toilets where feasible.
- Partner with community groups to deliver and promote health-focused events (e.g., PEI Marathon and Colour Run events).
- Partner with community organizations to deliver a Health and Wellness Expo.
- Partner with community organizations to create and promote healthy eating challenges and other active living programs.
- Work with community organizations to ensure the community has access to fresh, local food.
- Continue to prioritize sidewalk snow clearing for pedestrians.
- Work with partners to connect residents with mental health supports and addiction services.
- Pursue more opportunities for nature relief for all City residents.
- Continue to connect the Routes for Nature and Health to provide a comprehensive trail system.
- Actively pursue grant opportunities for supporting active living initiatives.
- Continue to identify opportunities to make physical activity accessible for people with disabilities.
- Work to make Charlottetown a year-round city for active transportation.
- Provide more opportunities for people to interact within the community with their dogs in public spaces (e.g., off leash dog parks and off leash dog times).

## KEY STAKEHOLDERS

Bell Aliant Centre  
 Community Schools  
 Eastlink Centre  
 Fusion Charlottetown  
 go!Charlottetown  
 go!PEI  
 Health PEI  
 Hillsborough Youth Group  
 Holland College  
 Local minor sport group  
 Murphy's Community Centre  
 ParaSport PEI

PEI Department of Health and Wellness  
 PEI Department of Transportation,  
 Infrastructure and Energy  
 PEI Marathon  
 Recreation PEI  
 Seniors Active Living Centre  
 Special Olympics PEI  
 Sport Community Organizations  
 SportPEI  
 UPEI  
 Watershed groups



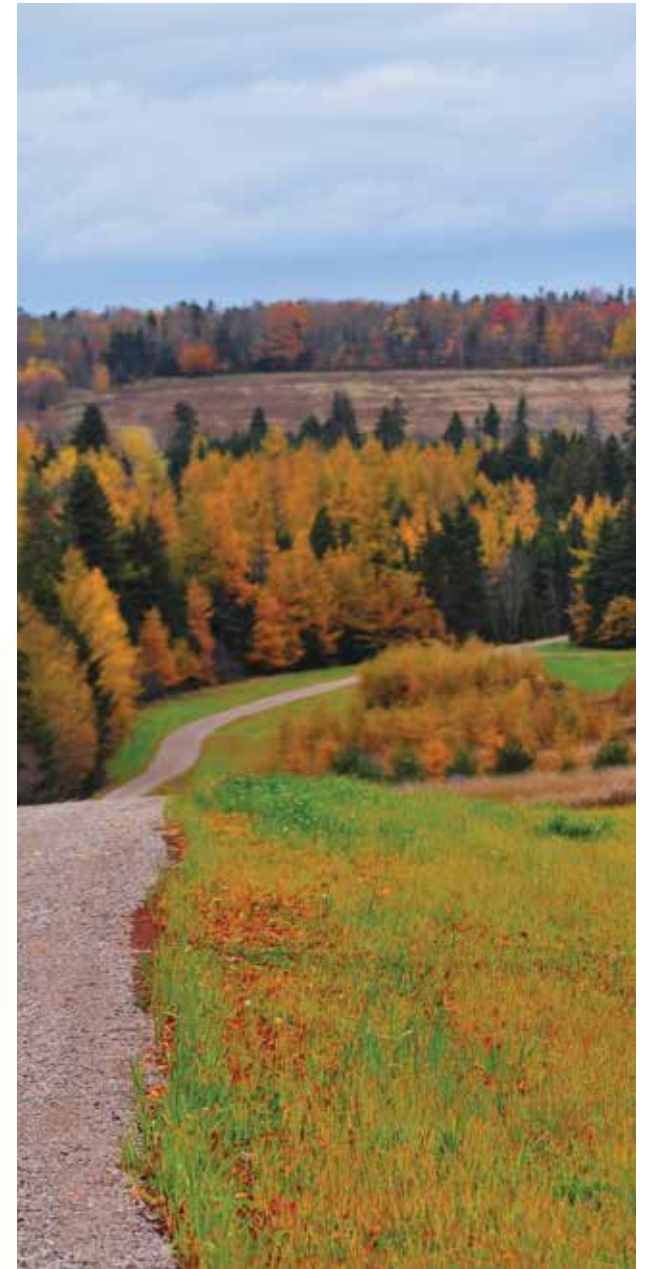
## Nature

The City works to protect urban wildlife, promote biodiversity of flora and fauna, and care for the City's urban forest.

"We take our green infrastructure in our Cities for granted. The trees in particular are an integral part of having a sustainable City. They have many environmental, social and economic benefits and need to be a high priority - protection and management." - *survey participant*

### PROGRESS and EXISTING COMMUNITY ASSETS

- A **nature education program**, launched in 2006, has since developed into the current **Passport to Nature** program which provides nature education and an outdoor experience to all participating Charlottetown schools.
- In 2009, the City partnered with Holland College and local birding experts to carry out a count of the roosting crow population. Extensive research has been carried out by City staff to understand the **crows' behavior** and to provide information to City residents.
- In 2012, in partnership with the IWK Community Fund, the City provided a **nature/physical activity program** for after school groups. A website with nature education and activities was developed [www.childreninnaturepei.ca](http://www.childreninnaturepei.ca).
- In 2012, the City carried out a **Riparian Zone Health Assessment** within City limits and shared it with partnering watershed groups.
- Three significant forest restoration/reforestation projects are ongoing: the **Victoria Park Forest Restoration Project** (started in 2006), the **Miltonvale Reforestation Project** (started in 2012), the **East Royalty Acadian Forest Project** (started in 2012).
- Extensive work has been done in Victoria Park on **invasive plant species management, habitat conservation at Dead Man's Pond** and the **creation of a native tree and shrub arboretum** which includes perennial beds of native herbaceous plants and ferns.
- **Invasive species** such as purple loosestrife, are managed throughout the City parks and green spaces system and the City also controls Japanese knotweed.
- In 2015, the City began a **Sample Woodland Inventory** to assess the City woodlands, buffer zones and hedgerows to provide information needed to create management strategies.
- In 2015, in partnership with TD Green Streets, the City developed its **Complete Street Tree Inventory** that includes more than 9,000 street trees and signature park trees.



### PROGRESS and EXISTING COMMUNITY ASSETS (continued)

- In 2015, the City completed a **canopy study** which provided the percentage of coverage for different surface types (tree/shrubs, grass/herbaceous plants, water, bare ground and impervious surfaces) and an estimate of the environmental value of the trees in the City.
- The City has an active **Dutch elm disease (DED) program** that includes inoculations/treatments, monitoring and removal of affected elm trees. This program reduces the risk of healthy City elms becoming infected.
- Some of the elm trees removed in the 2015-2016 DED removal program were used by **local artisans and millers to create furniture, flooring and art.**
- In 2015, the City worked with the Island Nature Trust and a local biologist to create **hummingbird habitat** in a City park.
- In 2015, the City partnered with the University of PEI to gather and promote information about living with **urban wildlife, in particular the red fox.**
- In 2016, the City's micro-grant program supported the **Urban Beehive Project** which involved the installation of two beehives at the Farm Centre Legacy Garden.
- Annually, the City celebrates **Arbor Day with up to 200 elementary school students.** Activities include tree planting, invasive species control, environmental games and tree and trail mulching.
- The City hosts several **community tree planting events** each year to engage residents in its urban forest and to contribute to biodiversity and the over-all tree canopy.

### GOALS and ACTIONS

- Create an Urban Forestry section that oversees all City tree and forestry work.
- Form an Urban Forest Working Group to guide the City's tree management.
- Continue to use the street tree inventory as a proactive urban forest management tool.
- Annually, carry out an urban forest monitoring program to identify and manage invasive pests (plants, insects and diseases) and identify required tree maintenance (pruning, removals and hazards).
- Continue the proactive Dutch elm disease program to reduce the spread of the disease and protect the City's healthy elm trees.
- Continue planting trees in parks and along City streets and right-of-ways. Create a tree planting plan that ensures biodiversity, succession and distribution of the tree population throughout the City.
- Develop a Tree Protection Policy.





## GOALS and ACTIONS (continued)

- Create an Urban Forest Management Plan as an overarching guide for all urban forestry work.
- Increase the urban forestry budget to keep pace with the necessary tree maintenance.
- Develop protocols and requirements for the size and remediation of planting spaces (particularly for areas with impervious surfaces).
- Continue forest restoration/reforestation in City woodlands, green spaces, riparian zones and hedgerows. Plant understory, where feasible, to provide habitat for urban wildlife such as birds and butterflies.
- Complete the Sample Woodland Inventory and create a strategic management plan.
- Create a Forest Technician position to carry out field work related to the City's urban forest.
- Create standards of expertise/training for all staff working with City trees.
- Continue providing community engagement activities related to City flora and fauna.
- Deliver an educational program celebrating and providing information about urban wildlife and how to co-exist with it.
- Deliver workshops on how to manage urban wildlife habitat on residential properties – what wildlife to promote and what to deter, how to provide habitat and promote conservation efforts for City flora and fauna.
- Build on partnerships to strengthen the protection and management of the City flora and fauna.

## KEY STAKEHOLDERS

ECOPEI – MacPhail Woods Ecological Forestry Project

Ellen's Creek Watershed Group

Holland College

Island Nature Trust

Nature Conservancy of Canada, Prince Edward Island

Nature PEI

PEI Invasive Species Council

Provincial Forests, Fish and Wildlife Division

Sierra Club

Tree Canada

Upton Farm Trust

UPEI

Wright's Creek Watershed Environmental Committee



## Implementation 2017-2022

Implementation tends to be the most elusive component of any sustainability plan. Communities are limited by financial resources, institutional capacity, legislative authority and political will. An implementation plan will assist the City in creating alignment in these key areas. Internal sustainability, community engagement, and progress reporting will be the priority areas for this phase of the City's ICSP implementation. Successful implementation of the Plan will require ongoing leadership, collaboration, innovation, and action from a wide variety of stakeholders and the community.

### Internal Sustainability:

Making progress towards internal sustainability is essential in order for the City to demonstrate leadership and to set a good example for the community.

City Council and staff played a key role in bringing the ICSP 2010 to life and to making substantial progress on many of the original sustainability Goals and Actions. They have a strong understanding of the principles of sustainability and have become skilled at identifying opportunities for improvement and understanding how to address roadblocks and challenges as they come up.

Since the adoption of the ICSP 2010, staff have been provided learning opportunities to become more knowledgeable about sustainability in practice and to encourage active participation in the workplace and in their personal lives. In 2012, The Natural Step Sustainability 101 Course was provided to more than 50 staff. Between 2012-2015, staff participated in a number of internal sustainability challenges focusing on water, waste, and energy. These fun and engaging challenges encouraged staff to identify ways to reduce their environmental impact while reducing the City's operating costs. A lunch time workshop series, on a variety of topics ranging from energy efficiency to local food, have been offered to staff and Council. Additionally, City staff gets together for bike-to-work day and are privy to an incentive program to ride the bus to work rather than take their own car.

In 2014, City staff participated in a sustainability Staff Engagement Survey. The results of the survey showed that there was a general awareness of sustainability practices and that staff were already participating in a number of the opportunities available to them. Further, it identified energy efficiency, waste and paper use as the biggest internal sustainability opportunities. In 2015, the City had its first Paperless Challenge which led to new processes for digital forms and reduction in overall paper use. In 2015, the City also held their first waste-free staff BBQ, for which all materials were either compostable or recyclable.



Internal energy efficiency continues to be a high priority for the City Corporation. An Energy Efficiency Coordinator (EEC) was hired in 2015 to begin the process of conducting energy audits on all City facilities and to identify opportunities for improvements. To date, this work has included an automated heating control system, countless LED lighting conversion projects and several heating system improvements. In addition, the EEC completed the City's Corporate Greenhouse Gas Emissions Inventory for 2013-2015. This information provides important benchmarks with respect to the amount and impact of all of the energy use and emissions from the transportation, facilities, street lighting and waste sectors of the City's operations. The inventory will prove invaluable as the City continues these efforts and begins to see the positive impact on the City's emissions and operational costs.

With the ICSP 2017, the City Corporation will face new opportunities and challenges in implementing identified Goals and Actions. A Sustainability Team (ST) is being developed, including formal members with expertise in energy, water and community engagement as well as informal members that participate as needed depending on the task at hand. This ST can provide support to any sustainability project or to a department-focused initiative by completing research, developing policies or procedures and developing and delivering programming.

Beyond the ST, it is important that municipal decision-makers and other staff become engaged in sustainability projects and acquire knowledge and relevant skill sets. These actions would assist in increasing sustainability buy-in among City officials and staff, and increase their appreciation of the important role that they play in implementing the ICSP.

Cross departmental collaboration and working groups will be essential to ICSP 2017 implementation. Already, the City has made great progress by approaching new projects and initiatives with representatives of all relevant departments at the table. Engaging each department from project initiation ensures that each mandate is represented and individuals can bring their expertise to the discussion early on. Early engagement has been a powerful tool in increasing buy-in from different departments and building team morale. This practice will be increased going forward.

## **Community Engagement:**

Public participation is fundamental to any plan to increase municipal sustainability. Residents and stakeholders must have opportunity to participate – and participate in a meaningful way. Specifically, more effort is required to enhance participation from residents that reflect the diversity of each community – including the marginalized and disenfranchised. Building a relationship of trust, mutual respect, and learning between municipalities and residents is an immensely important challenge.

The Charlottetown community is vibrant and diverse, with many talented and hardworking individuals. There is an active and socially-minded business community and many community organizations dedicated to making positive change in their areas of focus. These community assets will be the greatest tools in the move toward sustainability.

In February 2016, the City saw just how interested and engaged citizens were in community sustainability at its Inspired City Meet and Speak. More than 200 people attended to share their insights into what the community needs to become sustainable and reflect on the progress that has been made since the ICSP 2010. Many of these individuals and the groups they represented want to become more involved, providing their time and energy to address the community's sustainability goals.



To build on the momentum of the Inspired City Meet and Speak, renewed focus was placed on community engagement and sustainability-themed events. The format of the City's Community Sustainability Micro-grant program was altered such that (grants were awarded based on community support at the City's Micro-Grant Pitch Party in May 2016) rather than being awarded by a closed selection committee. A Sustainability Outreach Coordinator hired in July 2016, took on the task of developing and delivering additional outreach initiatives for the community. For example, a Cycle Our City event was held in September and included a guided bike ride, a bike rodeo and a bike repair workshop. A Fall Sustainability Workshop Series, held in October, included topics such as Climate Change 101, Energy Efficiency for the Home and Reduce, Reuse, Recycle: Revamped and the City launched a Certified Sustainable Business program in November. Community response to these and other outreach activities has been very positive. The City substantially built its network of sustainability-minded individuals, businesses and organizations that want to positively contribute to their community.

Moving forward with ICSP 2017 implementation, the City will need to continue drawing on the support and skills of the community and further its outreach efforts to improve awareness around sustainability practices and build capacity in the community.

The City's Community Sustainability Micro-grant Program has proven very effective in supporting community action in a variety of areas from food initiatives to renewable energy demonstrations. This program will continue to be an important part of the implementation process. In addition, the City can support community engagement by inviting residents to participate in project-based working groups and serve in advisory roles.

## Progress Reporting:

While the Goals and Actions outlined in this plan reflect feedback from ICSP consultation process, they may not always match the needs of the community therefore ICSP 2017 must be seen as a living document, a Plan that can evolve over time. Goals will change as Charlottetown advances toward sustainability and achieves its shorter-term objectives. Due to the time-sensitive nature of certain Goals and Actions, regular adjustments will be necessary to ensure the ICSP remains proactive and progressive. Moreover, local, regional, national and global conditions and circumstances will evolve, bringing new opportunities and challenges that the City of Charlottetown must adapt to and incorporate into its sustainability framework. For example, sustainability awareness and understanding as well as technology is constantly evolving.

Concerted effort will prevent Charlottetown's ICSP from becoming out-of-date and potentially abandoned and/or forgotten with the passage of time. Sustainability Goals and Actions must be reviewed and updated on a regular basis to reflect the dynamic context in which the plan will be implemented over the years. Thus, the ICSP should be treated as a working document - a useful tool for managing short-term actions on the path toward actualizing the community's medium-term sustainability goals and long-term sustainability vision. This approach will help ensure the plan remains relevant and useful.



An annual review and report of progress toward ICSP 2017 Goals and Actions will highlight the work completed.

The City should review and update the Goals and Actions every five years by following a public consultation process similar to that held for ICSP 2010 and 2017. The vision statements should also be reviewed every five years to ensure they are still of relevance to the community and use appropriate wording.

## Special Thanks

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**Cynthia Dennis, Community Consultation Coordinator and Community Report** - Cynthia is a freelance writer, project manager, event planner and yoga instructor. After living “away” for many years, she finally moved back to Charlottetown to enjoy the wonderful quality of life available in this Inspired City, and has since had the pleasure of working on a wide variety of projects with many great collaborators. Ms. Dennis lives in a small house on a quiet street with her partner, Kevin and daughter Zadie.

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