

SCHEDULE E

Form of Completion Report for Plans

GMF number:	15122
Name of the Recipient:	Town of Oakville
Phone, fax, e-mail, and address of lead contact:	905-845-6601 ext. 4201
Date of the Report:	Brownfield Strategy (November 8, 2017) Brownfield CIP (July 9, 2018)

1. Summary of the Initiative

a. Please briefly describe the Plan that was prepared as part of this planning exercise.

A Brownfield Strategy and a Brownfield CIP were prepared.

The Brownfield Strategy contains the framework for preparation of the CIP including a policy review, best practices review, key community improvement needs and goals, and development of preliminary incentive programs to promote brownfield redevelopment in Oakville. The Strategy also contains two case studies to demonstrate the ability of incentive programs to promote brownfield redevelopment in Oakville. The Brownfield Strategy was endorsed by Town Council in September of 2017 and acted as the basis for preparation of the Brownfield CIP.

The CIP provides the details and legislative framework for the provision of incentive programs by the Town to promote brownfield redevelopment. The CIP provides the details on the incentive programs that can be offered by the Town. The CIP also includes a monitoring program, marketing strategy and administrative guidelines to help the Town implement the incentive programs. The Brownfield CIP was adopted by Council in July of 2018.

b. What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why)?

The Town prepared the Brownfield Strategy and CIP to put in place a framework of incentive programs and accompanying strategies and tools designed to promote the assessment, remediation, development, redevelopment, and adaptive reuse of brownfields by the private sector in Oakville. The Brownfield Strategy and CIP represent one of three major components of a comprehensive and coordinated cross-departmental systems approach to addressing public and private brownfields in Oakville. This is known as the Comprehensive Brownfield Management Project (CBMP) and is broken into the following three phases:

Phase 1 – address the Public Sector Accounting Board 3260 requirements for public lands;

Phase 2 – evaluate departments’ activities related to contaminated site management of both public and private side lands; and,

Phase 3 – develop an approach to support the assessment, remediation, and redevelopment of privately owned contaminated sites, i.e., the Brownfield Strategy and Brownfield CIP.

c. If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.

- d. **Please summarize the activities completed as part of this Initiative, as per Schedule A. Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan was prepared—that is, what was the approach (or methodology) that was taken to meet the community’s objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).**

The Brownfield Strategy and CIP were prepared using a comprehensive methodology. The first step was to conduct a multi-faceted review of key Town, Region of Halton and Provincial policies. This was followed by a review of best practices being used in several other Ontario and Canadian municipalities with long-standing successful brownfield redevelopment programs. Next, an analysis of critical brownfield community improvement needs in Oakville was conducted. This included a review of information and data on potential brownfields in Oakville and a tour of brownfield sites and areas by staff and the consultant.

A facilitated Stakeholder Workshop was held with key brownfield redevelopment stakeholders (developers, brownfield property owners, real estate professionals, and planning and environmental consultants) on February 24, 2017. These key brownfield stakeholders were identified through their various previous interactions with Town staff on brownfield projects. The consultant also assisted staff in identifying the types of stakeholders that should be invited to the stakeholder workshops. The purpose of this first workshop was to identify and verify key brownfield community improvement needs, goals and targets in Oakville. Participants were asked to identify critical needs, expectations and goals for brownfield redevelopment in Oakville, and the types of incentive programs and other municipal actions that would work best to address these needs and goals. A total of 20 people attended the first stakeholder workshop, including several senior Town and Regional staff.

Based on the input received at the first workshop, community improvement needs, goals and targets for brownfield redevelopment in Oakville were finalized and preliminary incentive program concepts were developed to address these needs, goals and targets. The preliminary incentive programs were then presented at a second Stakeholder Workshop held on July 24, 2017. These incentive programs were well received by those in attendance at this workshop. Again a facilitated discussion was held with the stakeholders and provided valuable input used to refine the proposed incentive programs. A Public Meeting was also held on July 24, 2017 and this public meeting was well advertised via issuance of a Public meeting notice in the local newspaper and on the Town’s website.

The Brownfield Strategy was then finalized and presented to Council in September of 2017 and Council endorsed the Brownfield Strategy and directed that the Strategy be used as the basis for preparation and implementation of the Brownfield CIP.

The Brownfield CIP was then prepared and presented to Council at a statutory public meeting held on June 11, 2018, under the auspices of the Ontario *Planning Act*. Council then adopted the Brownfield CIP by passing of the adopting by-law on July 9, 2018. It should be noted that throughout preparation of the Brownfield Strategy and CIP, the project steering committee (PSC) and senior Town staff from multiple departments met provide input to the consultant and to further refine the community improvement needs, goals, and incentive programs contained in the Brownfield Strategy and CIP. In total, the preparation of the Brownfield Strategy and CIP

involved two facilitated stakeholder workshops, two public meetings, and several meetings of the project steering committee (PSC) and senior Town staff.

- e. Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why.**

There were no significant changes to the scope of work or costs as described in the Agreement. However, two minor additional tasks were added to the Work Plan. The first was a Director's Workshop held on April 4, 2017. This Workshop with Senior Directors from several Town departments was held early in the process to help ensure that directors in all departments that will ultimately be responsible for implementation of the Brownfield CIP are well aware of its goals, contents, and the expectations of their departments in terms of plan preparation and ultimately implementation.

The second task added to the Work Plan was attendance by the consultant at the September 11, 2017 Planning and Development Council Meeting where the Brownfield Strategy was presented to, and endorsed by, Council. The consultant was in attendance to answer any questions from Council at this early critical juncture.

- f. How much did the preparation of the Plan cost, and how was it paid for?**

Consulting fees, advertising costs and in kind contributions for preparation of the Brownfield Strategy and CIP were \$ 74,501.99 incl. HST.

- g. Roughly how long (in months) did it take to prepare the Plan?**

The Brownfield Strategy took approximately 8 months to prepare and the Brownfield CIP took approximately 9 months to prepare.

- h. How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?**

As previously mentioned, the Brownfield Strategy/CIP is one of the three key components in the Town's Comprehensive Brownfield Management Project. The key impetus for the Brownfield Strategy and CIP comes from Vision 2057, the Town's overarching sustainable community framework launched in 2011. Vision 2057 contains three major plans (Community Sustainability Plan, Official Plan, and Council's Strategic Plan).

The incentive programs in the Brownfield CIP will help to achieve a number of goals in the Community Sustainability Plan, including: improvement of land, water and air quality; reduction of waste, energy consumption and greenhouse gas emissions (GHGe); and enhancement of the local economy.

Similarly, the Town's Livable Oakville Plan contains policies that promote sustainable development, including policies that support compact urban form, sustainable building, energy efficient green buildings, and GHGe reduction. Again, the programs in the Brownfield CIP have been specifically designed to help achieve these policy goals.

Finally, Council's Strategic Plan recommends the preparation of a Brownfields Strategy for public and private lands to enhance and promote economic sustainability.

2. Community Context

- a. **Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions. (Note: This information is readily available from the Community Profiles section of the Statistics Canada website at www.statcan.ca.)**

The Town of Oakville is a growing Southern Ontario community located in Halton Region in the west-end of the Greater Toronto Area (GTA). Oakville's population of 201,200 is highly educated, with more than 75% of residents ages 25 to 64 having post-secondary education. Oakville is home to industry leaders in advanced manufacturing, professional and financial services, digital media and ICT, and life sciences. Major employers include Ford Motor Company of Canada, Siemens Canada, Aviva Canada, and Innomar Strategies – AmerisourceBergen.

In total, there are just under two dozen known contaminated sites totalling approximately 500 acres in Oakville. Based on a history of industrial land use, there also numerous potentially contaminated sites in Oakville, which have yet to be environmentally tested.

- b. **Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.**

The town of Oakville is the lower tier of a two (2) tier municipality. The Town currently employs 1214 full-time (FTE) employees.

3. The team: Who Was Involved?

- a. **Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.**

Rebekah Stormes, Senior Economic Development Officer in the Town's Economic Development Department was the Project Manager and oversaw the work of the project consultant and coordination of Town staff.

Dorothy St. George, Director of the Economic Development Department, also provided project advice, guidance and oversight.

Other Town staff involved in guiding preparation of the Brownfield Strategy and CIP through their membership on the PSC included:

- Jeffrey Lee, Research Policy Analyst, Environmental Policy
- Kirk Biggar, Senior Planner, Policy Planning, Planning Services
- Nancy Sully, Deputy Treasurer and Director, Financial Planning
- Cindy Toth, Director, Environmental Policy
- Dennis Perlin, Assistant Town Solicitor
- Danielle Tummon, Financial Operations

Owen McCabe, Planner in the Region of Halton Planning Services Department represented the Region of Halton on the PSC.

The project consultant was Luciano Piccioni, President of RCI Consulting, a firm specializing in brownfield strategies and community improvement plans.

- b. Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.**

Rebekah Stormes, Senior Economic Development Officer was the project champion of the Brownfield Strategy and Community Improvement Program (CIP).

Rebekah was the project lead and facilitated all stakeholder meetings, project team meetings, and oversaw the consultant. She conducted all best practice research and prepared the application.

4. Environmental, Economic and Social Benefits of the Initiative

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

- a. What environmental goals/objectives and targets were established in the Plan?**

See Section 4.2.2, page 20 of the Brownfield CIP for the environmental goals of the CIP.

- b. What social goals/objectives and targets were established in the Plan?**

See Section 4.2.3, page 20 of the Brownfield CIP for the livability goals of the CIP. See also Section 6.7.2 on pages 36-37 of the CIP for the sustainability targets established in the CIP.

- c. What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.**

See Section 4.2.1, page 20 of the Brownfield CIP for the economic goals of the CIP. See also Section 6.7.1 on page 36 of the CIP for the incentive program utilization (uptake) targets established in the CIP.

5. Outcomes and Next Steps

- a. How will your community be using the Plan (i.e., what happens now that the Plan is finished)?**

Now that the CIP has been adopted by Council and approved, implementation of the CIP is planned to commence in early 2019. A budget amount for the Environmental Study Grant Program will be included in the upcoming Town budget. The Tax Assistance Program and Tax Increment Grant Program are self-financing from the increase in property taxes generated by properties participating in these programs. The intention is that the CIP will be used for at least several years to help induce private sector brownfield redevelopment projects in Oakville.

- b. How will the Plan be implemented?**

The plan implementation materials, including incentive program guides, application forms, legal agreements, and marketing materials will be prepared during the balance of 2018. Staff in the Economic Development Department will lead implementation of the CIP in cooperation with staff in other Town departments. Administrative guidelines have been included in the appendices to the CIP. The marketing strategy and incentive programs are planned for launch in early 2019.

- c. **Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.**

Staff in the Economic Development Department will administer the Brownfield CIP incentive programs. These incentive programs will become part of the municipality's official programs and the intention is that these incentive programs will be kept in place for several years, e.g., 10 years, in order to allow them time to be effective. The results of the CIP programs will be monitored using the Monitoring Program contained in the CIP. After 3 to 5 years of program implementation, the CIP program results will be comprehensively reviewed, and necessary adjustments will be made to the incentive programs, as required.

6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a. **If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?**

Allow for more time to prepare the plan. The original timeframe that was anticipated to prepare the plan was not realistic.

- b. **If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?**

Having formulated a cross-departmental team was a successful strategy in the preparation of the plan. This team was able to provide insight and knowledge from across the corporation.

- c. **What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?**

There were no major barriers undertaking the preparation of the plan.

- d. **Aside from the Final Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)? If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.**

The best practices review included in Appendix D of the Brownfield Strategy could be very useful to other municipalities in Ontario and the rest of Canada who are considering programs to promote brownfield redevelopment. This Best Practices Review provides detailed information on the brownfield incentive programs employed by seven municipalities in Ontario (Cornwall, Guelph, Kingston, Hamilton, Niagara Falls, Ottawa, and Kitchener/Cambridge/Waterloo) with long-standing brownfield incentive programs, as well as the City of Edmonton, AB.

The structure of the incentive programs in Section 6.0 of the CIP could also be very helpful to other municipalities who are seeking a way to promote brownfield redevelopment while also promoting projects that achieve:

- minimum employment densities;
- exemplary building/site design implementation;
- the restoration of a designated heritage building/ property;
- the inclusion of affordable, assisted and special needs housing; and/or,
- environmental sustainability.

e. Would you like to showcase your Plan through an FCM webinar or workshop?

We would be happy to conduct a workshop or webinar.

7. Publicity and Outreach

a. Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).

There has not been any specific recognition, media coverage or notable public support aside from the support of Council at the July 9, 2018 Council meeting. Marketing of the incentive program is part of the implementation phase of the project, once publically promoted further support and recognition is anticipated.

b. Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.

<https://www.oakville.ca/business/29622.html>

8. Contacts

a. Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

Danielle Edwards, Senior Economic Development Officer, Economic Development Department
1225 Trafalgar Road, Oakville, ON., L6H 0H3
Ph: 905-338-4201
Fax: 905-815-2011
E-mail: rebekah.stormes@oakville.ca

b. In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

Dorothy St. George, Director, Economic Development Department
1225 Trafalgar Road, Oakville, ON., L6H 0H3
Ph: 905-338-4240
Fax: 905-815-2011
E-mail: Dorothy.stgeorge@oakville.ca