

# **Sustainable Bancroft**

An Integrated Community Sustainability  
Plan for Bancroft, Ontario



**FINAL – May 10, 2011**



**SUSTAINABILITY**  
one step at a time

**GRANT CONSULTING**

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## ACKNOWLEDGMENTS

Many people contributed to the development of Sustainable Bancroft and they all deserve to be recognized for their efforts.

### Community Sustainable Planning Committee (CSPC) members:

- Don Koppin, Chair (Koppin Contracting)
- Chris Drost (Revitalization Coordinator, Bancroft, Maynooth & Coe Hill)
- Velma Watters (ReUse-GreenTEC)
- Jane Mayberry (North Hastings Community Integration Association)
- Bill O'Boone (Bancroft Light & Power B.L.P.)
- Chris Fitzsimons (Citizen)
- Peter Whitehead (Town Council/ Business Owner)
- Kimberly McMunn (Bancroft Library)
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- Burke Chamberlain, Past Co-Chair (Whitfield Plumbing Heating)
- Larry McTaggart, Past Chair (Town Council/Local Business)
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- Carol and John Kirby (Citizens)
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- Gord MacDonald (Community



*Our success is a tribute to the direction provided by dedicated volunteers*

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- Lindsay Jolly (North Hastings Community Trust)
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- Debbie Dalley (Local Business)
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- Deputy Mayor Larry McTaggart
- Councillor Peter Whitehead
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- Councillor Bernice Jenkins
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- Old Tin Shed
- ReUse-GreenTEC
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- Town of Bancroft
- Whitfield Plumbing and Heating
- Celebrate Youth Movement
- Algonquin Arts Council
- Bancroft Community Airport
- Bancroft B&B
- Curves
- Rural Roots Café
- Irondell Metal Works
- Jan Woodlands - Bancroft
- Art Gallery of Bancroft
- River's Edge Golf Course
- Curious Caribou
- TD Canada Trust

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## EXECUTIVE SUMMARY

### ***Introduction***

The Town of Bancroft is developing an Integrated Community Sustainability Plan (ICSP) called **Sustainable Bancroft** to meet the requirements of the Federal Gas Tax Transfer Agreement that is in place with the Town, the Government of Canada and the Association of Municipalities of Ontario (AMO). This document contains the core plan elements and it describes how the plan will be implemented and monitored in future years.

Sustainable Bancroft was developed by almost 40 volunteers and reflects a strong starting point for the community consultation process. Information on the methodology used to build the plan is included in **Appendix A**. Sustainable Bancroft includes a vision statement, values, 16 themes with theme statements, strategic objectives, a governance plan and a commitment to report to Town Council and the community as a whole.

Sustainable Bancroft is ready to be shared with volunteers, local residents and other interested parties to allow for their review and comment. A separate document called the **Community Consultation Plan** was developed to guide community input. The final version of Sustainable Bancroft was approved by Bancroft Town Council on May 10, 2011.

### ***Our Vision***

The vision for Sustainable Bancroft is:

***Our sustainable future will be based on thoughtful growth, health and wellness, creative expression and preservation of our natural environment.***

### ***Values***

The community identified several values to guide the development and implementation of this plan:

- We live in harmony with nature and support the preservation of the area's natural beauty.
- We have strong rural roots and strong family values.
- We support accessibility for all to basic services including education, health services, housing and employment, and to barrier free access to those services.
- We support diversity and work to build an inclusive, cohesive community.
- We value our historic roots in mining and forestry, and support our thriving arts community.
- We believe that creativity lies within everyone.

### ***Themes, Theme Statements and Strategic Objectives***

Sustainable Bancroft includes 16 themes that cover the four pillars of sustainability: cultural, environmental, economic and social. Each theme has a theme statement that describes what we would like to see for Bancroft in the future. Finally each theme has a number of strategic objectives which are designed to guide our future development. A one page summary has been

prepared for each theme and is included in this plan.

### ***Governance***

Small towns cannot afford to dedicate significant resources to implementing an ICSP. The design of Sustainable Bancroft takes advantage of a strong volunteer network, the existence of many groups that already support sustainability, and a lean operations and governance design.

At the core of this plan is the concept of community ownership. Sustainable Bancroft will become a reality because we will work together as partners – the Town, local institutions like the Public Library, schools and colleges, businesses and other organizations – to achieve our vision and our plans for each of our 16 themes. The strategic objectives provide a starting point for any new program, project, initiative or development, and a way to align our future growth with our values to ensure that our children and grandchildren have the same opportunities for prosperity, health and quality of life that we have.

Sustainable Bancroft will be governed by the Community Sustainable Planning Committee (CSPC) who will meet on a regular basis to discuss issues related to sustainability. The CSPC is a committee of Town Council that seeks input and approval from Council on any recommendations that will have an impact on municipal services or tax levels.

Town Council recognizes that there may be a need to "keep the books" on sustainability. A part-time sustainability bookkeeper was hired and worked 5 to 10 hours a week from mid-January until the end of May but about half of this time was used to complete tasks associated with wrapping up the project. No further assistance will be required in 2011. In 2012, there will be a need to review monitoring information and to prepare for the Annual Report to the public.

### ***Implementation and Ongoing Reporting***

The implementation of Sustainable Bancroft is happening already. All around us community partners are completing actions that will move us closer to our vision and our 16 theme statements. Many excellent ideas have been identified to fill sustainability gaps and these potential initiatives have been listed within the plan.

The CSPC is expected to report to Town Council on a quarterly basis and will be available to attend regularly scheduled meetings as required. In addition, it is recommended that the CSPC present an Annual Report on sustainability to Town Council and to the public at a community conference to be held once a year. The report should cover successes and gaps and individuals or groups whose actions have moved Bancroft closer to our vision of sustainability should be recognized.

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## INTRODUCTION

The Town of Bancroft has developed an Integrated Community Sustainability Plan (ICSP) called **Sustainable Bancroft** to meet the requirements of the Federal Gas Tax Transfer Agreement that is in place with the Town, the Government of Canada and the Association of Municipalities of Ontario (AMO). This document contains the core plan elements and it describes how the plan will be implemented and monitored in future years.

### **Background**

The Town of Bancroft is a regional centre in a stunning wilderness area three hours from Toronto and Ottawa, and one hour from Algonquin Park. The lakes surrounding Bancroft are dotted with cottages, mostly seasonally occupied. It has easy access to four provincial parks: Algonquin, Lake St. Peter, Silent Lake, and Petroglyphs. It is situated in Hastings County, and is a lower tier municipality that does not have its own Official Plan.

The population of the town is 3,838 (Statistics Canada, 2006) and downtown Bancroft's trade area is almost 13,000 people (OMAFRA, 2009). In addition, Bancroft has an increasing role as a commercial hub for the seasonal residents and retirees living year round at their cottages.

Bancroft exists in large part because it is blessed with many geological riches and it considers itself to be Canada's Mineral Capital. Other natural resource industries are important with the most prominent being forestry.

Despite its historical dependence on agriculture, lumber, railways and mining, the economy of Bancroft today is service driven. Retail trade is currently the largest employment sector in Bancroft, followed by Health Care/Social Services, Business Services and Construction. Recent initiatives such as the downtown revitalization project and the development of a community improvement plan are all efforts to create new opportunities for local businesses, attract new residents and further promote tourism in the area.

### **Employment Data for Bancroft**

<b>Sector</b>	<b>Number of Employees</b>	<b>Percentage of Labour Force</b>
Retail Trade	300	17.8%
Health Care / Social Services	235	13.9%
Business Services	205	12.2%
Construction	195	11.6%
Agriculture	135	8.0%
Manufacturing	95	5.6%
Educational Services	80	4.7%
Finance and Real Estate	70	4.2%
Wholesale Trade	30	1.8%
Other Services	340	20.2%
<b>Total</b>	<b>1,685</b>	<b>100.0%</b>

*Using Stats Canada Data, 2006*

## Social Fabric

Culturally Bancroft has a strong outdoor flavour to it with many people enjoying pastimes such as fishing, hunting, snowmobiling, using ATVs and boating. There is also a strong recreational interest with a focus on hiking, cross country skiing, canoeing and mountain biking.

Bancroft also has a strong artistic community and was selected as Ontario's Most Talented Town in a 2004 contest held by TV Ontario. With an active playhouse, public art gallery and music festival, this area has become a magnet for artists.

Bancroft has a strong network of social leaders, pro-active organizations and a willingness to work together to access funding and resources to “get the job done”.

### Our ICSP Goals

Sustainable Bancroft has three top level goals:

**Shrink Our Footprint:** We are starting a conversation about how Bancroft and the surrounding region can reduce its ecological footprint – as a community and as individuals. We want people to be able to talk about contributing to solutions for global issues like climate change, poverty reduction and pollution, while also looking at national and local issues like health, education, culture, economic growth and

protection of Bancroft's incredible natural assets.

**Bring People Together:** We have 16 themes within our ICSP and just meeting started an incredible process of bringing together people who often work in silos. Our visioning process and strategic objectives provides guidance that we can use to shape

decisions on virtually anything. This kind of thinking is what will make Bancroft and the surrounding region truly sustainable.

**Build a Good Plan:** To date the Sustainable Bancroft initiative has been supported by volunteers. Our goal was to build a plan that is scaled to meet the needs of our

community without putting unreasonable pressure on the municipal taxpayer.

### Community Consultation

A separate document entitled *Community Consultation Plan for Sustainable Bancroft* (2010) provides a breakdown of consultation activities recommended for the period from April 2010 to May 2011. Information from these consultations will be used to finalize the ICSP.

### Finalizing the ICSP

This document is the ICSP for Sustainable Bancroft. It was approved on May 10, 2011.

#### The Role of Art

"Art is the expression of some of the gifts you have in your hands or in your mind ... It is neat to be able to transmit a thought into an action and end up with a result that pleases people."

Paul Ives, local artist.

## ICSP FRAMEWORK

Sustainable Bancroft is being developed using the Adaptive Management Framework (AMF). The AMF offers a systematic process for alignment and feedback between the various levels of the framework. It was selected because it has been used successfully in other municipalities of a similar size to Bancroft including Rossland, British Columbia and the County of Frontenac, Ontario. To learn more about this framework see **Appendix A**.

The key framework components are as follows.

### **Vision**

The vision for Sustainable Bancroft is:

***Our sustainable future will be based on thoughtful growth, health and wellness, creative expression and preservation of our natural environment.***

### **Values**

The community identified several values to guide the development and implementation of this plan:

- We live in harmony with nature and support the preservation of the area's natural beauty.
- We have strong rural roots and strong family values.
- We support accessibility for all to basic services including education, health services, housing and employment, and to barrier free access

#### **Did You Know?**

The ICSP framework being used is aligned with **The Natural Step** (TNS) framework and includes some terminology and process descriptions that are very similar to those used with the TNS framework. As we like to say, Sustainable Bancroft is 'pre-wired' for future use of TNS if that is the direction that the community wants to take.

to those services.

- We support diversity and work to build an inclusive, cohesive community.
- We value our historic roots in mining and forestry, and support our thriving arts community.
- We believe that creativity lies within everyone.

### **Themes**

There are 16 themes within Sustainable Bancroft linked to the four pillars: Cultural, Environmental, Economic and Social. In **Section 3.0** each theme is profiled in detail. For every theme several strategic objectives were identified by the community as ways to make our sustainable future a reality.

### **Actions**

There are a remarkable number of actions being undertaken right now to move Bancroft closer to its sustainability vision and in particular towards our many strategic objectives. A current list is accessible from <http://sustainablebancroft.blogspot.com>.

### **Potential Initiatives**

There are many things that we can do to move closer to our sustainable future. Each idea has been saved and where we can find an action lead and the resources needed we will implement it. A current list is accessible from

<http://sustainablebancroft.blogspot.com>.

## THEMES

A theme is a specific focus area of Sustainable Bancroft that supports achievement of the overall vision. Each theme includes a theme statement and several strategic objectives. Actions supporting a theme are included in our web site. Our themes are organized within a four pillar model of sustainability.

### The Cultural Pillar

A community's vitality and quality of life is closely related to the vitality and quality of its cultural engagement, expression, dialogue, and celebration (CCEC, 2006). Culture in a municipal context embraces history, heritage and the arts. Its components are integrated into everything we do including economic development; the attraction and retention of young workers; education of our children; recreation; health and well-being; and a celebration of the natural world that surrounds us.

**Themes** include: the Arts; and History and Heritage.

### The Environmental Pillar

Sustainability is often thought of as an environmental issue because everything we do is supported by the natural world. Focus in this pillar is on the fundamentals of environmental protection as well as application of sound principles to the buildings and infrastructure that support us.

**Themes** include: Energy and Climate Change; Water; Waste; Protection of

Natural Areas; and Buildings and Infrastructure.

### The Economic Pillar

Economic development is the heartbeat of small communities because personal well-being starts with financial security which for most means having meaningful, well-paid employment. Fortunately Sustainable Bancroft includes: creation of green jobs, growth in tourism and support for small businesses striving to meet the needs of our community. In addition, our plan asks businesses to embrace sustainability for many reasons, not the least of which is cost savings.

**Themes** include: Economic Development; Green Jobs; Land Use Planning; and Tourism.

### The Social Pillar

Well-being is connected to meeting our basic needs, many of which are included in the social pillar. Access to shelter, youth retention, health care, viable transportation, life-long education and recreational opportunities are all key components to a sustainable community. In addition the social pillar has strong links to the environment, tourism, the arts and many other areas.

**Themes** include: Education; Transportation; Recreation and Leisure; Health and Wellness; and Housing.



Village Playhouse - Photo credit: Don Hughes

## The Arts

Everyone is creative. Strong communities provide opportunities for people to explore and develop their own creativity and any opportunity to nurture artistic expression should be pursued and supported.

### Where Are We Now?

Bancroft was judged to be the Most Talented Town in Ontario by TVOntario in 2004. We have the Art Gallery of Bancroft as well as many private galleries, the Village Playhouse which is home to many performing arts, the York River Music Society and many artists living and working locally. North Hastings High School has a strong drama and music program.

### Where Do We Want To Be?

The role of the arts as a tourism attraction will grow over the years, supporting our economy and our local artists. Connected to this is our vision of strong, ongoing support for the Algonquin Arts Council.

We want to have physical infrastructure that meets the needs of our library and the Art Gallery of Bancroft, and we want to plan for the renovation of the Village Playhouse. We want to have a new cultural centre or museum celebrating the history of Bancroft and the region.

### How Are We Going To Get There?

We want to become part of the creative rural

### Theme Statement:

*We have a thriving arts community that enjoys excellent cultural resources in modern facilities including a performing arts centre, a modern library and a permanent public gallery that are supported by the community, patrons and the municipality.*

economy. Implementation of the recommendations outlined in the Municipal Cultural Plan (2010), will be key to achieving this goal.

We need to look for more opportunities to support public art that showcases local artistic talent from our community. We envision a more vibrant cultural scene with access to music in clubs, bars and restaurants. We would like to be able to connect the old and new parts of the town.

Culture always struggles to be fully supported. We need to raise the awareness of visitors and residents of the value of the arts and we need to promote the easy access to nature for artists looking to relocate from urban areas. We need to market our cultural events to cottagers and visitors.

We need to work together to ensure that we have places for the arts and facilities that meet our needs. In the future we will have to work with all levels of government to build and maintain these spaces.

### Strategic Objectives

- Promote arts and culture as a regional tourism attraction.
- Support artistic expression by all residents.
- Locate the Bancroft Public Library in a new home that is accessible and allows it to meet the needs of local and seasonal residents.
- Support the Art Gallery of Bancroft in its search for a permanent location designed to meet its needs as a primary art centre.
- Strengthen community support for the Algonquin Arts Council and its member arts groups.
- Create or preserve spaces for local performing arts.
- Celebrate local arts and artists by creating displays and sharing it with the public.

## History and Heritage

History and heritage are community anchors that celebrate place and help us to better understand where we came from and where we are going. In addition heritage is particularly meaningful in a diverse and multi-ethnic Canada as we understand and celebrate how local traditions blend with new ones that arrive from around the world.

### Where Are We Now?

Bancroft is an authentic town with real experiences that have evolved from our past history. For example the Rockhound Gemboree & Stone Carver's show celebrates the region's rich mining, mineral, fossil and gemstone history. In a similar manner we have a rich history in lumber and railways.

From time immemorial Algonquin First Nations people have lived in this region and they have a deep and rich local history. Settlers to the area have run hunt and fishing camps for centuries.

Local modern history can be found in places like the local curling club and in our new state of the art skate park located on the Hastings Heritage Trail.

### Where Do We Want To Be?

We want to celebrate and preserve our local history. We want to protect important structures and landscapes, and share stories about their significance with future generations.

### Theme Statement:

*We are aware of local history and how it shaped our region. We celebrate heritage and cultural diversity, and protect heritage buildings, sites and natural landscapes.*

### How Are We Going To Get There?

We need to recognize heritage buildings and landscapes in the Bancroft region and provide information to residents and visitors on their significance. We should consider the development of interpretive tools like walking tours.

We need to consider the establishment of a formal Heritage Committee to address the actions to be taken to support this theme.

We need to work with volunteers, residents, private sponsors and all levels of government in order to raise the funds needed to build and maintain heritage attractions such as museums.

### Strategic Objectives

- Develop opportunities for residents and visitors to learn about local history and heritage like walking tours, public displays and a story telling symposium.
- Protect, preserve and promote heritage buildings, sites and natural landscapes.
- Document and preserve local history.

## Energy and Climate Change

Energy use is an easy target. Use less and use renewable energy where possible and you will save money and reduce greenhouse gas emissions.

### Where Are We Now?

Bancroft and the local area has a modest amount of alternative energy which includes the Bancroft Light and Power Company.

A number of local companies offer renewable energy services including geothermal heating, solar and wind power support.

### Where Do We Want To Be?

We want to establish Bancroft as a leader in energy and climate change initiatives. We want to move away from a reliance on electricity, oil, and propane for space heating to the use of low impact sources like geothermal heating or high efficiency wood stoves supplemented by renewable resources. We want to build solar electric production systems that feed back into the grid where possible.

We want to improve energy conservation through better building design and renovation hereby reducing the amount of energy needed.

### How Are We Going To Get There?

We need to make individuals and businesses aware of how they can invest in long term energy conservation and greenhouse gas reductions while also

### Theme Statement:

*Our community is a net generator of clean, renewable energy with a minimal and ever shrinking carbon footprint.*

saving money.

We need to support and facilitate solar power installations that meet the requirements of the Ontario feed in tariff program. Where possible we need to build the infrastructure needed for electrical vehicles.

Major energy users will be encouraged to participate in energy audit programs and to learn more about how they can reduce energy consumption and save money. This should include a focus on sharing information about energy rebate programs.

We need to encourage energy conservation in new building design by working with developers and the Town to put

sustainable design programs in place.

We need to ensure that energy conservation is addressed in other themes including Housing, Green Jobs and the Arts.

### Strategic Objectives

- Design all new construction and major renovations to reduce energy consumption during building operation.
- Design municipal infrastructure including street lighting and water treatment to minimize energy consumption and greenhouse gas emissions.
- Install and maintain local, renewable energy sources - water, solar, wind, biomass, geothermal and high efficiency wood – using local technicians and professionals.
- Become a net zero community through education, individual commitment, behaviour change and the implementation of adaptation measures like tree planting.

## Water

Water is a particularly important eco system component and it includes waste water and storm water collection and treatment as well as the quality of drinking water and the water in our local lakes, rivers and streams.

### Where Are We Now?

There are lake management plans in place on many lakes including Paudash Lake. Local storm sewers are in good shape and overflows are rare.

Increased usage in summer due to tourism places a significant load on the system but a new sewage treatment facility will be in place by the end of 2010.

### Where Do We Want To Be?

We want all residents of the Bancroft area to continue to have access to good quality water from the Town water supply or from independent ground source wells.

We want to reduce our water consumption per person to sustainable levels.

### How Are We Going To Get There?

Everyone needs to work together to protect local watersheds and support regional efforts to preserve water quality. For example we can minimize the impact of storm water through management programs that divert flows and promote local aquifer recharge.

### Theme Statement:

*The water resources in the Bancroft Region provide a dependable supply of clean, healthy water that exceeds quality requirements and meets the needs of residents and visitors. Stewardship of this resource is a key component of our water management system providing education on use, technology and conservation of this essential life source.*

Future building design should reduce runoff into storm sewers and septic systems by allowing for surface percolation using techniques like permeable pavers for parking and walkways rather than pavement. In addition site design can be improved to better control storm surges and potential flooding.

### Strategic Objectives

- Direct storm water towards natural capture and filtration.
- Build and renovate in ways that promote water infiltration and water conservation.
- Continuously shrink the environmental footprint associated with supplying drinking water and treating wastewater.
- Raise awareness of the need to maintain septic systems and wells, and promote regular inspection and servicing.
- Work with partners to protect aquatic biodiversity.

Given the planned waste water upgrade our focus needs to be on regular septic system inspections and upgrades to reduce the risk of pollution of local water sources and watersheds.

Education should be provided to full time and seasonal residents on key water topics. This should include understanding what can be safely disposed of in a sewer or septic system as well as awareness and education of our river eco-system



## Waste

There is no waste in nature and as we try to emulate the way that eco systems work, waste is an obvious target. With widespread public acceptance of waste diversion the future lies in minimizing packaging, reducing consumption, reusing materials and conserving landfill space.

### Where Are We Now?

Bancroft's landfill is in reasonably good shape but the municipality is under pressure to receive Bancroft's anticipated future waste as well as flows from some surrounding municipalities.

The ReUse-GreenTEC centre has been operating for two years and it provides regional waste diversion options. The centre also has a mandate to raise community awareness and provide education on waste management, conservation concerns and other related issues.

### Where Do We Want To Be?

We want people to make sound purchasing decisions that take waste into consideration, keeping the 3Rs in mind - reduce first, then reuse followed by recycling.

We expect manufacturers and local suppliers to help us. We hope that they will look at providing products with longer life cycles, increased recyclable product content and the capacity to repair products instead of throwing them away.

### Theme Statement:

*Waste is viewed as a resource as we move closer to becoming a zero waste community.*

Businesses and individuals can lead the way through improved, on-site management of waste materials using all available diversion options. On site recycling at Tim Horton's is an excellent example.

### How Are We Going To Get There?

Community composting programs, if feasible, will help us to divert organics from landfill. In addition by focusing on the first R - reduction - we can reduce consumption and waste generation.

There is also need to provide education and awareness of how to divert waste for full time residents and for seasonal residents who will be used to the systems in their home towns.

Measures that would help include the provision of a suitable number of recycling and waste centres in the downtown core plus increased awareness of the ReUse-GreenTEC centre and the services it provides.

### Strategic Objectives

- Promote reduce, reuse, recycle as our primary tool for waste reduction.
- Divert all organics from landfill.
- Reduce packaging and where it is necessary require that it be recyclable.
- Divert construction and demolition waste for all major renovations and new construction.
- Support the education of all residents – full time and seasonal – on ways in which they can minimize waste.

## Protection of Natural Areas

Our natural areas are a legacy that we protect for future generations and that bring people and wildlife to this area. In fact one of our sustainability values is to "live in harmony with nature and support the preservation of the area's natural beauty." Our focus on the protection and restoration of natural areas supports biodiversity, watershed protection, carbon capture and many other natural eco-system services.

### Where Are We Now?

Bancroft is situated in a beautiful and relatively healthy eco-system that includes beautiful forests, lakes, rivers and streams typical of the Canadian Shield. Some areas have been permanently altered to facilitate development, as is the case across Canada, and balancing future needs will be important.

### Where Do We Want To Be?

We want to protect rivers and other water bodies from the environmental impacts of development.

We want to protect the biodiversity in our area through conservation and interpretation programs.

We want to ensure that we can continue to benefit from our close connection to nature - economically, spiritually and artistically - while supporting wellness, leisure activities and the local economy.

### Theme Statement:

*We are surrounded by healthy, resilient natural areas that support biodiversity, produce clean water and absorb carbon.*

### How Are We Going To Get There?

We encourage further study by universities, colleges and local high school students of the micro eco-systems that are present in our river eco-system. We also support consideration of a river development and protection plan for use in our region.

We recognize the need to identify key local assets such as the Eagles Nest that require protection.

### Strategic Objectives

- Obtain information on the status of our natural areas and their contribution to biodiversity.
- Protect our natural areas from negative environmental impacts.
- Balance our desire to enjoy nature and use trails with the need to leave habitat intact in order to support reasonable plant and animal populations.
- Raise the awareness of permanent and seasonal residents of the need to protect natural areas.
- Include land conservation principles in the design stage of every building project.
- Wherever possible restore land to a natural state that is the same as or very close to its original, undisturbed state.

We encourage other levels of government to continue monitoring key indicators of the health of our natural systems. We also strongly encourage all community partners to join in efforts to raise awareness about the value of natural systems and the steps that can be taken to protect them.

## Buildings and Infrastructure

Building construction and use is responsible for 50 percent of our energy consumption according to Natural Resources Canada. In addition, many forms of infrastructure have a significant impact. Two examples would be water treatment and distribution, and street lighting.

### Where Are We Now?

A number of local builders promote environmentally responsible building. They work with their clients to identify options that save money and reduce impact.

### Where Do We Want To Be?

We want every building in Bancroft to be as resource efficient as possible. For new buildings use of integrated design would help to ensure that the best materials are used and that heating and lighting requirements are minimized.

We want future renovations to include a focus on water and energy conservation.

All renovation and new construction should take advantage of passive solar heat gain.

### How Are We Going To Get There?

Improvements to the Ontario Building Code will help but we need to agree as a community that guidelines and bylaws should be put in place to require the use of sustainable design guidelines like LEED (Leadership in

### Theme Statement:

*Our buildings are constructed of materials with a long lifecycle and low embodied energy, contributing to healthy indoor air quality, producing the energy they use, processing the waste they produce and fostering a livable, walkable and restorative community.*

Energy and Environmental Design) or a similar program.

Our Community Improvement Plan will facilitate sustainable design, upgrades to buildings and improvements to municipal infrastructure.

### Strategic Objectives

- Use integrated design to minimize the environmental and construction impact of buildings during construction.
- Meet or exceed LEED Silver for new construction and for building operations.
- Build and maintain public use buildings (e.g. hospitals) to deliver a long lifecycle.
- Incorporate adaptability for alternative future use into the design of all new buildings.
- Design new buildings and major renovations to reflect local history and heritage buildings.
- Design buildings to reduce waste at source and effectively manage outputs so that they can be reused or recycled.

Raising awareness of the benefits of better construction and renovation will help to make it standard practice. At the same time we should provide local workers and business owners with the training that they need to adopt new building practices and to use technologies like solar panels and geothermal heating.

Developers should work with the community to integrate renewable energy into building design.

We should promote the use of local materials in building and infrastructure projects.

We should apply green design principles to the construction, operation and maintenance of local infrastructure projects.

## Economic Development

Economic development is the engine of small communities. Good jobs support community well-being and youth retention. Efforts to diversify the local economy will be front and centre in our sustainability future.

### Where Are We Now?

Bancroft recently lost its largest private sector employer and traditional resource markets - minerals and forestry - have slowed down.

Our Community Futures Development Corporation has developed the North Hastings Strategic Plan. Implementation of the Strategic Plan will create jobs, stimulate economic growth, improve quality of life and revitalize communities.

Large and small businesses are becoming more sustainable for the simple reason that sustainability is more profitable. They realize that is not only supports environment, social or cultural issues, it simply makes good business sense.

### Where Do We Want To Be?

We want to have access to well paying, year round employment. Ideally this will result from: development of the creative rural economy; new retail that complements existing, unique, one-of-a-kind shops; growth in tourism, light manufacturing and professional services; and provision of regional services such as

### Theme Statement:

*We have a strong and diversified economy based on local assets, our people and our natural resources creating full-time, well-paid employment and attracting professionals and other workers of all ages to the community.*

government, banking, library and health care.

### How Are We Going To Get There?

Broadband internet access will drive the development of small business and will make networking easier. It will also support the local economy.

Development of a diversified local economy with strong support for entrepreneurs will also help us to attract and retain young workers and their families.

A focus on employment training will provide opportunities to individuals looking for meaningful, well-paid employment.

We believe that it makes good sense to develop a local economy with more focus on smaller or diverse businesses rather than reliance on single employer or industry.

Forestry needs to be supported as it is a core economic activity that relies on a renewable resource.

### Strategic Objectives

- Provide local entrepreneurs and small businesses with critical support in financing, space allocation, employee training and marketing.
- Develop strategies for succession planning in local small businesses that account for changing dynamics in our community.
- Support a range of industries from logging to high tech to tourism that will make the community economically more resilient and self-sustaining.
- Provide a full complement of skills training to support local economic development.
- Provide access to broadband for all residents and businesses in the Bancroft Region to facilitate growth and access to outside markets.

## Green Jobs

Green jobs are: jobs that have been upgraded to better respect the environment; or professional, vocational or trade level employment in environmental fields. Examples include electricians who install solar panels, plumbers who install geothermal heating systems and eco tourism operators. Our diversified rural economy will include green jobs.

### Where Are We Now?

Many local entrepreneurs have started the process of green job conversion, in particular in areas related to building, energy generation and plumbing. Local residents have access to sustainable construction services and the installation and maintenance of solar panels and geothermal systems.

The ReUse-GreenTEC Centre is an example of a local organization dedicated to the creation of green jobs, and several local tourism operators are moving into eco tourism activities.

### Where Do We Want To Be?

We want to have meaningful, well paid green jobs available in new fields. We also want to 'green' local trades, architecture and engineering services connected with building and renovation.

We want our tourism industry to include well-defined, eco-tourism experiences that in turn create green jobs.

### Theme Statement:

*Green jobs facilitate green market development and research and development focused on energy technology.*

### How Are We Going To Get There?

In our community, we need specialized job training provided by Loyalist College and other reliable training providers.

We would also benefit from 'incubator' initiatives that will lead to increased awareness of sustainability and green job creation. One such idea is hosting a sustainability call centre that would provide Hastings County residents with information about sustainability.

#### Strategic Objectives

- Create new jobs in environmental fields.
- Include training for blue collar workers and professionals on how they can turn their jobs into green jobs.
- Work with businesses and property owners to help them improve their properties.
- Create manufacturing opportunities locally to support green job creation.

Another idea is the launch of a community project targeted at property owners and businesses that would help them to do energy and water audits and fix up their properties. This would create demand for services, create green jobs, increase the need for job training, reduce energy use and greenhouse gas emissions, and water consumption. The savings would also put money back in the pockets of Bancroft residents and businesses.

To create green jobs, a number of community partners will need to come together and take advantage of existing programs at the federal and provincial levels, and through Ontario Power Authority and other local utilities.

## Land Use Planning

Land use planning is a strategic enabler of our sustainable future. The recently approved Community Improvement Plan (CIP) will provide Bancroft with the authority to make decisions that support many other sustainability themes like housing, buildings and infrastructure, recreation and leisure and many more. Other tools such as by-laws and site plan controls will also help align development with our strategic objectives.

### Where Are We Now?

The Town of Bancroft has a CIP to direct and manage community improvements to the functioning and appearance of the Bancroft Urban Area, including new development, rehabilitation and capital improvement.

The CIP is an amendment to the Official Plan (OP) for Hastings County. This OP guides the majority of land use decisions in Bancroft.

### Where Do We Want To Be?

We want to live in a sustainable community that has benefited from many years of wise land use decisions guided by plans, by-laws and site plan controls that reflect the strategic objectives in this ICSP.

We want to work with our stakeholders to identify and convert local brownfields into productive land use applications and over time we want to restore key natural features previously impacted by development, e.g. York River clean up.

### Theme Statement:

*Land use planning supports sustainable building, development of low impact infrastructure, protection of natural areas, creation of employment lands and commercial areas, and the creation of residential developments in various densities.*

### How Are We Going To Get There?

The CIP can be used to ensure that all community members - the Town, local businesses, residents and developers – work together to make our future more sustainable.

Experience has shown that for a downtown to be successful it needs to have a good mix of compatible land uses and activities (OMAFRA, 2009). We would like our

downtown to have a mixture of different types of land uses to encourage pedestrian traffic, maximize development potential and create an active space.

As a requirement of the Federal Gas Tax transfer, the Town of Bancroft must address how it will work with neighbouring municipalities to become more sustainable. The Town of Bancroft will need to coordinate land use planning with our neighbours. This will include working closely with Hastings County to update and modernize land-use planning in Bancroft.

### Strategic Objectives

- Enable green construction and support design innovations.
- Identify key natural features that need protecting and restore ones that have already been impacted by negative development.

## Tourism

Tourism is an important component of the local economy. With abundant natural beauty and a foundation of services, tourism is poised to grow and contribute in a positive manner to our sustainable future.

### Where Are We Now?

Bancroft is known for its minerals, natural beauty, outdoor activities and cultural assets. It is known as the “Mineral Capital of Canada” and has been voted Ontario’s “Most Talented Town”.

It hosts many tourist activities every year highlighted by the Rockhound Gemboree & Stone Carver’s Show.

Considerable effort has been dedicated to promoting tourism over the last year.

### Where Do We Want To Be?

We want tourism to be a reliable source of well-paying jobs as the local industry increases in respectability, professionalism and service quality

We want our local experiences to be well defined and memorable with an increasing focus on nature, wellness, culture and eco tourism.

With the help of all levels of government, we would like to develop new attractions such as a Heritage Museum to celebrate our local history and anchor our downtown.

### Theme Statement:

*Tourism provides residents with fulfilling careers and life experiences, and demonstrates to visitors our natural beauty, rich heritage and a range of experiences including arts, culture, wellness and outdoor adventure.*

### How Are We Going To Get There?

We need to bring all tourism stakeholders together so that we can meet our needs. For instance developing and growing our local eco-tourism attractions should be a priority and we also need to ways to attract visitors in the shoulder season.

All stakeholders need work together to develop and execute a tourism plan that gives existing and new visitors reasons to come back to Bancroft at different times during the year. This includes enhancements in our streetscape and other measures proposed in the CIP for Bancroft.

### Strategic Objectives

- Create quality full time employment in the tourism sector.
- Improve the visitor experience.
- Grow and develop local eco-tourism opportunities.
- Educate entrepreneurs, employees and potential employees in the hospitality industry to increase respectability, professionalism and service quality.
- Expand the range of quality options for visitors staying overnight to include branded motels, bed and breakfast locations and local resorts.
- Develop lifestyle experiences that appeal to visitors including shops, restaurants and entertainment venues.
- Promote cultural events and facilities including music festivals, theatre, museums and artisanal shopping.

## Education

Education provides the foundation for a more sustainable future. This includes basic K to 12 schooling; the local provision of post-secondary education; job training; and opportunities for lifelong learning. Also important are specific programs designed to provide residents and visitors with a better understanding of how they can contribute to Sustainable Bancroft.

### Where Are We Now?

Bancroft has a full complement of K to 12 education with a high school in the downtown core. Loyalist College has a satellite campus and is prepared to expand its course offerings once suitable space is located.

### Where Do We Want To Be?

We want our residents to have access to a full range of educational opportunities at every stage of their lives. This includes high quality public education and access to a wide range of post-secondary programs through Loyalist College. Others seeking to complete courses at far away campuses will have access to high quality broadband services and the chance to participate in a wide range of courses via distance education.

Over the course of our lives we want to have opportunities to improve our job skills and to pursue general interest education.

### Theme Statement:

*We have multi-level educational programs that meet a wide range of needs including formal education, retraining and lifelong learning.*

We want to be part of community wide initiatives to raise awareness of important sustainability issues from managing septic systems to understanding how to reduce our environmental footprint.

### How Are We Going To Get There?

As a community, we need to offer more skills training, apprenticeships and development of trades while working hand

in hand with employers who will identify needs and participate in programs. We need an expansion of the services of Loyalist College and other qualified training providers.

We need to work with all stakeholders to attract university programs to this area such as geology and tourism to expose students from elsewhere to our community.

Lifelong learning is needed both to improve skills and to provide for personal growth. The community also needs to develop programs to

raise awareness of what individuals can do to make Bancroft more sustainable.

### Strategic Objectives

- Use distance learning wherever possible and position it to play an integral role in future training and education delivery.
- Provide Loyalist College and other educational organizations with adequate facilities and space to allow them to deliver quality education and training.
- Make local residents more aware of the educational opportunities that exist for them in Bancroft and the neighbouring region.
- Raise resident and visitor awareness of local sustainability issues.
- Attract college and university placements and programs to Bancroft.
- Provide skills training, apprenticeships, development of trades and other work related training, and connect local employers to these programs.



## Transportation

Multi-modal transportation is a core component of a sustainable community. People benefit from having alternatives to using their personal vehicles. Walkable towns support wellness, public transit helps those who cannot drive themselves and trails can be used in many different ways. Together they contribute to a complete community.

### Where Are We Now?

Our region has limited public transportation. Regional transportation would make employment more accessible but cost concerns have made it difficult to service a broad area.

One recent success is the Rural Overland Utility Transit, or TROUT as it is fondly known. It began providing public transportation options for the people of North Hastings in the late spring of 2010.

### Where Do We Want To Be?

Residents of Bancroft and neighbouring North Hastings communities want to be able to get to work, school and medical appointments, and want to be able to run errands as needed using a variety of transportation options.

We want to become a walkable community that includes walking and cycling trails, sidewalks and amenities. This would improve social bonds and it would improve the

### Theme Statement:

*We have a coordinated public transportation network that is accessible, efficient and responsive to the needs of our community.*

health of residents.

### How Are We Going To Get There?

We will need to work with our neighbours to develop and support transportation alternatives including public transit, non-emergency medical transport, car pooling, ride sharing, use of shared vehicles and the use of bicycles.

We need to work with service providers to improve daily and weekly scheduled transit to Peterborough and Belleville, and as a community we will need to support companies providing such services.

Given Bancroft's location and the rising costs of fuel, it was suggested that a regional independent warehousing point could be established where goods from the South could be temporarily stored and redistributed.

We should use the CIP to focus on creating a "walkable" community and avoiding urban sprawl with its dependence on vehicles.

### Strategic Objectives

- Meet the transportation needs of residents with affordable services that are cost effective to operate.
- Provide non-emergency medical transportation and reduce reliance on ambulatory services.
- Connect residents to the larger regional centres such as Belleville and Peterborough to ensure access to medical services and other necessities.
- Provide support for all modes of transportation including walking, public transit, bicycles, electric vehicles, shared vehicles and personal vehicles.
- Implement innovative solutions where possible that reduce the overall footprint of transportation such as car sharing and zero emission vehicles.

## Recreation and Leisure

Recreation and leisure opportunities provide residents with social contact, physical exercise and mental stimulation. They are also an important part of the local economy as they attract visitors and support tourism.

Recreation and leisure includes: sports such as swimming, canoeing, skiing, hiking, biking, hockey, and curling; clubs, social activities and fitness sessions; and other activities like boating, hunting and fishing.

### Where Are We Now?

A trail mapping initiative is underway and trails between Bancroft and Bird's Creek are being hard packed.

Once approved the CIP will facilitate the development of walking and cycling networks, high-quality public spaces and services within reasonable walking and travel distances. It will designate the York River banks as important open spaces featuring continuous boardwalks or walking trails, as well as open areas for community events. Existing parks and trails can be improved and opportunities exist for expansion and linking of recreational and open space areas.

### Where Do We Want To Be?

We want have a wide range of recreation and leisure choices available to residents and visitors. As facilities are built or renovated we would like to see green design principles included in the plans.

Recreation and leisure activities should be

### Theme Statement:

*We are healthy and active with many options available for recreation and leisure for all age groups.*

affordable with options that accommodate different age groups, levels of physical ability and interests.

We want local trails that are multi-use, well-maintained, well-marked and easy to navigate.

### How Are We Going To Get There?

As a community we need to determine our needs and work towards meeting them. We

also need to create places where youth, moms and tots, and seniors can mix and mingle.

We should focus on the development of trails for active transportation – bicycling, running and walking – to encourage wellness and provide transportation options.

We should also support motorized recreational sports such as boating, snowmobiling and the use of ATVs. This would include providing better access to fuel, food and

overnight accommodations and the downtown core in general, as well as better trail signage.

We need to ensure that mixed use trails are respected by all users.

### Strategic Objectives

- Build and maintain family-friendly, indoor and outdoor recreation and leisure facilities that meet the needs of residents and visitors.
- Create and maintain recreation spaces for young people where they can hang out and be comfortable.
- Maintain and expand an extensive local and regional trail network that accommodates a variety of uses.
- Maintain and upgrade directional signage on all roads and trails to assist users with navigation.

## Health and Wellness

In a sustainable community, our well-being is valued and is a key component of a systems approach. So many things can be linked back to health and wellness from good jobs to creative expression to the enjoyment of nature. Indeed all of our themes link back to the physical and mental well-being not only of our residents but future generations as well.

### Where Are We Now?

We have two family health teams, a number of health education programs run by local service providers and a primary acute care hospital site. Quinte Health Care North Hastings has six beds and operates a 24-hour-a-day Emergency Department (including Emergency Obstetrics). A number of health specialists visit on a regular basis to provide coverage (e.g. heart specialist).

There is a shortage of family doctors, and high demands on the system as a whole in the summer months. The number of beds in the local hospital has been reduced recently. Finally residents need to travel to Belleville or Peterborough for a number of services (e.g. childbirth).

### Where Do We Want To Be?

We want access to an excellent network of health care services and social service

### Theme Statement:

*The physical and mental well-being of our permanent and seasonal residents and families is protected and enhanced by our high quality health and wellness services.*

providers. We want programs that meet the needs of all residents from youth to families to seniors.

### How Are We Going To Get There?

We support the development of new wellness facilities and we are looking for new lifestyle related businesses willing to set up in Bancroft. The new CIP, if approved, will facilitate the development of a fully equipped recreational area to support health and wellness.

#### Strategic Objectives

- Maintain and enhance our network of health care and social service providers and attract and retain the professionals required to run these services.
- Promote and enhance our network of wellness opportunities to residents and visitors, and develop programs to allow access to these services by low income residents.
- Meet the health and social needs of community members, especially children, the elderly and people with special needs by working together as organizations and residents.
- Use communications technology to link medical specialists from across Ontario to patients in Bancroft.

## Housing

As we envision our community in the future our view of housing is consistent. Our people need places to live. As fundamental as health and prosperity, shelter is a basic need that must be met for all residents.

### Where Are We Now?

In Bancroft's trade area the average home in 2006 was valued at \$177,399, which was slightly higher than Hastings County, but significantly lower than the provincial average. The percentage of people paying 30% or more of their household income on housing was also lower in the trade area (11%) than in the Province (13%). The percentage of people paying 30% or more of their household income on rent was higher in the trade area (21%) than in the Province (17%) (OMAFRA, 2009).

Affordable housing is not being built – there needs to be a commitment to build affordable housing that is integrated within the existing housing stock.

### Where Do We Want To Be?

We want to have a diverse mix of housing options available to its residents. This would include affordable housing integrated into existing neighbourhoods that can meet a variety of needs from working singles to families to seniors.

### Theme Statement:

*We have a wide range of resource-efficient and integrated housing options available to residents at all income levels.*

We also want to have a range of options available to people from outside of Bancroft considering relocating to the area. This would include apartments, condominiums, full sized homes and estate properties.

We want to see new residential developments use green design principles and be connected to trail systems, where possible, to promote active transportation and recreation and leisure.

### How Are We Going To Get There?

New affordable housing is needed and it should be integrated with existing homes and future residential developments. There is also a need to develop transitional and emergency housing.

All new housing, renovations and upgrades need to be built to green design standards.

The new CIP encourages the development of new integrated, affordable housing which includes rent-geared-to-income housing and housing for seniors.

### Strategic Objectives

- Upgrade existing housing stock to make it comfortable, safe and resource efficient.
- Create options for emergency housing.
- Build and renovate housing to be low impact and to meet sustainable building standards that address land use; energy efficiency; water and waste water management; indoor air quality and materials selection.
- Create attractive housing options that appeal to a wide range of people including retirees, seniors, young couples and singles.
- Ensure that residents can meet their housing needs regardless of income level.

## OPERATIONS AND GOVERNANCE

Small towns cannot afford to dedicate significant resources to implementing an ICSP. The design of Sustainable Bancroft takes advantage of a strong volunteer network, the existence of many groups that already support sustainability, and a lean governance design.

### **Community Ownership**

One of the biggest challenges to the future of Sustainable Bancroft will be the ongoing implementation of the plan. Most small communities simply do not have the tax base to support a full sustainability program similar to places like Whistler or Pickering.

Community ownership is an option. It is a way to share planning and implementation between the Town and local institutions, groups, businesses and organizations under the coordination and guidance of the **Community Sustainable Planning Committee (CSPC)**. In addition, other levels of government and neighbouring communities can be invited to participate in this model.

This can work because organizations and individuals throughout the community are already doing things right now that are moving us closer to our sustainability vision. Community ownership allows organizations, businesses and individuals to show leadership.

### **Community Partners**

Community Partners are organizations that are implementing actions that support local sustainability. By late April, 2011 20 local businesses and organizations had become community partners. A full list can be found in the **Acknowledgments** section of this plan.



*Participants at the first public meeting on November 24, 2009*

Community partners are asked to use the sustainability checklist to review ongoing operations or plans for a renovation or new construction. The sustainability checklist is handed out by the Town staff through the Building Department and it is available on line at the

Sustainable Bancroft web site.

### **Impact on Town Operations**

The ICSP will influence the direction of current and future Town decision-making. All municipal departments will be expected to play a role in implementation and employees will be invited to participate in sustainability training.

Part of the sustainable community planning process will be to determine how to link to and work with existing municipal plans. The Town of Bancroft is committed to supporting this plan and to ensuring that where possible existing plans and operations are modified to reflect the strategic objectives of the themes contained within the ICSP.

## **Regional Cooperation**

Officially the ICSP is being completed to meet the Federal Gas Tax requirements of the Town of Bancroft. Many issues are regional in nature including transportation, health and wellness, tourism, economic development and environmental protection to name a few. The Bancroft Town Council will work with regional organizations to ensure that this ICSP continues to drive integration.

## **Governance Plan**

Sustainable Bancroft provides guidance to residents and community partners about how to achieve our sustainability vision. Key to its success will be the establishment of strong governance.

Governance in the context of Sustainable Bancroft is the ongoing responsibility for: monitoring progress; managing potential initiatives; recommending meetings between community partners to discuss how gaps can be filled; reporting annually to the public; and revising the ICSP. Some of these responsibilities need to rest with Town Council and others with the CSPC.

Individual community partners are responsible using the sustainability checklist to align their decision-making with the strategic objectives in the ICSP.

### **The Bancroft Opportunity**

Larger places with more people cannot match Bancroft and its hard working volunteers who have managed bring so many perspectives to the table in the creation of this ICSP. If you believe in "don't fix it if it ain't broke" then continuing with the committee process that has brought you this far is the answer. You may become a model for other places your size.

## **Role of the CSPC**

Top level governance is the responsibility of Town Council, who are supported by the CSPC. The CSPC can meet with community partners or others to discuss how to implement potential initiatives and how to fill gaps. In addition, they are responsible for planning the Annual Report to the public and for making recommendations to Council for changes to Sustainable Bancroft.

## **Role of the Sustainability Bookkeeper**

From mid-January until the end of May a sustainability bookkeeper was hired to "keep the books" on sustainability. The bookkeeper worked between 5 and 10 hours per week and assisted by:

- keeping the action inventory and list of potential initiatives up-to-date;
- recruiting community partners;
- providing advice on how to use the checklist and assisting community partners;
- Assisting with the Annual Report to the public.

At least 50 percent of the work completed by the bookkeeper during this period supported the completion of the project. Moving forward there is no additional need for a bookkeeper during 2011 but there may be a need in the future to review the monitoring associated with the implementation of this plan.

## The Role of Town Staff

The Building Department will be responsible for providing the sustainability checklist to anyone who needs a building permit. They will also be responsible for collecting completed checklist and for bringing questions or issues to the attention of other Town staff.

Staff will continue to answer questions from the public on Sustainable Bancroft or to direct them to the web site.

## The Sustainability Checklist

A sustainability checklist has been developed that can be used to review existing operations and new projects. It can be used by Town staff, Town Council and by businesses and private organizations.

Anyone who needs a building permit will be asked to complete the checklist in order to see how their work can support the objectives of Sustainable Bancroft. Completion of the checklist is not mandatory, nor is there a minimum score that a project needs to achieve.

## The Kingston Example

As we move forward with the development of our ICSP it will be important to follow the progress of Kingston as it implements its community-owned ICSP.

For their ICSP, the City of Kingston is proposing a governance structure that consists of an incorporated non-profit organization with a governing board of directors. The Sustainable Kingston organization will receive resources (funding) to undertake the work of implementing the first stage of the Sustainable Kingston Plan

and to leverage additional funding opportunities for ongoing implementation.

The make-up and criteria for members of the Board of Directors will be determined within the bylaws and terms of reference of the Sustainable Kingston organization and

drawn up by the First Directors. The Sustainable Kingston organization will not have a formal reporting relationship with City Council beyond that required for accountability for funding.

It will report to the community via the annual sustainability report. Sustainable Kingston may at times be requested to provide advice to Kingston City Council, as part of an agreement with the City of Kingston.

### Following Kingston's Lead

Kingston, Ontario is an innovator in governance for sustainability. It is currently finalizing its plans to develop a community ownership model that builds on the concept of community partnership pioneered by Whistler, Sudbury and others, to produce a holistic system where the community leads the implementation and monitoring of the plan. Our goal is to develop a scaled down version of community ownership that meets our needs and fits with our available resources.

## IMPLEMENTATION

The implementation of Sustainable Bancroft is happening already. All around us community partners are completing actions that will move us closer to our vision and our 16 theme statements. An important component of this plan is the description of the tools that are being put in place to facilitate and increase implementation of actions.

### **Action Inventory**

Actions are specific initiatives that are either ongoing or planned that will move the community towards one or more of its theme statements. To date many organizations, institutions, businesses, and individuals have started actions that meet this description.

All sustainability actions that are ongoing, planned or recently completed should be included in a tool called the action inventory. The inventory is an online tool used to save and track the following data points:

- Action Name
- Action Lead
- Action Description
- Target
- Which theme does this action support?
- Does your action support any other themes?
- Status



*The idea to "raise awareness of our river eco-system" is an example of a potential initiative*

It is proposed that the list would be updated in January and February by contacting community partners and other action leads to obtain status updates.

A link to the action inventory can be found at <http://sustainablebancroft.blogspot.com>.

### **Potential Initiatives**

Potential initiatives (PIs) are ideas for programs, projects or activities that might help to move Bancroft from our current reality to the achievement of one or more theme statements. Potential initiatives also need to be aligned with one or more strategic objectives. To become an action, an organization or an individual must become an action lead and commit to implementing the potential initiative. A list of PIs can be found at <http://sustainablebancroft.blogspot.com>.

The CSPC would be responsible for working with Town staff and community partners to identify potential initiatives that could become future actions. Another important and related responsibility is the identification of gaps that need to be bridged to move Bancroft from where it is today to its desired future state as defined in the sustainability vision and the 16 theme statements.



## Ongoing Monitoring Program

In an ICSP, the progress towards goals must be measured. Existing actions and potential initiatives are tracked and monitored using an online tool called Google Docs which includes an online form and spreadsheet. This tool allows us to easily add to or update the current list. From this online document reports can be generated that can be posted on the website set up to support Sustainable Bancroft. Annual monitoring should be completed in January and February.

During the monitoring period community partners should be contacted to ask for updates on the action inventory on an annual basis to secure an update to the status of the action. This update will be posted in the status field.

Tracking the use of the sustainability checklist will be completed by Town staff after the checklists are collected by the Building Department.

## Reports

It is proposed that a regular report would be generated. The report would include the results of the ongoing monitoring and in particular will note:

- the number of actions by theme;
- the number of actions by community partner;
- the number of potential initiatives by theme;
- changes from month to month;
- gaps identified;
- use of the sustainability checklist; and
- any qualitative comments that will help the CSPC to

better understand the status of the ICSP.



*The idea to "Launch Community Conservation Challenge to reduce environmental footprint of buildings" is an example of a potential initiative*

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## REPORTING

It will be important to share regular updates with Town Council, community partners and the people of Bancroft.

### ***Reporting to Town Council***

The CSPC will report to Town Council on a regular basis. Moving forward, the CSPC will provide regular reports to Town Council with an option to appear at a regularly scheduled meeting.

The CSPC will seek input and approval on any recommendations that will have an impact on municipal services or tax levels.

### ***Report to the Annual Community Conference***

Once a year a report and a presentation will be developed for the Annual Report to the public on Sustainable Bancroft. This report will be presented by the chair of the CSPC and made available to members of the public.

Using the feedback from the public at this event, the CSPC would provide the Town

Council with direction on how to update the ICSP. In addition, existing members of the CSPC will be confirmed for the coming year and new members will be brought onto the committee.

### ***Knowledge Sharing Initiatives***

The Town of Bancroft is one of many small towns looking to develop a sustainability plan for the future. The Town is prepared to participate in knowledge sharing with other small towns throughout the ICSP process. The goal is to share information that will

make it easier for other towns to develop their own sustainability plans. Information developed for this purpose will be shared on the Sustainable Bancroft website at <http://sustainablebancroft.blogspot.com>.

A Knowledge Sharing Report that meets the reporting requirements of the Green Municipal Fund (GMF) will be developed and posted on the web site.



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## REFERENCES

During the course of this research, the project team reviewed the following documents.

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*Bancroft Business Mix Analysis* (2009), Ontario Ministry of Agriculture, Food and Rural Affairs.

*BB\_Mineral\_Asset\_Development\_Robert\_Beckett* (2009), Robert H. Beckett.

*BB\_Natural\_Heritage\_Centre\_Vision\_09* (2009), Natural Heritage Sub-Committee.

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*Building Bancroft Green Intro BB* (2009), Core Committee.

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*CECC – Cultural Research Salon* (March, 2006) Simon Fraser University.

*Defining Sustainability* (2009), Environmental Pillar Group.

*Downtown Bancroft Trade Area Report* (2009), Ontario Ministry of Agriculture, Food and Rural Affairs.

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*ICSP Public Meeting Workshop Notes (Nov. 24)* (2009), Community Sustainable Planning Committee.

*Investing in Economic Development: Important key indicators municipalities should assess* (2009) Paul Blais and Andrew Redden.

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*North Hastings Community Strategic Plan* (2008), Community Futures Development Corporation.

*Notes from Special Economic Pillar Meeting on Jan 4 2010* (2010), Burke Chamberlain.

*Notes\_Nov\_24\_Social* (2009), Community Sustainable Planning Committee.

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*SC\_wgroup\_template* (2009), Community Sustainable Planning Committee.

*Storm Water Management Report* (2009), Environmental Pillar Group.

*Sustainability Sub-Committee Presentation* (2009), Community Sustainable Planning Committee.

*Waste Management Report* (2009), Environmental Pillar Group.

*Water Quality Report* (2009), Environmental Pillar Group.

**APPENDIX A – ICSP FRAMEWORK  
FOR SUSTAINABLE BANCROFT**



**SUSTAINABILITY**  
one step at a time

**GRANT CONSULTING**



## Bancroft's ICSP Framework

The components of the framework used for Sustainable Bancroft are describe below and **Figure 1** depicts the structure of the framework and its layers.

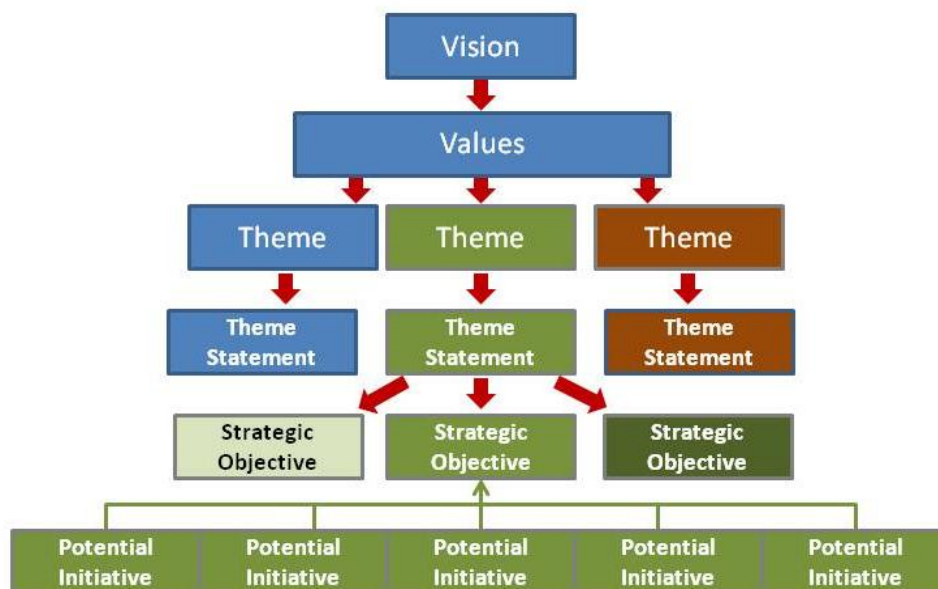
**Vision:** This is the overall vision for community sustainability. All actions taken in the future should move Bancroft closer to its vision.

**Values:** Each value identified is shared by community members and these values will help to move Bancroft towards becoming a sustainable community for the future. The values are aligned with the vision.

**Themes:** A theme is a specific focus area of Sustainable Bancroft that supports achievement of the overall vision such as energy and climate change, green economy, or housing. Themes are nominally organized into four pillars of sustainability – cultural, economic, environmental, and social sustainability - but there is considerable overlap between pillars in many cases. Developing a sustainable building would touch on energy, water, waste, transportation, land use planning and green economy and could also support housing, health, heritage, arts and so forth.

There are 16 themes in the ICSP at present.

**Figure 1: Bancroft's Adaptive Management Framework**



**Theme Statement:** A theme statement describes what each theme would look like if the vision were achieved. For example the proposed theme statement for Arts and Culture is:

*We have a thriving arts community that enjoys excellent cultural resources in modern facilities including a performing arts centre, a modern library and a permanent public gallery that are supported by the community, patrons and the municipality.*

Your theme statement should describe what success will look like in a sustainable future for this theme, aligned with your vision and framed by your values. It generally takes the form of a statement of the highest aspirations and purpose for the community system combined with a number of long-term strategic objectives that provide further detail.

**Current Reality:** Your current reality is a description of "Where are we now?" and is the assessment of all of the baseline information that has been collected. An important part of developing your current reality description for a theme is to look for actions that are already underway that will move you towards the desired future state described in your theme statement.

**Strategic Objectives:** Strategic objectives are high level goals that are intended to provide strategic guidance on moving from the current reality to the theme statement. These should be written as results based objectives versus prescriptive based objectives. For example, "our community's energy system is fossil fuel free" (results-based) is preferable to "our community's energy system comprises an array of solar panels" (prescriptive).

**Potential Initiatives:** Potential initiatives (PIs) are ideas for programs, projects or activities that might help to move Bancroft from our current reality to the achievement of one or more theme statements. Potential initiatives also need to be aligned with one or more strategic objectives. To become an action, an organization or an individual must become an action lead and commit to implementing the potential initiative.

**Actions:** Actions are specific initiatives that are either ongoing or planned and are usually called projects or programs. Organizations, institutions, businesses, and citizens should be encouraged to undertake actions that will help to move Bancroft towards its vision and one or more of its theme statements. Actions need an action lead and a target to go from being an idea or potential initiative to an action.

It is recommended that an inventory of actions that support one or more of Sustainable Bancroft's themes should be developed to demonstrate the progress made to date.

**Action Lead:** The action lead is an individual or an organization that has accepted responsibility and accountability for implementing an action. Action leads will generally confer with other organizations willing to assist in the implementation and will develop and execute an implementation plan. Action leads are also responsible for reporting on progress against targets.

**Target:** Every action requires at least one target that is SMART - specific, measurable, accountable (i.e. has an action lead), realistic and time bound.

**Indicators:** Indicators are used to monitor and track performance. An indicator is a measure that reveals a trend or condition. Bancroft should look for opportunities to review indicators that can be used to inform decision-making. The best indicators are ones that are already being collected and are available for use at no cost or for a minimal fee. E.g. for Bancroft include employment data, health data, available doctors, high school graduation rate and so forth.



**APPENDIX B – GLOSSARY AND ACRONYM LIST**



**SUSTAINABILITY**  
one step at a time  
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## Glossary and Acronym List

Term or Acronym	Definition or Long Name
Action	For definition see <b>Appendix A ICSP Framework</b> .
Action Lead	For definition see <b>Appendix A ICSP Framework</b> .
BBIA	Bancroft Business Improvement Area
CFDC	Community Futures Development Corporation
CIP	Community Improvement Plan ( <i>see definition</i> )
Community Improvement Plan	Ontario's Planning Act allows municipalities to prepare a Community Improvement Plan to set out, in an "official" way, what a municipality intends to do to address an unsatisfactory state of affairs in a certain defined area. <sup>1</sup> The proposed CIP for the Town of Bancroft will require an amendment to the Official Plan for the County of Hastings.
Community Ownership	Community ownership is a governance model that places a community board of directors or volunteer committee in a position of oversight over an ICSP or similar document. Direction flows from the community with the municipality as a partner rather than directly from the municipality.
Community Sustainable Planning Committee	The volunteer planning committee that provides contributions to development of the ICSP and reviews of all deliverables.
CSPC	Community Sustainable Planning Committee
Current Reality	For definition see <b>Appendix A ICSP Framework</b> .
energy efficient	This is a measure of energy use by a product or a structure. For example an energy efficient refrigerator is a single product that uses less energy whereas an energy efficient building is a structure that through a combination of choices uses less energy.
EOTA	Eastern Ontario Trails Association
fuel efficient	This is a measure of fuel use by a product. It is typically associated with vehicles.
ICSP	Integrated Community Sustainability Plan ( <i>see definition</i> )
Indicators	For definition see <b>Appendix A ICSP Framework</b> .
Integrated Community Sustainability Plan	A plan that meets the sustainability planning requirements associated with the Federal Gas Tax transfer program. This program is administered differently in all provinces and territories.
low impact	Low impact describes the level of environmental impact of a particular product, service, business or initiative. It is not an absolute measure nor is it a regulated term. It is a general modifier like 'green'.
NHEDC	North Hastings Economic Development Committee
PI	Potential Initiative - for definition see <b>Appendix A ICSP Framework</b> .
Potential Initiative	For definition see <b>Appendix A ICSP Framework</b> .
resource efficient	This is a description of an approach, product or structure that includes energy, fuel and water efficiency.

Term or Acronym	Definition or Long Name
Strategic Objective	For definition see <b>Appendix A ICSP Framework.</b>
Target	For definition see <b>Appendix A ICSP Framework.</b>
Theme Statement	For definition see <b>Appendix A ICSP Framework.</b>
Themes	For definition see <b>Appendix A ICSP Framework.</b>
Values	For definition see <b>Appendix A ICSP Framework.</b>
Vision	For definition see <b>Appendix A ICSP Framework.</b>
water efficient	This is a measure of water use by a product or a structure. For example a water efficient toilet is a single product that uses less water whereas a water efficient facility is a structure that through a combination of choices uses less water.

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<sup>i</sup> Source: City of Windsor, [www.citywindsor.ca/001975.asp](http://www.citywindsor.ca/001975.asp)