



Shaping our Future:
City of Moncton Sustainability Plan
(An Integrated Community Sustainability Plan)

April 2011
Dillon Consulting Limited

© 2011, City of Moncton. All Rights Reserved.

The preparation of this sustainable community plan was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.



Table of Contents

1. INTRODUCTION	1
Purpose & Organization	2
Creating the Plan	5
2. VISION, OBJECTIVES, GOALS	7
Vision	8
Objectives	9
Goals	10
3. ACTION PLAN	12
Framework	13
4. IMPLEMENTATION	35
How do we do it?	36
5. MONITORING	40
Monitoring Program	41
Indicators & Targets	42
Data Collection and Storage	43
Moving Forward	43

- Appendix A – Moncton Sustainability Plan – Planning Framework
- Appendix B – City of Moncton Existing Documents
- Appendix C – Master List
- Appendix D – Implementation Plan
- Appendix E – Decision-Making Framework
- Appendix F – Monitoring Plan

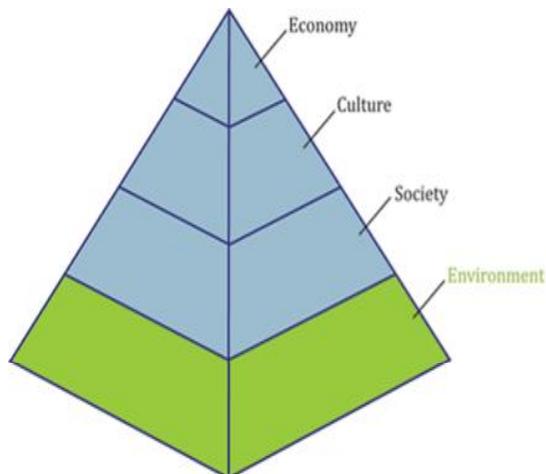
1. INTRODUCTION

Purpose & Organization

The Need for a Plan

Cities are important economic, social, political and cultural centres; they produce wealth, ideas and jobs. However, in addition to the social, economic and cultural opportunities they provide, cities also consume large quantities of resources, produce pollution and can contribute to social challenges such as crime and inequality. In response to these challenges, sustainability has become a priority for communities around the globe. Sustainability provides a new way to think about our cities and can help create communities that are vibrant, prosperous, and healthy but also environmentally friendly.

Sustainability and sustainability planning are generally defined as meeting the needs of the present without compromising the ability of future generations to meet their needs. Sustainability is about balancing the environmental, social, cultural and economic needs of a community. In a sustainable community the natural environment and natural resources are protected and managed to ensure that they are not degraded or depleted for future generations. Sustainable communities have strong, diverse economies that provide meaningful employment to residents and opportunities for businesses and entrepreneurs. They are welcoming



and diverse communities, with strong social networks, excellent community services, a broad range of educational opportunities and rich cultural and artistic scenes. They also have a wide variety of amenities, transportation choices, housing and jobs. Sustainable communities are desirable places to study, to visit, to raise a family and to live and to work.

The environment is the central pillar of sustainability. Our economy, our culture and our society - our way of life - ultimately depend on a healthy natural environment. Development which increases the community's economic and social capital at the expense of a healthy natural environment is not sustainable because communities cannot thrive without essentials such as clean air and water.

As the level of government closest to the people, the City of Moncton has a vital leadership role to play in creating a more sustainable community. Like many communities, the City of Moncton has taken steps to become more sustainable at both the corporate and community level. Corporately, the City has adopted a municipal green building policy, developed a greenhouse gas inventory and has developed an anti-idling policy for municipal vehicles. At the community scale, the City has developed an Active Transportation Plan, joined Partners for Climate Protection (PCP) Program and operates an urban forestry program. These are just a few examples of the many actions, policies and programs being implemented by the City to improve sustainability corporately and community-wide.

The City is not alone in its efforts to make Moncton more sustainable – other members of the community have also been active and continue to make significant progress. Organizations and programs such as Moncton Headstart, the Greater Moncton Homelessness Steering Committee, the Multicultural Association of the Greater Moncton Area and the Petitcodiac Riverkeeper all help make Moncton a more sustainable community.

One of the many challenges of sustainability is that it is, by definition, so broad. With so many actions, policies, plans and programs being carried out by different departments, organizations and groups, how do we keep track of the progress being made? How do we know that all of our efforts are moving Moncton towards where it needs to be as a sustainable community?

The Moncton Sustainability Plan is the answer to that question.

About the Plan

What is it?

The Moncton Sustainability Plan is an Integrated Community Sustainability Plan (ICSP). An ICSP is a long term plan through which a community can realize the sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity. Similarly, the Moncton Sustainability Plan integrates objectives, goals, actions and targets across a broad spectrum that includes the environment, society, culture, economy and governance.

ICSPs are being developed by communities across Canada. In many cases, they are developed because it is part of the provincial requirements a municipality must meet in order to receive federal gas tax funding. However, beyond that

requirement, many municipalities recognize the importance of sustainability and have chosen to develop an ICSP even if not legislatively required to do so.

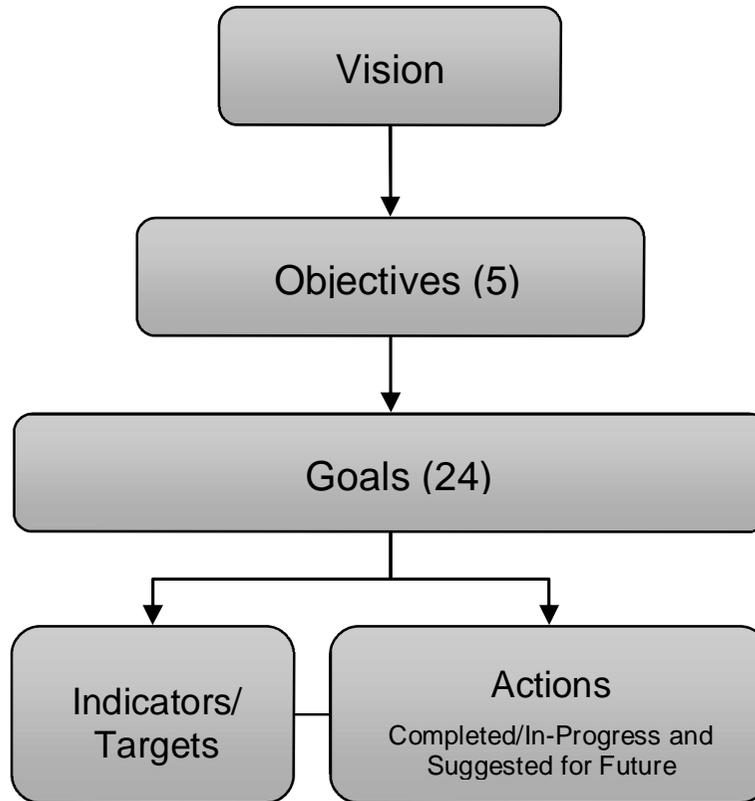
Moncton is one of those communities that have made the *choice* to develop an ICSP. The Sustainability Plan expresses Moncton's commitment to a sustainable future, with a particular focus on the sustainable outcomes of clean air, clean water, reduced greenhouse gas emission and an overall reduction in our environmental footprint.

The Sustainability Plan is a long term plan, which has been created in partnership with residents, community groups, key stakeholders and city staff. It provides a vision of how Moncton will function as a sustainable community and a plan to achieve that vision. The Plan integrates and directs the environmental actions already underway in Moncton and supports environmental sustainability by considering the social, cultural, governance and economic aspects of the community. The Plan integrates the City's existing environmental goals into one document, identifies new goals and proposes action plans and partnerships with other stakeholders to help Moncton reach those goals.

Organization of the Plan

The Moncton Sustainability Plan is organized around five pillars of sustainability: environment, culture, society, economy and governance. A long term vision for Moncton as a sustainable community is supported by a series of five objectives: to be a green community, healthy community, vibrant community, prosperous community and engaged community (see Section 2). Each of these objectives in turn, is supported by a series of goals. Indicators, targets and actions have been identified to help achieve each goal.

This planning framework is illustrated in the diagram below and a detailed diagram has been included as Appendix A – Moncton Sustainability Plan – Planning Framework.



Creating the Plan

The Sustainability Plan was developed as a partnership between residents, stakeholders, businesses and the City of Moncton. Two advisory groups – a technical advisory group of senior representatives from a variety of municipal departments and a stakeholder advisory group of representatives from the public and a variety of community organizations – provided input throughout the process. Highlights from key milestones in creating the Plan are described below.

Baseline Report. The first phase of work was preparation of a Baseline Situation Report that included a review of existing City policies and actions relating to the pillars of sustainability, as well as a review of any sustainability-related goals the City had set in other strategic documents, plans and policies (a list of these documents can be found in Appendix B)¹. A best practice review was carried out to understand how other municipalities are approaching sustainability. A gap analysis was completed to determine Moncton's current approach to sustainability how to potentially address those gaps through best practices being used in other communities. Information from the Baseline Report was used to develop the Sustainability Plan.

Visioning Workshop. The City hosted this workshop in May 2010. Over 30 community members came together to

explore ideas about what a sustainable Moncton would look like in the future. Facilitators led a series of small group discussions, in French and English, on what actions are needed to achieve sustainability and what should be included in the community vision.

Questionnaire. For those community members unaware of, unable to attend the workshop, an online survey, available in French and English, was developed using questions from the Visioning Workshop. The link to the survey was available online through the City's website from May to July 2010. A total of eighty-eight citizens responded to the survey.

Discussion Paper. Information gathered through the public consultation program was compiled and analyzed in a Discussion Paper which identified the key themes and sustainability issues that are most important to the community². This information was used to develop the Vision Statement and – along with best practices research – helped inform development of a series of supporting goals for the Sustainability Plan. Additionally, this paper presented a draft action planning framework to organize various components of the plan (Vision Statement, objectives, goals, indicators, targets and actions). Input gathered through consultation, combined with best practices research, was used to draft a these action plan components, which were included in this paper for discussion purposes.

¹ "Baseline Situation Report", Dillon Consulting Limited, December 2009.

² "Discussion Paper", Dillon Consulting Limited, September 2010.

Action Planning Workshop. The Action Planning Workshop in September 2010 focused on confirming goals for the Sustainability Plan and identifying and prioritizing future actions to achieve those goals. This workshop was attended by members of the public and both advisory groups. The information from this session was used to further develop the Sustainability Plan.

2. VISION, OBJECTIVES, GOALS

Vision

The Vision Statement (Shaping our Future) is a long term, community vision developed through consultation and input from the community and key stakeholders. It is a broad statement that reflects common values and articulates what Moncton aspires to be as a sustainable community.

Shaping our Future:

Moncton is a green, healthy, vibrant, prosperous and engaged community where we proudly choose to live within the limits of the natural, social and built systems on which we depend.

What we achieve locally provides inspiration globally because we lead by example and embrace innovation.

Objectives

A set of high level objectives were developed based on the pillars of sustainability (environment, society, culture, economy and governance):

Objective A: Moncton is a green community.

The environment is the central pillar of sustainability. Development which happens at the expense of a healthy natural environment is not sustainable because communities cannot thrive without essentials such as clean air and water. The environmental objective of the Plan – to be a green community – addresses challenges related to energy, smart growth, water, transportation, materials and solid waste and natural ecosystems.

Objective B: Moncton is a healthy community.

The health of our community is an important component of quality of life. Choices we make everyday – what to eat, what we do in our free time, how we get to work, even where we choose (or have) to live – influence the health and wellness of our community. The social objective of the Plan – to be a healthy community – addresses challenges related to food security, recreation, healthy living, safety, accessibility and housing.

Objective C: Moncton is a vibrant community.

The vitality and quality of life in a community is closely related to the vitality and quality of its cultural engagement, expression, dialogue and celebration. Culture plays a major role in supporting social and economic health by contributing to a vibrant community where people want to live, work and visit. The cultural objective of the Plan – to be a vibrant

community – addresses challenges related to diversity, neighbourhoods, arts, culture and heritage.

Objective D: Moncton is a prosperous community.

A strong economy is an important component of a sustainable community. Access to a variety of education and employment opportunities help support wealth creation, innovation, entrepreneurship and individual economic well-being. The economic objective of the Plan – to be a prosperous community – addresses challenges related to economic growth, education, tools and incentives and fiscal responsibility.

Objective E: Moncton is an engaged community.

Governance refers to the organizations, individuals and institutions – including government – that make decisions affecting others. Ensuring that decisions reflect the needs and wants of the community requires an engaged and active citizenry who want to help create and participate in solutions for challenges in the community. The governance objective of the Plan – to be an engaged community – addresses challenges related to accountability, engagement, volunteers, youth, seniors and regional cooperation.

Goals

For each objective, a set of high level statements (goals) were developed through research, best practices review and analysis of the consultation results. Each goal supports the Vision Statement and deals with a key focus area within a specific objective. The goals for each objective are listed below and additional detail on each goal can be found in Section 3.0 Action Plan section of the Plan.

Objective A Moncton is a green community.

- | | |
|---------|---|
| Goal A1 | Our energy system is sustainable, reliable and flexible. Energy conservation is a priority. |
| Goal A2 | Moncton is a smart growth community. Our built environment is designed in a way that facilitates sustainable choices in the everyday lives of residents and visitors. |
| Goal A3 | Moncton's water resources provide a healthy, dependable supply for the long term needs of our community and nature. |
| Goal A4 | Residents and visitors have access to an affordable and convenient transportation system that promotes sustainable and healthy transportation choices. |
| Goal A5 | Materials and solid waste are managed in a way that supports the concept of a 'zero waste' community. |
| Goal A6 | Our natural ecosystems – habitats, wildlife and environmentally sensitive areas and natural areas – are enhanced, conserved and healthy. |

Objective B Moncton is a healthy community.

- | | |
|---------|--|
| Goal B1 | Food security assures that all members of our community have access to enough nutritious, safe and ecologically sustainable food at all times. |
| Goal B2 | Moncton is a walkable community with access to a diverse mix of wellness and recreation activities, programs and facilities that allow for year-round, active, healthy living. |
| Goal B3 | Moncton is a safe, caring and accessible community where residents and visitors feel welcome and connected. |
| Goal B4 | Moncton has an appropriate and affordable mix of quality housing types, sizes and densities. Everyone has a roof over their head. |

Objective C Moncton is a vibrant community.

Goal C1 Moncton is an inclusive community that values and celebrates diversity.

Goal C2 Residents and visitors are aware of and have access to a variety of arts, culture and heritage opportunities.

Goal C3 Neighbourhoods are unique and distinctive. They are designed and planned by their residents.

Objective D Moncton is a prosperous community.

Goal D1 Building on the growing strength in the knowledge based and creative economies, Moncton is a leader in the green economy.

Goal D2 Diverse, life-long learning opportunities meet the needs of the community and the economy.

Goal D3 As the city of choice for tourism, sport and entertainment events in the Maritimes, Moncton is known as a leader in hosting these events in an eco-friendly manner.

Goal D4 A broad range of economic tools and incentives are in place to encourage sustainable activities and development.

Goal D5 Fiscal responsibility is strongly tied to sustainability; spending is directly aligned with sustainability priorities.

Objective E Moncton is an engaged community.

Goal E1 Sustainability is institutionalized at the municipal, private sector and individual level so that sustainability considerations are integrated into day-to-day decision-making.

Goal E2 Measurement and reporting on sustainability performance and progress is done on a regular basis.

Goal E3 Engaged citizens have the ability and opportunity to participate in a wide variety of civic activities.

Goal E4 A diverse and active volunteer population plays an important role in the strong social fabric of Moncton.

Goal E5 Tri-community cooperation is encouraged to implement sustainability initiatives.

Goal E6 Youth and seniors are active participants in civic activities and have a strong leadership role in our community.

3. ACTION PLAN

Framework

Beyond the vision, objectives and goals, the remaining components of the action planning framework are indicators, targets, actions completed/in-progress and future actions. A description of each of these components is provided below and a sample page from the Action Plan is annotated below to help the reader navigate and interpret the information.

Indicator

An indicator is what is measured – it is a statistic or measurement that can be evaluated over time in order to understand whether or not progress is being made in achieving a specific goal.

Target

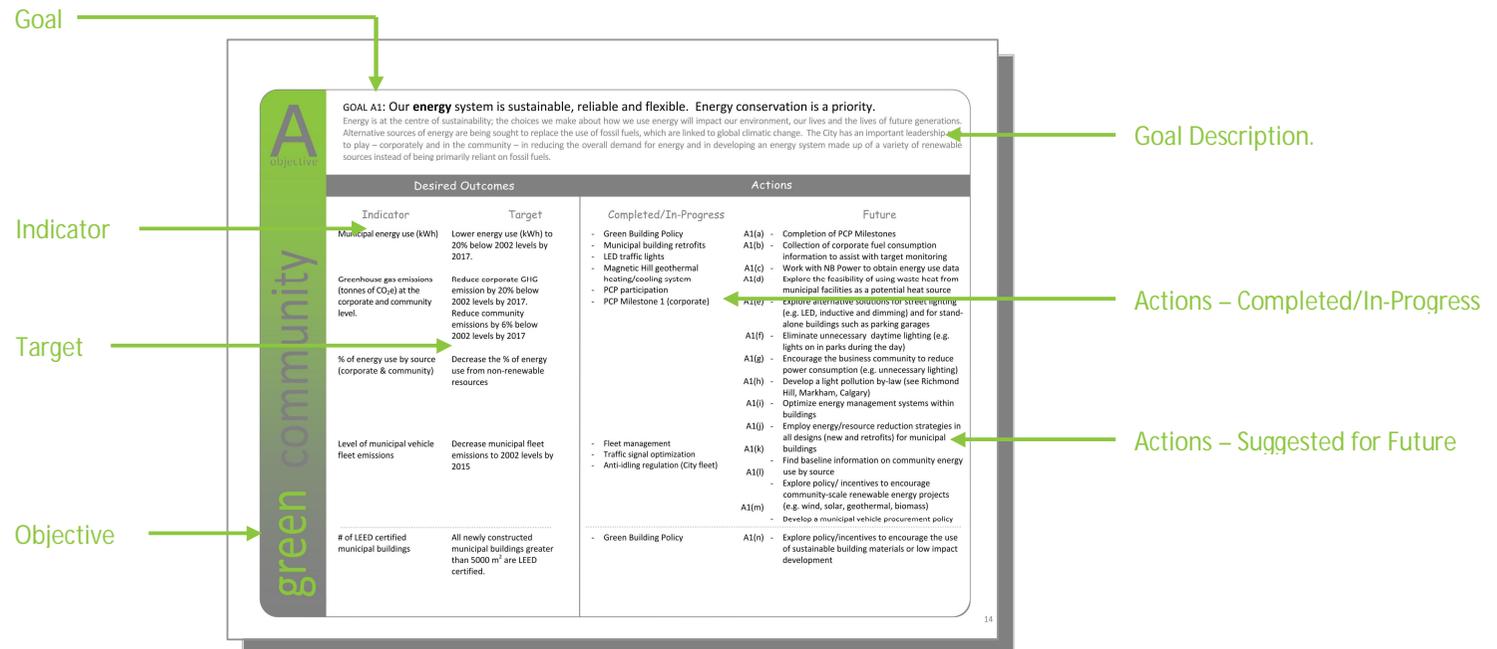
A target is the expected outcome for each indicator; it is the desired result.

Actions – Completed/In-Progress

An action (completed/in-progress) is an action, either recently completed or on-going, that will help to achieve a specific goal and/or relevant targets.

Actions – Suggested for Future

An action suggested to be taken in the future that will help to achieve a specific goal and/or relevant targets.



A objective

green community

GOAL A1: Our energy system is sustainable, reliable and flexible. Energy conservation is a priority.

Energy is at the centre of sustainability; the choices we make about how we use energy will impact our environment, our lives and the lives of future generations. Alternative sources of energy are being sought to replace the use of fossil fuels, which are linked to global climate change. The City has an important leadership role to play – corporately and in the community – in reducing the overall demand for energy and in developing an energy system made up of a variety of renewable sources instead of relying primarily on fossil fuels.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Municipal energy use (kWh)	Lower energy use (kWh) to 20% below 2002 levels by 2017.	<ul style="list-style-type: none"> - Green Building Policy - Municipal building retrofits - LED traffic lights - Magnetic Hill geothermal heating/cooling system - Partners for Climate Protection (PCP) participation - PCP Milestone 1 (corporate) 	A1(a) - Completion of Partners for Climate Protection (PCP) Milestones
Corporate greenhouse gas emissions (tonnes of CO ₂ e)	Reduce corporate GHG emission by 20% below 2002 levels by 2017.		A1(b) - Collection of corporate fuel consumption information to assist with target monitoring
Community greenhouse gas emissions (tonnes of CO ₂ e)	Reduce community emissions by 6% below 2002 levels by 2017		A1(c) - Work with NB Power to obtain energy use data
% of energy use by source (corporate & community)	Decrease the % of energy use from non-renewable resources		A1(d) - Explore the feasibility of using waste heat from municipal facilities as a potential heat source
Level of municipal vehicle fleet emissions	Decrease municipal fleet emissions to 2002 levels by 2017		A1(e) - Explore alternative solutions for street lighting (e.g. LED, inductive and dimming) and for stand-alone buildings such as parking garages
			A1(f) - Eliminate unnecessary daytime lighting (e.g. lights on in parks during the day)
			A1(g) - Encourage the business community to reduce power consumption (e.g. unnecessary lighting)
			A1(h) - Develop a light pollution by-law (see Richmond Hill, Markham, Calgary)
			A1(i) - Optimize energy management systems within buildings
			A1(j) - Employ energy/resource reduction strategies in all designs (new and retrofits) for municipal buildings
			A1(k) - Find baseline information on community energy use by source
			A1(l) - Explore policy/ incentives to encourage community-scale renewable energy projects (e.g. wind, solar, geothermal, biomass)
			A1(m) - Develop an environmental municipal vehicle procurement policy
			A1(o) - Examine feasibility of developing a municipal wind farm project through the Province of New Brunswick Community Energy Policy.
# of LEED certified municipal buildings	All newly constructed municipal buildings greater than 500 m ² are LEED certified.	<ul style="list-style-type: none"> - Green Building Policy 	A1(n) - Explore policy/incentives to encourage the use of sustainable building materials or low impact development within the community

A objective

green community

GOAL A2: Moncton is a smart growth community. Our built environment is designed in a way that facilitates sustainable choices in the everyday lives of residents and visitors.

The design of buildings and neighbourhoods has a significant impact on the natural environment and human health. Smart growth includes a focus on developing higher density, mixed use neighbourhoods that support active transportation and transit. Green infrastructure, retaining significant natural landscapes and creating community open space are all important components of healthy and green communities.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Number of dwelling units within the Downtown Core	Increase the # of dwelling units by 500 for a total of 4,100 units 2016	- Development visions for Downtown and North of Wheeler Boulevard - Municipal Development Plan Review	A2(a) - Update the Zoning and Subdivision By-laws to reflect the results of the Municipal Plan Review (e.g. smart growth principles, complete street design, transit-oriented development & higher density development, etc.) A2(b) - Develop a regional, multi-modal Transportation Master Plan
Greenfield development vs. brownfield development	Reduce the % of Greenfield development		A2(c) - Develop a brownfields inventory to obtain baseline data on current greenfield and brownfield development A2(d) - Develop a brownfields redevelopment strategy to provide a comprehensive and consistent approach for City-wide planning and redevelopment of brownfields
# of community energy systems	Increase the # of community energy systems		A2(e) - Obtain baseline data on the existing # of community energy systems
% of tree cover	Maintain/increase the % tree cover and % of forest owned by the City	- Tree protection and planting programs - Forest Management Plans	A2(f) - Tree retention by-law (public and private lands) A2(g) - Implement Phases II (facilities) and III (programs) of the Recreation Master Plan A2(h) - Find baseline information on the percentage of forest owned by the City A2(i) - Implement forest management policy and plan
% of dwellings located within walking or biking distance from a variety of uses (retail, food, business/office, grocery)	Increase the % of dwellings located within 2-5km of a variety of uses	- Walkability Audit (Canada Walk Master Class Case Study) - Municipal Development Plan Review	A2(b) - Develop a regional, multi-modal Transportation Master Plan A2(a) - Zoning & Subdivision By-law Review A2(j) - Find baseline information on the percentage of dwellings within 2-5km of amenities (e.g. retail, commercial, open space and office uses) A2(k) - Implement actions resulting from the Walkability Audit
Density (gross, % of single-detached housing, ha of developed and developable land)	Increase the density of housing in Moncton.		

A objective

green community

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Quality of stormwater runoff	Improve quality of stormwater runoff	<ul style="list-style-type: none"> - Cross connection elimination program - By-law P-209 regulations for stormwater quality management devices - Recreational water quality monitoring program - Development of engineered wetlands - Centennial Park constructed wetland - Development of erosion and sedimentation control guidelines 	<ul style="list-style-type: none"> A2(l) - Enforcement of erosion & sedimentation control guidelines A2(m) - Introduction of effective stormwater best management practices A2(n) - Obtain baseline information on quality of stormwater runoff A2(o) - Enforcement of By-law Regulations (Wastewater and Stormwater Runoff By-law)
Amount of stormwater run-off	No new increase to existing stormwater system	<ul style="list-style-type: none"> - Cross connection elimination program - On-site stormwater management requirements and infrastructure - Zero-increase development policies - Stormwater detention basins - Stormwater infrastructure improvements - Widespread installation of inlet control devices - Development of static Hydraulic Grade Line Model - Flow monitoring programs - Sewer rehabilitation and sewer renewal programs - Infiltration and inflow reduction programs - Delineate floodplains and establish minimum building elevations 	<ul style="list-style-type: none"> A2(p) - Develop maximum impermeable surface site coverage regulations for new developments A2(q) - Develop stormwater management plan and/or guidelines A2(r) - Develop zero-increase (in stormwater) development policies A2(s) - Implement Climate Change Adaptation Study findings

A

objective

GOAL A3: Moncton's water resources provide a healthy, dependable supply for the long term needs of our community and nature.

Clean water is essential for every community. Although Canada has a vast supply of fresh water, this valuable resource must be kept clean and protected. Using less water and protecting water resources are a priority.

Desired Outcomes

Actions

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Per capita water use	10% reduction in per capita water use by year 2020	<ul style="list-style-type: none"> - Automated meter reading system - Lawn Watering Bylaw - Municipal water saving techniques in green spaces - Municipal water efficient irrigation systems - Water conservation education and awareness programming (2004 in-school presentations, City Hall Schools program, water conservation tips on City website) - Water conservation kits on sale @ City Hall - Leak detection program 	<ul style="list-style-type: none"> A3(a) - Continuance of Corrosion Control Program, Cross-Connection Program and rehabilitation and renewal of distribution system A3(b) - Install district metering A3(c) - Implement focused leak detection A3(d) - Continued public education programs on water conservation (e.g. rain barrels, Water Wise Workers, Drinking Water Week, toilet replacement program, low-flow fixtures, etc.) A3(e) - Ensure corporate municipal plumbing upgrades use low volume systems/ fixtures A3(f) - Develop policies to control/ protect existing water resources – may include collaboration/ lobbying of policy makers at federal/ provincial levels
Exceedences to Health Based Canadian Drinking Water Quality Guidelines	No exceedences	<ul style="list-style-type: none"> - Water treatment plant - Water system rehabilitation program - Watershed protection stewardship program - Backflow/ cross connection prevention program 	<ul style="list-style-type: none"> A3(d) - Continuance of Corrosion Control Program, Cross-Connection Program and rehabilitation and renewal of distribution system
Number of water-related customer complaints	To reduce the number of water related customer complaints		

A

objective

GOAL A4: Residents and visitors have access to an affordable and convenient transportation system that promotes sustainable and healthy transportation choices.

Over-reliance on the automobile results in air pollution, dispersed development and low levels of physical activity. Promoting travel by bike, by foot or by transit can reduce air pollution, promote physical activity and increase mobility for residents who don't own a car.

green community

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Transit ridership per capita	Increase transit ridership per capita	<ul style="list-style-type: none"> - Express bus routes - Codiac Transit Review; 	<ul style="list-style-type: none"> A4(a) - Implement route and schedule changes suggested by Codiac Transit Review A4(b) - Review Codiac transit governance structure A4(c) - UPASS and large employer pass program A4(d) - Provide more convenient and comfortable terminals and shelters A4(e) - Develop parking management strategies, such as shared pricing, parking pricing, parking regulations, etc.
% of Commuters via single occupant vehicles	Decrease single occupant vehicle modal share to 65% by 2016	<ul style="list-style-type: none"> - AT Plan 	<ul style="list-style-type: none"> A2(b) - Develop a regional, multi-modal Transportation Master Plan A4(f) - Develop tri-community municipal ridesharing program (including Park & Ride facilities) and a park and ride program
Km of on-street bike lanes, sidewalks, trails and bus routes	Increase the amount of each	<ul style="list-style-type: none"> - Sustainable Transportation Committee - Improved walking and cycling facilities - Walkability Audit Walking School Bus and Safe Routes to School - Zoning By-law bike rack requirements for commercial and multi-unit buildings 	<ul style="list-style-type: none"> A2(b) - Develop a regional, multi-modal Transportation Master Plan A4(g) - Continued implementation of the Active Transportation Plan (e.g. Safe Routes to School Program) A2(k) - Implementation actions resulting from the Walkability Audit findings A4(h) - Find baseline information on bike lanes, sidewalks and trails
Citywide transportation GHG emissions	Reduce citywide transportation emissions	<ul style="list-style-type: none"> - <i>See actions listed above</i> - Traffic signal management - Sidewalk Master Plan - Sustainable Transportation Planning Committee - Traffic control initiatives 	<ul style="list-style-type: none"> - <i>See actions listed above</i> A4(i) - Develop a community-wide fuel-smart driving education program (e.g. anti-idling, tire maintenance, driving techniques) A4(j) - Optimize the use of roundabouts in the community A4(k) - Optimize current system (central traffic management to improve flow & major corridors for safe/healthier choices) A4(l) - Develop a citywide transportation GHG inventory in order to establish baseline information.

A objective

green community

GOAL A5: Materials and solid waste are managed in such a way that supports the concept of a 'zero waste' community.

The goal of a zero-waste community is to minimize the amount of waste that is sent to landfill. Material use is drastically reduced and products are continually re-used and recycled. Products and processes are designed for easy and efficient recycling or re-use.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Waste per capita (kg)	Reduce waste generation to 800 kg/person/year by 2020	- Wet-dry waste separation program	A5(a) - Additional education about waste reduction program
Waste Diverted (%);	Increase waste diversion rate to 60% by 2015	- Profits from municipal scrap materials sold/recycled (informal program led by municipal employees) are donated to Water for People - Habitat for Humanity ReStore - Greater Moncton Sewage Commission Biosolids/Compost Program - Mandatory waste separation (non-commercial) - Christmas tree recycling program - Biosolid management	A5(b) - Improved education about waste separation/ two stream system A5(c) - Develop an industrial-commercial-institutional waste-separation education strategy
Amount/type of construction waste	All construction waste recycled or process by approved landfills.	- Use of reclaimed asphalt - Material recycling - utilities division	A5(d) - Donate used building construction materials from municipal demolition projects to non-profit groups as appropriate, on a project-by-project basis A5(e) - Find baseline information on the amount of construction material diverted from landfill

A

objective

GOAL A6: Our natural ecosystems – habitats, wildlife and environmentally sensitive areas and natural areas – are enhanced, conserved and healthy.

Sustainable communities live in balance with the natural world. Development in natural areas, especially significant areas like floodplains, wildlife corridors and wetlands, is minimized. Instead these areas and biodiversity are protected so ecological processes can continue to support the natural and human world.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Forest land area	Maintain or increase forest land area	<ul style="list-style-type: none"> - Tree protection and planting programs using only native species - Forest management programs (e.g. McLaughlin Reservoir 2020 Forest Project) 	<ul style="list-style-type: none"> A2(e) - Tree retention by-law (for public and private lands) that includes penalties for cutting trees A2(h) - Find baseline information on the percentage of forest owned by the City A6(a) - Protect forested land within municipal boundaries A6(b) - Work with developers to perform inspections and retain mature trees A6(c) - Continue educational programming for watersheds
Riparian areas and buffers maintained/ restored	Maintain riparian buffers in new developments	<ul style="list-style-type: none"> - Provincial Petitcodiac River restoration project 	<ul style="list-style-type: none"> A6(d) - Formalize development policy with respect to buffer area vs. Land for Public Purposes A6(e) - Orient new development along the riverfront towards the river (as per the Downtown Moncton Development Vision)
Habitat diversity	Preserve various habitat types		<ul style="list-style-type: none"> A6(f) - Develop policy to protect natural areas (e.g. education and engagement recreation program linked to the Fundy Biosphere Reserve)
Exceedences to recreation based water quality guidelines	No exceedences	<ul style="list-style-type: none"> - Environmental standards for construction, cross connection identification and correction (sanitary/storm sewer) - Work with watershed groups - Recreational water quality monitoring program 	<ul style="list-style-type: none"> A6(g) - Ensure stream buffers are respected, including recreation/ trail developments A6(h) - Develop partnerships with local community-based organizations (e. g Petitcodiac Watershed Alliance) to monitor health of surface waters

GOAL B1: Food security assures that all members of our community have access to enough nutritious, safe and ecologically sustainable food at all times.

Healthy food is a key part of a healthy community. Despite the need for nutritious food it can be challenging to find healthy, affordable food choices. Producing more food locally and encouraging local food distribution is an important part of ensuring everyone has access to the food they need.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
<p>Amount of local agriculture produced:</p> <ul style="list-style-type: none"> - # and area of farms - # and types of vendors registered at Moncton Market - # of restaurants using locally sourced food 	<p>Maintain or increase the number of working farms</p> <p>Increase the number of vendors.</p> <p>Increase the number of restaurants using locally grown food</p>	<ul style="list-style-type: none"> - City of Moncton Sugar Camp and maple products - Moncton Market - NB Open Farm Day - Local food atlas 	<p>B1(a) - Establish a formal champion for food security in the region to identify and implement actions related to food security</p> <p>B1(b) - Explore food security as part of the Municipal Development Plan Review process</p> <p>B1(c) - Develop a municipal Local and Healthy Food Purchasing Policy</p> <p>B1(d) - Examine feasibility of increasing Moncton Market hours/days of operation</p>
<p># and area of urban agriculture areas such as community gardens</p>	<p>Increase the number of community gardens in Moncton</p>	<ul style="list-style-type: none"> - Integrate food security into the Municipal Development Plan review process 	<p>B1(e) - Develop policy with respect to provision of community garden space within municipal parks or other appropriate locations</p>
<p>Food bank usage rates</p>	<p>Decrease the number of people using local food banks by 15% by 2015</p>	<ul style="list-style-type: none"> - Local producers providing supplies to food banks - Moncton Headstart Mapleton Teach Kitchen - YMCA programs & facilities (Community Garden, Food Centre, Making Homemade Baby Food Workshops) 	

GOAL B2: Moncton is a walkable community with access to a diverse mix of wellness and recreation activities, programs and facilities that allow for year-round active, healthy living.

Communities that are safe and convenient to walk in allow residents greater access to services, programs, parks and trails that provide recreation and enjoyment. Walkable communities are good for resident's mental and physical health.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Km of trails per capita; km of trails maintained during winter months	Increase the number of kms of trail in Moncton	<ul style="list-style-type: none"> - Linear Park/Greenway Plan - AT Plan actions underway - Improvements to major corridors such as Mountain Road 	A4(k) - Continued implementation of AT Plan
# of recreation facilities and programs; # of facility bookings; program enrolment; # of year-round outdoor recreation facilities; # of parks; area of park space per capita;	Increase the number of recreation facilities and recreation programs	<ul style="list-style-type: none"> - Outdoor Rink program - Playground Program - existing park, recreation and trail facilities and infrastructure - Active and Safe Routes to School Program - Bicycle Locker Program/Bike Rack Program - In Motion Program - Magnetic Hill Zoo - Outdoor science based education programs 	B2(a) - Expand outdoor education and recreation programs such as the geo-caching pilot program
# of family doctors per capita	Increase the number of physicians	<ul style="list-style-type: none"> - Moncton Multiples program - Moncton Headstart - New Brunswick Health Council 	B2(b) - Find baseline information on the number of recreation facilities and programs (part of Recreation Master Plan)
# of wellness programs	Increase the number of wellness programs		B2(c) - Find baseline information on the number of wellness programs in Moncton
Body Mass Index (BMI)	Lower obesity rates to the national average of 14.5		A2(g) - Implement Phases II (facilities) and III (programs) of the Recreation Master Plan

GOAL B3: Moncton is a safe, caring and accessible community where residents and visitors feel welcome and connected.

Residents must feel safe in their community; without safety residents will be less likely to walk, less likely to socialize with neighbours and less likely to enjoy the opportunities their community offers. Safety is a pillar of an enjoyable, vibrant and sustainable city.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Overall crime rate	Continue to have crime rates significantly below the national average	<ul style="list-style-type: none"> - City of Moncton Public Safety Advisory Committee - Good Neighbours Guide - Moncton Accessibility Committee 	B3(a) - Provide staff training in Crime Prevention Through Environmental Design (CPTED) principles
Citizen perception of safety	Increase the perception of safety in Moncton	<ul style="list-style-type: none"> - <i>See actions above</i> - Mayor's Seniors Advisory Committee; 	B3(b) - Develop stronger policies to ensure that proper infrastructure is in place for citizens with disabilities (e.g. install new Audible Pedestrian System to meet current national standards)

GOAL B4: Moncton has an appropriate and affordable mix of quality housing types, sizes and densities. Everyone has a roof over their head.

There are a variety of different housing needs in a diverse city. Policies and support must be put in place to ensure that appropriate housing is available for everyone in Moncton.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of housing starts; new multi-units as a % of total new residential units	Increase the percentage of housing starts that are multi-units	- See <i>actions above</i> .	
Homelessness (# of shelter beds available and used; # of people who stayed in shelter beds)	Decrease number of nights spent in shelters by 15% by 2015	- Greater Moncton Homelessness Steering Committee	B4(a) - Continue to implement the 2007 Greater Moncton Community Plan on Homelessness (GMCPH) developed by the Greater Moncton Homelessness Steering Committee as part of the Government of Canada Homelessness Partnering Strategy. Continued implementation of this plan will help ensure adequate funding is obtained for identified projects that will help address homelessness in Greater Moncton.
Affordable (avg. monthly rent; vacancy rates; # of provincially subsidized housing units; # affordable housing units; # people on provincial subsidized housing wait list)	Increase number of affordable units by 15 % by 2015 Decrease the number of people waiting for social housing by 15% by 2015	- See <i>actions above</i> .	B4(b) - See <i>actions above</i> - Find baseline information on density and housing type

GOAL C1: Moncton is an inclusive community that values and celebrates diversity.

Tolerant and inclusive communities welcome many different types of people who bring new ideas, new perspectives and new energy to the community. A diverse community makes newcomers feel welcome and safe in their new home.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Ethnic diversity of population	Increase the ethnic diversity of Moncton	<ul style="list-style-type: none"> - Mayor's Seniors Advisory Committee - Mayor's Youth Advisory Committee - Moncton Accessibility Committee - MAGMA services (settlement, language training, employment, technology, childminding) - MAGMA Multicultural Festival - City of Moncton Policy on Official Languages 	C1(a) - Develop and implement a new immigration model (including creation of an Immigration Specialist position and development of a strategic plan)
# of hits on French & English versions of the City's website	Increase the # of hits on the City's website in both French and English		
# of immigrants and % of total population	Increase the number of immigrants arriving and staying in Moncton		
# of discrimination complaints filed	No complaints		
		- <i>See actions listed above.</i>	
			C1(b) - Find baseline information on the number of discrimination complaints filed

GOAL C2: Residents and visitors are aware of and have access to a variety of arts, culture and heritage opportunities.

A vibrant arts and cultural scene helps define a community. Residents expect and desire a strong cultural scene that reflects and enhances the diversity and uniqueness of their community.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of properties on the Canadian Register of Historic Places	Increase the number of properties on the Canadian Register of Historic Places	<ul style="list-style-type: none"> - Moncton Museum Historic Walking Tours - Downtown Moncton Historic Walking Tour Maps - Review the Municipal Development Plan heritage preservation provisions 	<ul style="list-style-type: none"> C2(a) - Create a Moncton Heritage Awards Program C2(b) - Develop a self-guided downtown walking tour highlighting Moncton's historic buildings and public art C2(c) - Review the Heritage Preservation By-law C2(d) - Develop and install interpretative signage illustrating Moncton's history C2(e) - Complete the Transportation Discovery Centre C2(f) - Prepare a plan for Treiz Haus C2(g) - Expand the range of heritage and museum programs, activities and services
# of properties within the Preservation Areas as identified in the Heritage Preservation By-law	Increase the number of properties within Preservation Areas	<ul style="list-style-type: none"> - See actions listed above. 	<ul style="list-style-type: none"> - See actions listed above.
# of and attendance at arts/cultural events, # of centres offering cultural opportunities; # of groups listed on City Cultural Groups page	Increase the number of cultural events and attendance at cultural events	<ul style="list-style-type: none"> - Percent for Public Art Policy - Art Acquisition Policy - Arts and Cultural Policy - Moncton Summer Cultural Series - Moncton Gallery - Whoa Canada - Magnetic Hill Music Festival - Casino 	<ul style="list-style-type: none"> C2(h) - Implement Cultural Plan C2(i) - Communications plan to promote events C2(j) - Establish a cultural calendar for promotional purposes C2(k) - Pursue partnerships with higher levels of government to support arts, culture and heritage (part of Cultural Plan) C2(l) - Establish business development workshops for the cultural sector (part of Cultural Plan) C2(m) - Enhance the City of Moncton's summer performing arts series(part of Cultural Plan) C2(n) - Explore the possibility of a contemporary art museum for Moncton (part of Cultural Plan) C2(o) - Establish a City Hall performing arts series (part of Cultural Plan) C2(p) - Find baseline information on the number of cultural events and attendance at cultural events

GOAL C3: Neighbourhoods are unique and distinctive. They are designed and planned by residents.

Walkable, attractive, mixed-use neighbourhoods are the basis of sustainable communities. Strong neighbourhoods provide convenient access to work, shopping and recreation. They create opportunities for neighbours to interact and work together.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of block parties; # of outdoor rinks; # of registered neighbourhood committees;	Increase the number of community groups and neighbourhood events	<ul style="list-style-type: none"> - Sunny Brae Secondary Plan - Block Party Program - Outdoor Rink Program - Playground Supervision Program - Neighbourhood Committee Registration - Good Neighbours Guide 	<p>C3(a) - Additional neighbourhood planning (stand-alone or incorporated into Municipal Plan Review Process)</p> <p>C3(b) - Develop and implement a neighbourhood recognition program to recognize the distinct and historical characteristics of our neighbourhoods in neighbourhood planning and development</p> <p>C3(c) - Continue the neighbourhood grant program to fund neighbourhood needs such as park supervisors or outdoor rinks</p> <p>C3(d) - Convert urban areas into event zones (part of Cultural Plan implementation)</p> <p>C3(e) - Beautify blank walls in downtown with murals (part of Cultural Plan implementation)</p> <p>C3(f) - Create an outdoor gallery or museum space (part of Cultural Plan implementation)</p> <p>C3(g) - Install artwork and artistically designed bike racks along Riverfront and trails (part of Cultural Plan implementation)</p> <p>C3(h) - Recognizable downtown cultural district (part of Cultural Plan implementation)</p> <p>C2(m) - Enhance the City of Moncton's summer performing arts series(part of Cultural Plan)</p>
<p>Refer to Goal A2 Smart Growth Indicators/Targets/Actions</p>			

GOAL D1: Building on the growing strength in the knowledge based and creative economies, Moncton is a leader in the green economy.

Our current economic model requires huge amounts of natural resources and produces many harmful waste products. Transitioning to a greener economy will protect our environment and ensure prosperity for many generations.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
% of employees in Moncton employed in EN3 businesses (environment, engineering, energy)	Increase the number of employees in EN3 businesses		D1(a) - Implement the initiatives identified under Priority #1 within the City of Moncton Economic Development Strategy 2010
Ratio of population to jobs	Increase the number of jobs per capita in Moncton		
Average income	Increase the average income		

GOAL D2: Diverse, life-long learning opportunities meet the needs of the community and economy.

Emerging sectors of the economy demand a talented and educated workforce. Life-long learning provides residents with the skills needed to compete in the green and knowledge based sectors of the economy and provides a stream of talented workers to businesses.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Average cost of tuition	Maintain post-secondary costs comparable to the national average	<ul style="list-style-type: none"> - Moncton Headstart - MAGMA - UNB Moncton, Crandall University, Universite de Moncton, NBCC Moncton, Atlantic Business College, Moncton Flight College, McKenzie College, Eastern College, Oulton College 	D2(a) - Continue to implement the Canada-New Brunswick Labour Market Agreement Annual Plan (2010-2011) prepared by the NB Dept. of Post Secondary Education, Training and Labour. This plan outlines the Province's priorities, strategies and details for the fiscal year relating to employment programs such as Workforce Expansion, Training and Skills Development, and Community Adult Learning Services.
Enrolment levels at learning institutions	Increase the enrolment at post secondary institutions		
# of facilities and programs being offered for workforce and educational training	Increase the number of programs and spots in workforce training programs		D2(b) - Implement the initiatives identified under Priority #2 within the City of Moncton Economic Development Strategy 2010
Population by education level attained	Increase % with post-secondary education to 55% by 2016		

GOAL D3: As the city of choice for tourism, sport and entertainment events in the Maritimes, Moncton is known as a leader in hosting these events in an eco-friendly manner.

Large-scale events help to raise Moncton's profile by increasing media attention and bringing visitors to the City.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of tourism, sport and entertainment events per year	Increase the number of tourism, sport and entertainment events per year held in Moncton	<ul style="list-style-type: none"> - IAAF 2010 World Junior Championships - Whoa Canada - Concert Events 	D3(a) - Implement the initiatives identified under Priority #6 within the City of Moncton Economic Development Strategy 2010 D3(b) - Find baseline information on the number of tourism, sport and entertainment events per year held in Moncton and how many use eco-friendly practices.
# of events hosted in an eco-friendly manner	Increase the number of events hosted in an eco-friendly manner		D3(c) - Explore feasibility of becoming a member of the Green Meeting Industry Council and adopting a formal set of international green meeting standards to provide guidance to event organizers (e.g. BS 8901 or APEX)

GOAL D4: A broad range of economic tools and incentives are in place to encourage sustainable activities and development.

Appropriate tools will be needed to help leverage and direct investment towards a sustainable, green economy. Transforming the economy towards green and knowledge based sectors that are environmentally friendly will help the City reach broader sustainability goals.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of tools and incentives; rate of tool/incentive use; # of potential sustainable development award nominees	Increase the number of incentives for sustainable development		D4(a) - Develop tax abatement program for sustainable/brownfield developments D4(b) - Explore the feasibility of development cost charges during the Municipal Development Plan review D4(c) - Sustainable development awards D4(d) - Find baseline information on existing incentive programs for sustainable development D4(e) - Fast-track green building approvals

GOAL D5: Fiscal responsibility is strongly tied to sustainability: spending is directly aligned with sustainability priorities.

Spending demands are always increasing, even though revenues are limited. Directing spending towards reaching sustainability goals will help the City distribute limited resources in the most effective way.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of departments achieving budget targets	All departments achieving budget targets	- 'Your Municipal Tax Dollars at Work'	D5(a) - Develop sustainable financial reports

GOAL E1: Sustainability is institutionalized at the municipal, private sector and individual level so that sustainability considerations are integrated into day-to-day decision-making.

Implementing a comprehensive long term strategy requires many everyday decisions are made with sustainability and the Sustainability Plan in mind. Decision making must be guided by a long term perspective to be truly sustainable.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of Sustainability Plan partners	Identify & secure key partners by 2012	<ul style="list-style-type: none"> - City of Moncton Environment Committee - Environmental Awareness and Participation Programs (PCP, Earth Day, EcoAction Teams, Earth Hour, Municipal Outdoor Educational School Programs, Envirothon Training and Competition, the UNESCO Fundy Biosphere Initiative) - SENB Forestry Working Group - Fundy Model Forest 	<p>E1(a) - Create an 'education kit' to support internal/external commitment to goals</p> <p>E1(b) - Incorporate additional sustainability considerations into existing council report form used by municipal staff</p> <p>E1(c) - Create a greater corporate focus on overall responsibility for sustainability by municipal staff</p> <p>E1(d) - Provide sustainability training for staff (i.e. what is sustainability, what is the ICSP, what is staff role in achieving goals/ implementing actions, opportunity for staff input on the ICSP, etc.)</p> <p>E1(e) - Develop Sustainability Plan Partnership Agreement/Program</p> <p>E1(f) - Implementation & Monitoring components of the Sustainability Plan</p> <p>E1(g) - Green design training for Building Inspection staff</p>
# of council decisions aligned with sustainability	Increase the # of council decisions aligned with sustainability		
# of departments meeting or showing progress towards Sustainability Plan targets	All departments making progress towards Sustainability Plan targets		

GOAL E2: Measurement and reporting on sustainability performance and progress is done on a regular basis.

Without continual monitoring it is difficult to know how the community is progressing towards sustainability. Monitoring allows decision makers to understand what actions are working, and what actions might need to be changed.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Measurement and reporting done on an annual basis	Annual Sustainability Plan report card	<ul style="list-style-type: none"> - "Your Municipal Tax Dollars at Work" report - Year in Review reports 	<ul style="list-style-type: none"> E2(a) - Carry out a citizen satisfaction survey E2(b) - Include a regular Sustainability Plan update in every Resurgo newsletter E2(c) - Add a Sustainability Plan reporting component to the annual 'Your Tax Dollars at Work' and/or Year in Review publications.
# of downloads of reporting documents from City website	Increase the number of reports downloaded		<ul style="list-style-type: none"> E2(d) - Post information articles related to the environment/ sustainability on City website on a regular basis

GOAL E3: Engaged citizens have the ability and opportunity to participate in a wide variety of civic activities.

Engaged citizens play an important role in keeping elected officials and governments accountable. Citizens that actively support and fight for sustainability initiatives will ensure the City moves toward a more sustainable future.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
Voter participation	By 2016 at least 50% of eligible voters in Moncton will vote in all elections.		<ul style="list-style-type: none"> E3(a) - Develop public education program (e.g. role of municipal government, why voting is important) and support services (e.g. child-mind, transportation services) to increase voter turn-out at municipal elections
Per capita attendance at public consultation events	Increase per capita attendance at consultation events		<ul style="list-style-type: none"> E3(b) - Develop programming to encourage citizen involvement in municipal activities (e.g. campaign school, board training, etc) E3(c) - Explore and develop a variety of channels to establish regular dialogue and communications with citizens on civic activities, services and issues

GOAL E4: A diverse and active volunteer population plays an important role in the strong social fabric of Moncton.

A strong volunteer spirit is one of the most effective ways for the community to work towards sustainability. Volunteerism recognizes that everyone is responsible for creating a strong and sustainable community.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of volunteer hours	Increase the amount of volunteering in Moncton	- Mayor's Committees	E4(a) - Work with the Volunteer Centre of Southeastern New Brunswick and use their services when possible E4(b) - Host an annual or bi-annual volunteer expo in partnership with the community as needed
Demographics of volunteer population	Increase the diversity of volunteers in Moncton		

GOAL E5: Tri-community cooperation is encouraged to implement sustainability initiatives.

Issues related to sustainability do not necessarily follow municipal boundaries. As a result, a cooperative approach between neighbouring municipalities is often an integral part of solutions to sustainability issues.

Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
% of programs/initiatives undertaken with tri-community cooperation	To increase the % of programs/initiatives undertaken with tri-community cooperation		A2(b) - Develop a regional, multi-modal Transportation Master Plan E5(a) - Develop and implement programs associated with the UNESCO Fundy Biosphere Reserve E5(b) - Implement initiatives from the City of Moncton Economic Development Strategy 2010 related to playing a leadership role in regional economic development initiatives (Priority #8) E5(c) - Hold annual or semi-annual tri-community meeting (at staff and council levels) to discuss issues and ICSP progress

GOAL E6: Youth and Seniors are active participants in civic activities and have a strong leadership role in our community.

Ensuring that youth and seniors are well represented in civic life is critical to a sustainable community. Engaging seniors brings their experience and perspective into action; working with youth increases the chance they will stay involved and stay engaged in the future.

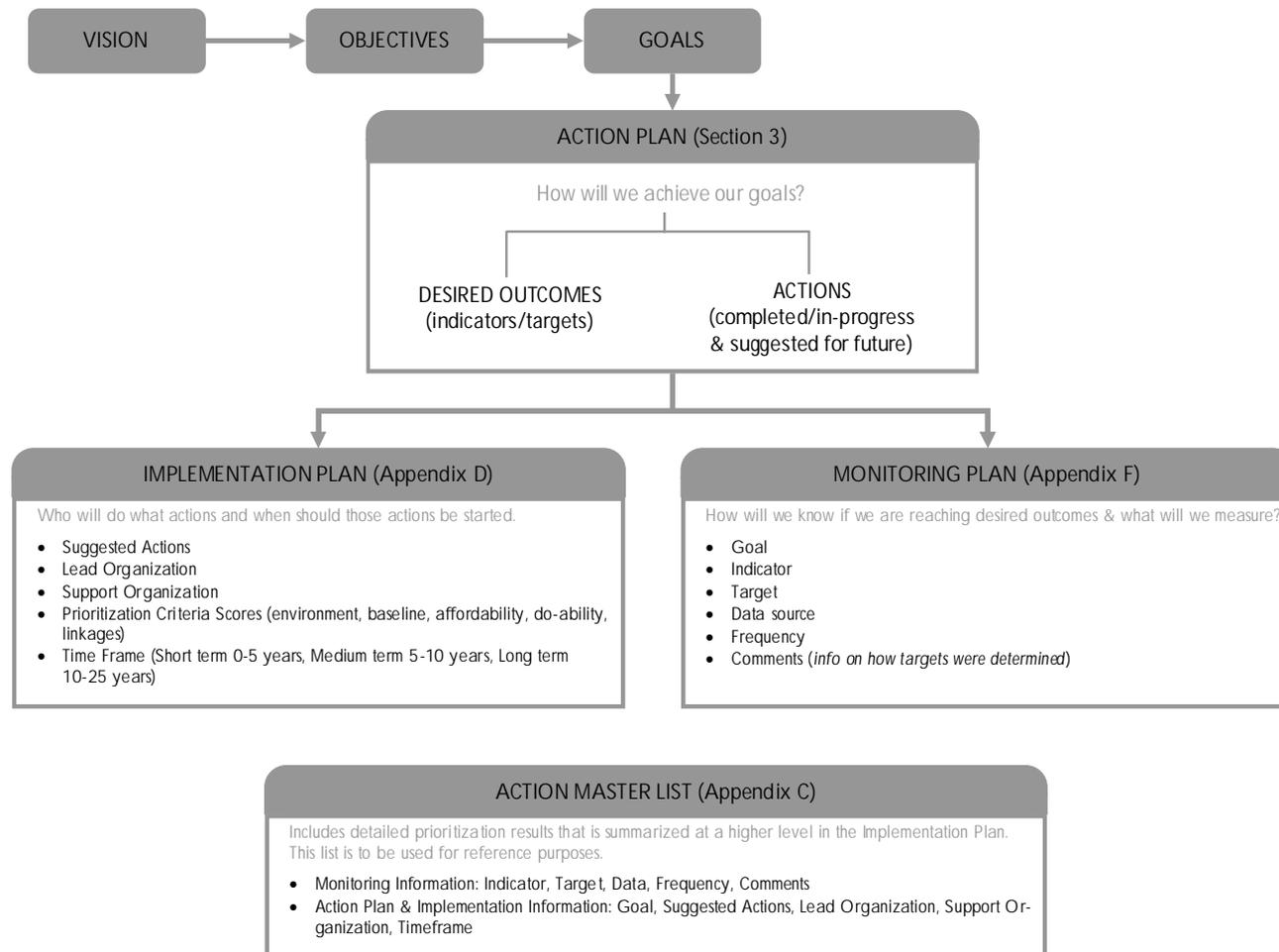
Desired Outcomes		Actions	
Indicator	Target	Completed/In-Progress	Suggested for Future
# of youth on municipal boards, commissions and committees; # of youth volunteer opportunities listed in the Greater Moncton Youth Directory	Increase youth volunteer opportunities	<ul style="list-style-type: none"> - Mayor's Youth Advisory Committee - Annual YouthFest - Quality of Life Committee; 	E6(a) - Develop a Youth-on-Boards Program
	Increase the number of youth on boards and commissions		E6(b) - Promote youth volunteerism at festivals and cultural events E6(c) - A 'Convenient Youth' video new youth centre project
# of seniors on municipal boards, commissions and committees; # of senior volunteer opportunities listed through the Volunteer Centre of Southeastern New Brunswick	Increase the number of volunteer opportunities for seniors	<ul style="list-style-type: none"> - Seniors Advisory Committee - Moncton Fire Department Seniors Registry - Seniors section of municipal website - Senior-friendly business sub-committee - Celebration of Annual International Day of Older Persons - Seniors communication sub-committee - Moncton Seniors-Friendly City Research Project - Seniors Information Centre and brochure 	E6(d) - Senior-friendly business awards program
	Increase the number of seniors on boards and commissions		E6(e) - Find baseline information on youth volunteer opportunities E6(f) - Find baseline information on seniors volunteer opportunities E6(g) - Pursue development of a new seniors centre

4. IMPLEMENTATION

How do we do it?

Although the Action Plan in Section 3 outlines how Moncton plans to achieve its sustainability goals, more detail is necessary with respect to how it will actually be done. The Sustainability Plan includes a number of appendices that help

to answer that question. The figure below shows how the different appendices relate to the planning framework. It can be used as a guide for the reader when reviewing the remainder of this document.



Action Details

In order to provide a starting point, additional details on the suggested future actions outlined in the action plan are provided in Appendix C –Master List. The types of additional information are described below.

Lead Organization indicates the primary organization responsible for initiating the action and for bringing other support organizations to the table to assist as necessary.

Support Organization refers to other organizations or agencies that would help support the lead organization in implementing an action, either by providing funding, knowledge, manpower, expertise, etc.

Prioritizing

When everything is a priority, nothing is a priority. With 5 objectives, 24 goals, more than 140 future actions and a limited amount of time and resources, there is clearly a need for prioritization. To that end, a series of evaluation criteria were established to help prioritize future actions in a logical and consistent manner. Each criteria and its scoring is described in the following paragraphs Each action received a score out of 30 points; the detailed scoring results can be found in Appendix D – Implementation Plan.

Potential for Positive Environmental Impact (/10).

The environment is often described as the central pillar of sustainability; a healthy environment is the foundation on which a sound economy and a healthy society depend. Communities cannot thrive without essentials such as clean air and water. In recognition of this reality each action was evaluated based on its potential to contribute to the sustainable outcomes of cleaner air, cleaner water and reduced greenhouse gas emissions.

Obtaining Baseline Data (/5). Monitoring implementation of the Sustainability Plan – are we moving towards our goals? – is an important part of the Plan (see Section 5 for additional information). The starting point for monitoring is establishing baseline data for indicators that have been identified for the Plan. An indicator is a measure that helps track progress over time. Baseline data is basic quantitative information that is collected for an indicator before a program, policy or plan is implemented. In the case of the Sustainability Plan, the baseline data will then used to provide a reference point for assessing the impact of various actions implemented through the Plan. Although baseline data exists for a number of indicators identified in the Plan, there are several gaps. Given the importance of establishing baseline indicator data at the start of implementing the Plan, a future action to collect baseline data was suggested where gaps were identified. As a result, future actions that involve obtaining baseline data were generally ranked with higher priority than those that did not.

Affordability (/5). Actions were evaluated based on their estimated ‘affordability’. Conditions that make actions more affordable could include actions that will be low-cost or no-cost (e.g. using existing resources or assets but in a different manner), actions that can be self-funded (e.g. be financed out of resulting savings) or if resources such as grants or financing programs will likely be available to implement an action.

Ease of Implementation (/5). Actions were evaluated based on the potential ease of implementation. Conditions that would make actions more ‘doable’ include having necessary preconditions in place, essential stakeholders are supportive, some preliminary work/progress has been done or the regulatory climate is in place or neutral.

Linkages to Other Goals (/5). A fundamental premise of sustainability is the ‘whole systems’ concept – understanding that our communities are complex systems made up of

linkages and interactions between all the different elements that make up our community. Recognizing that an action taken to achieve one goal can impact progress – or lack thereof – to achieve a different goal, potential actions were evaluated for their potential to contribute to many goals within the Sustainability Plan.

Implementation Plan

To shape the Implementation Plan – and in particular, the times over which particular actions might be pursued - the total scores were used to group actions into the following suggested timeframes:

Time Frame	Range of Scores	Number of Actions
Short Term (0-5 years)	20 – 30	70
Medium Term (5-10 years)	15 – 19	39
Long Term (10-25 years)	0 - 14	33

The Implementation Plan, in which actions are listed according to their suggested timeframe, can be found in Appendix D.

Alignment

Given its role as an ‘umbrella document’ within the hierarchy of Moncton’s planning framework, it is important that City policies and plans be aligned and consistent with the Sustainability Plan. For example, the Municipal Development Plan for Moncton is currently undergoing a comprehensive review and will be designed around the 5 objectives used in the Sustainability Plan.

Decision-Making Framework

The Sustainability Plan is a long term document meant to guide the community’s journey towards sustainability. The Plan is based on an integrated planning framework that considers the environmental, social, cultural, economic and governance dimensions of the community. As with any long term planning process, there is a risk that decision makers will make choices based primarily on short term needs or only one dimension of sustainability, instead of the integrated approach required. In order to mitigate that risk, it is suggested that sustainability considerations be added to the existing council report form used by municipal staff to prepare reports and recommendations for Council.

A sample Decision-Making Framework has been developed to assist the City with incorporating sustainability considerations into the council reports that align with the Sustainability Plan (see Appendix E).

This type of framework would assist staff in reviewing proposals and preparing reports for Council. It would be a tool to be used primarily by staff to assess the potential impact of recommendations on the objective and goals of the Sustainability Plan. In using the framework as a tool to review each proposal staff would be encouraged to consider the environmental, social, cultural, economic and governance implications of potential recommendations, regardless of the issues.

While it is impossible to anticipate every proposal or report that will be prepared by staff, the sample decision making framework would be a useful and practical tool. It is structured as a series of questions that will generate “yes”, “no” or “not applicable” answers. All “yes” responses positively support the objectives and goals of the Sustainability Plan. “No” responses will require some elaboration to determine whether the impact of the proposal

is neutral or negative (i.e. harmful). A number of “no” responses for a particular proposal may be balanced by a series of “yes” responses. A proposal, however, which consistently generates a series of negative “no” responses throughout the goals of a particular objective, should not be recommended or significant provisions should be made to reduce the potential negative impacts.

Objective	Lead Committee	Support Committee
Green Community	Sustainable Environment	Sustainable Transportation
Healthy Community	Quality of Life	Moncton Accessibility Public Safety Advisory
Vibrant Community	Cultural Advisory Committee	Heritage Preservation Review Board
Prosperous Community	Prosperity and Economic Affairs	
Engaged Community	Mayor’s Seniors Advisory	Mayor’s Youth Advisory

Champions

Although the City of Moncton Department of Engineering and Environmental Services will play a key role in leading implementation and monitoring of the Sustainability Plan, it is important that other champions for implementation be identified.

The existing council committee structure employed by the City of Moncton presents an ideal opportunity for identifying champions. Based on the existing mandates of these committees, a lead committee (and in some cases a support committee) has been suggested for each of the five objectives as outlined in the table below.

The mandate for each lead committee would be to confirm the actions and suggested timeframes for the actions under their respective objectives. The committees would work with the Department of Engineering and Environmental Services to develop and implement work plans for identified short term actions.

Partnerships

Issues related to sustainability are often complex and solutions to those issues often require widespread commitment and cooperation amongst all levels of government, the business community, community based organizations, institutions, neighbouring municipalities and individuals. To that end, establishing key strategic partnerships for the Sustainability Plan will be essential for its successful implementation. As part of their mandate the identified lead committees, in partnership with the Department of Engineering and Environmental Services, will seek to pursue these partnerships. These partnerships could be formalized through partnership agreements that would articulate a partner organization’s commitment to work towards the goals of the Sustainability Plan.

5. MONITORING

Monitoring Program

The Sustainability Plan is a long term document; the actions identified for short-term implementation are a starting point. Consistent review and updating of the plan to reflect changing conditions and identify new actions for implementation is critical. Monitoring implementation of the Plan shows changes over time and helps identify what is working – and what is not – and whether actions are having the desired impact of helping to achieve the goals of the Plan.

The monitoring program is designed to answer that question. One of the key components of the monitoring program is the indicators and targets identified in the action plan. Additional information on indicators and targets can be found in the next section; the other components of the monitoring program are described below.

Annual Progress Review

The Corporation of the City of Moncton will create a lead committee to conduct an annual progress review of the status of the Sustainability Plan. This review would include:

- Progress and achievement on implementation of actions;
- Changes in circumstances, external drivers and barriers;
- New actions; and
- Acceptability of status, trends and rate of progress.

This progress review could also include updates on specific indicators and targets, depending on data availability (see the next section on indicators and targets for additional detail).

Reporting

The annual progress review results should be published on a regular basis. The City already has at least two annual publications – *Your Municipal Tax Dollars at Work* and *City of Moncton Year in Review* – which could be modified to include an update on implementation of the Sustainability Plan.

Celebrate Success

It is important to celebrate progress and successful implementation of the Sustainability Plan. Celebrating successes and recognizing progress will serve to energize those who have worked so hard in developing and implementing the Plan. Successful projects will continue to build support for the Plan.

5-Year Comprehensive Review

The Sustainability Plan should undergo a comprehensive review at a minimum of every five years. During the review process committees and key strategic partners will provide updates about what has been accomplished during the 5-year period, what challenges are being faced and what new issues are emerging. The review should also include comprehensive community consultation in order to gain input from the public and stakeholders to help prioritize new projects. Five-year reviews of the Sustainability Plan could potentially be combined with the required five-year review of the City's Municipal Development Plan.

Indicators & Targets

Additional data on indicators and targets – potential data sources, frequency of data collection and other comments – have been included in Appendix F – Monitoring Plan. This information can be used to begin implementing the monitoring program.

Indicators

As outlined in Section 3. Action Plan, a series of indicators was identified to help monitor whether implemented actions from the Sustainability Plan are helping to move Moncton towards the goals of the Plan. An indicator is a statistic or measurement evaluated over time to understand whether progress is being made in achieving a specific goal. Indicators were selected based on the following criteria:

- Is the indicator directly linked to the goal in question?
- Is the indicator meaningful and relevant to understanding past, current or anticipated performance?
- Is the indicator measurable and will it be possible to obtain the necessary data?
- Is the indicator easily understood by the public, local officials and stakeholders?

Targets

A target is the expected outcome for each indicator; it is the desired result. There are three types of targets within the Sustainability Plan.

In some cases, where adequate baseline information was available, specific targets were set (e.g. reduce municipal greenhouse gas emissions by 20% below 2002 levels by 2017).

The second type of target occurs where there was a lack of baseline data. In this case, more general targets were set through benchmarking. A benchmark compares data from one community to similar communities or reference points such as provincial or national comparisons (e.g. reduce waste generation to 800kg/person/year, which is the national average).

The final type of target is very general and occurs in cases where there was a lack of baseline data and benchmarking data. These targets simply indicate the direction in which an indicator should trend (e.g. increase the number of events hosted in Moncton in an eco-friendly manner).

Data Collection and Storage

Data Storage & Quality

It is recommended that indicator data be stored in spreadsheets. The indicator data tabulation should follow a standard template for consistency and to facilitate updating. A key aspect of ensuring data quality is to prepare metadata for each of the Indicators. Metadata is descriptive information about the data and does not include any numerical values from the data set. Metadata can include:

- Indicator code and name
- Measurement units
- Why is this indicator important?
- What is being measured?
- Definition of terms
- Update frequency
- Release date for data
- Years comparable data are available
- Geographic area covered by data set
- Data source name and organization
- Data source URL

- Data source contact
- Data issues
- Potential benchmarks and source
- Estimated time to compile data

Typically, metadata are documented in the spreadsheet or as a technical report. The preliminary metadata provided for the Monitoring Plan in Appendix F would need to be updated with additional detail as implementation and monitoring proceeds and new baseline information is obtained.

Resource Requirements

The resource requirements for monitoring will be highest for the first detailed monitoring report done as part of the annual progress review. It is anticipated that it would take one employee less than two months at 50% allocation – i.e. approximately 150 hours – to develop indicator and target components of the report.

Moving Forward

Moncton is building momentum in becoming more sustainable; the indicators, goals and future actions identified in the Sustainability Plan will combine with existing plans, programs and initiatives to make the community more sustainable. Sustainability is not a single tool or policy – it is a long range philosophy that implies a significant shift in the

way we plan, design, construct and live in the community. Adopting, implementing and monitoring the Sustainability Plan will help the City of Moncton to ensure that sustainability is a priority in day-to-day operations and long term planning. The City will play a leadership role in transforming Moncton into a sustainable community.

APPENDIX A

Moncton Sustainability Plan – Planning Framework

Vision: Shaping our Future

Moncton is a green, healthy, vibrant, prosperous and engaged community where we proudly choose to live within the limits of the natural, social and built systems on which we depend. What we achieve locally provides inspiration globally because we lead by example and embrace innovation.

Objectives:

Green Community

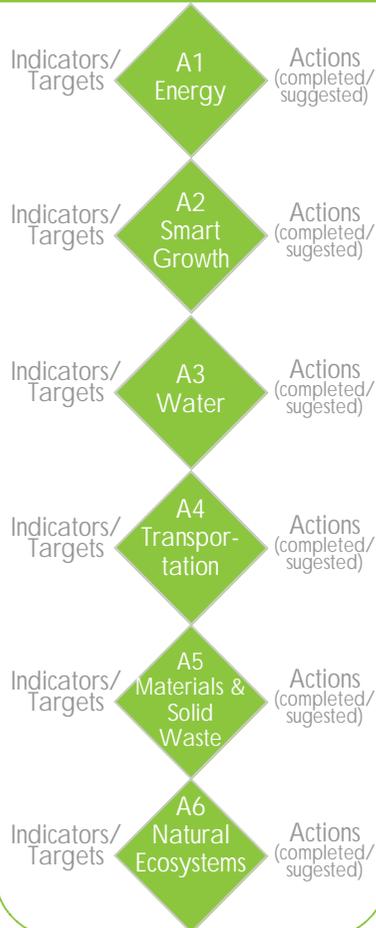
Healthy Community

Vibrant Community

Prosperous Community

Engaged Community

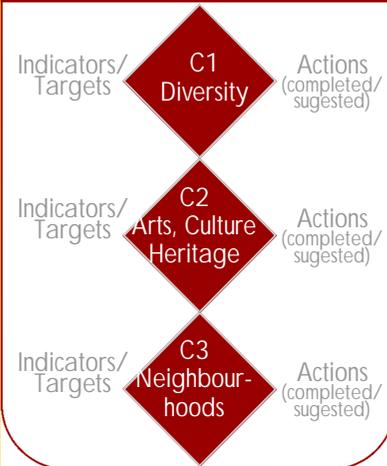
Goals



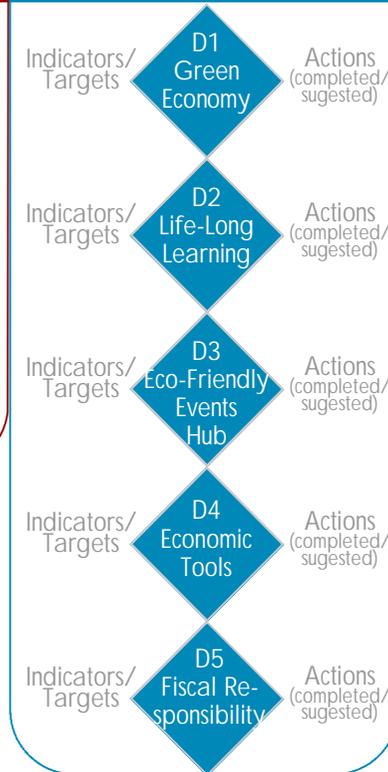
Goals



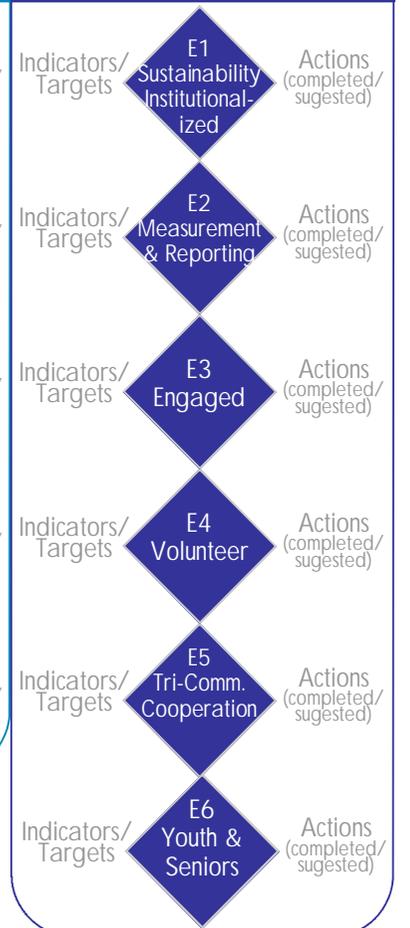
Goals



Goals



Goals



APPENDIX B

City of Moncton Existing Documents

Document	Description
City of Moncton Corporate Strategic Plan: Vision 2010 and Action Plan	The Strategic Plan and Action Plan outline the priority initiatives for the City of Moncton until 2010.
City of Moncton 2008 Environmental Report and 2003 Environmental Initiatives Report	These reports, prepared by the City of Moncton Environment Committee, describe some of the environmental initiatives taken by the City.
Municipal Green Building Policy	This policy, developed in 2009, establishes LEED (Leadership in Energy and Environmental Design) standards for new municipal buildings.
Downtown Moncton Development Vision	This was commissioned by the City of Moncton and Downtown Moncton Centreville to provide guidance for development of a vibrant downtown. Public engagement was a significant component of the visioning process.
Active Transportation Plan	This plan, developed by the City's Active Transportation Committee in 2002, provides a framework to develop a community wide active transportation network.
Corporate Greenhouse Gas Emissions Inventory: PCP Milestone 1	This document was produced in 2009 to document the corporate greenhouse gas emissions of the City of Moncton as the first phase in the Partners for Climate Protection Program.
Green Municipal Fund: Grants for Sustainable Community Plans, Application Part A and B	These applications outline the City's ongoing environmental initiatives and its goals in creating an ICSP.
Development Vision for Lands North of Wheeler Boulevard	This 2004 plan provides a sustainable vision for the development of a greenfield community near the University of Moncton.
Vehicle and Equipment Idling Policy	The City adopted a policy in 2005 to dramatically reduce the idling of the City's fleet to save fuel and reduce emissions.
Art Acquisition Policy	This policy outlines the City's approach to maintaining and displaying an art collection that raises the profile of local visual artists.
City of Moncton Economic Development Policy 2010	The City's 2010 policy identifies eight key priorities and specific initiatives for economic development in Moncton.
City of Moncton Arts and Cultural Policy	This policy was adopted in 2000 to promote a vibrant and creative arts and culture scene in Moncton.
Recreation Master Plan	
City of Moncton Municipal Development Plan	This document sets out the future land use planning direction for the City of Moncton. It includes the Downtown Development Vision.
Policy on Official Languages	The City's original policy, adopted in 1991, has been updated several times. In 2002 the City became Canada's first bilingual city, guaranteeing the status, rights and privileges of both official languages.
City of Moncton Cultural Plan	Adopted in 2010, this document identifies eight priority areas and associated actions identified to effect change and advance cultural development.

APPENDIX C

Master List

City of Moncton Sustainability Plan

Appendix C - Master List

Note: The Monitoring Plan Information and Action Plan Information are shown side-by-side for the purpose of easier reading; however, they should be read as two separate tables.

Note: SHORT TERM (0-5 years)
MEDIUM TERM (5-10 years)
LONG TERM (10-25 years)

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
OBJECTIVE A: Moncton is a GREEN community					
A1 - The energy system is sustainable, reliable and flexible. Energy conservation is a priority.	Municipal energy use (kWh)	Lower municipal energy use (kWh) to 20% below 2002 levels by 2017.	City Partners for Climate Protection (PCP) Initiative	Annual	Partners for Climate Protection (PCP) Baseline Year 2002, 21 730 408 kWh. Based on GHG estimates from the PCP initiative electricity use may be below 2002 levels
	Corporate greenhouse gas emissions (tonnes of CO ₂ e)	Reduce corporate GHG emissions to 20% below 2002 levels by 2017.		Annual	2002 emissions were 13,958 tonnes of CO ₂ e
	Community greenhouse gas emissions (tonnes of CO ₂ e)	Reduce community emissions by 6% below 2002 levels by 2017.		Annual	Need baseline
	% of energy use by source (corporate and community)	Decrease the % of energy use from non-renewable resources	NB Energy	Annual	Need Baseline
	# of LEED certified municipal buildings	All newly constructed municipal buildings greater than 500 square metres are LEED certified.	City	Annual	
	Level of municipal vehicle fleet emissions	Decrease municipal fleet emissions to 2002 levels by 2017	City	Annual	Based on the PCP GHG inventory this would be approximately a 10% reduction from current levels.

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
OBJECTIVE A: Moncton is a GREEN community					
A1 - The energy system is sustainable, reliable and flexible. Energy conservation is a priority.	A1(a)	Completion of Partners for Climate (PCP) Milestones	Moncton Dept. of Eng. & Env. Services		MED
	A1(b)	Collection of corporate fuel consumption information to assist with target monitoring	Moncton Dept. of Public Works	Moncton Dept. of Eng. & Env. Services	MED
	A1(c)	Work with NB Power to obtain energy use data	Moncton Dept. of Eng. & Env. Services	NB Power	MED
	A1(d)	Explore the feasibility of using waste heat from municipal facilities as a potential heat source	Moncton Dept. of Eng. & Env. Services	Moncton Operations Centre, Moncton Public Works	MED
	A1(e)	Explore alternative solutions for street lighting (e.g. LED, inductive and dimming) and for stand-alone buildings such as parking garages	Moncton Dept. of Eng. & Env. Services	Moncton Public Works, NB Power	LONG
	A1(f)	Eliminate unnecessary daytime lighting (e.g. lights on in parks during the day)	Moncton Dept. of Eng. & Env. Services	Moncton Public Works & Dept. of Parks and Leisure Services	MED
	A1(g)	Encourage the business community to reduce power consumption (e.g. unnecessary lighting)	Moncton Dept. of Eng. & Env. Services	Business Community, Moncton Communications Dept., NB Power	SHORT
	A1(h)	Develop a light pollution by-law (see Richmond Hill, Markham, Calgary)	Moncton Dept. of Eng. & Env. Services		LONG
	A1(i)	Optimize energy management systems within buildings	Moncton Dept. of Eng. & Env. Services		MED
	A1(j)	Employ energy/resource reduction strategies in all designs (new and retrofits) for municipal buildings	Moncton Dept. of Eng. & Env. Services		MED
	A1(k)	Find baseline information on community energy use by source	Moncton Dept. of Eng. & Env. Services		SHORT
	A1(l)	Explore policy/incentives to encourage community-scale renewable energy projects (e.g. wind, solar, geothermal, biomass)	Moncton Dept. of Eng. & Env. Services	GMPDC, Building Inspection	SHORT
	A1(m)	Develop an environmental municipal vehicle procurement policy	Moncton Dept. of Corporate Planning & Policy	Moncton Dept. of Public Works; Moncton Purchasing Department	SHORT
	A1(n)	Explore policy/incentives to encourage the use of sustainable building materials or low impact development within the community	Moncton Dept. of Eng. & Env. Services	GMPDC	MED
	A1(o)	Examine feasibility of developing a municipal wind farm project through the Province of New Brunswick Community Energy Policy.	Moncton Dept. of Eng. & Env. Services		SHORT

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
A2 - Moncton is a smart growth community. Our built environment is designed in a way that facilitates sustainable choices in the everyday lives of residents and visitors.	Number of dwelling units within the Downtown Core	Increase the # of dwelling units by 500 for a total of 4,100 units by 2016	Census and City Building Permits	Annual	Downtown is defined as Census Tracts 3050001.00 and 3050006.00. In 2006 there were 3600 units - 50 units per year would be needed to achieve 4100 units in 2016. Target may need to be updated based on MDP Review.
	Density (gross; % single, detached housing; % green space; ha of developed and developable land)	Increase the density of housing in Moncton.	GMPDC	Annual	Need baseline
	% of dwellings located within walking or biking distance from a variety of uses (retail, food, business/office, grocery)	Increase the % of dwellings located within 2-5km of a variety of uses	City/ GMPDC	Annual	Need baseline – GIS Group may be able to assist
	Greenfield development vs. brownfield development	Reduce the % of Greenfield development	City/ GMPDC	Annual	Need baseline – GIS Group may be able to assist
	% of tree cover	Maintain/increase the % tree cover and % of forest owned by the City	City	Annual	Need baseline – GIS Group may be able to assist
	# of community energy systems	Increase the # of community energy systems	City	Annual	Need Baseline
	Quality of stormwater runoff	Improve quality of stormwater runoff	City	Annual	Need Baseline
	Amount of stormwater run-off	No new increase to existing stormwater system	City	Annual	

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
A2 - Moncton is a smart growth community. Our built environment is designed in a way that facilitates sustainable choices in the everyday lives of residents and visitors.	A2(a)	Update the Zoning and Subdivision By-law to reflect the results of the Municipal Plan Review (e.g. smart growth principles, urban food policy, complete street design, transit-oriented development & higher density development, etc)	GMPDC	City of Moncton	SHORT
	A2(b)	Develop a regional, multi-modal Transportation Master Plan	Moncton, Dieppe, Riverview, NB Dept. of Transportation	GMPDC/Moncton Dept. of Eng & Env. Services	SHORT
	A2(c)	Develop a brownfields inventory to obtain baseline data on current greenfield and brownfield development	GMPDC	Moncton Dept. of Eng. & Env. Services	MED
	A2(d)	Develop a brownfields redevelopment strategy to provide a comprehensive and consistent approach for City-wide planning and development of brownfields.	GMPDC, Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Dept. of Eng. & Env. Services	MED
	A2(e)	Obtain baseline data on the existing # of community energy systems	Moncton Dept. of Eng. & Env. Services		SHORT
	A2(f)	Tree retention by-law (public and private lands)	Moncton Dept. of Parks and Leisure Services	GMPDC; Moncton Dept. of Eng. & Env. Services	SHORT
	A2(g)	Implement Phases II (facilities) and III (programs) of the Recreation Master Plan	Moncton Dept. of Parks and Leisure Services	GMPDC	MED
	A2(h)	Find baseline information on the percentage of forest owned by the City	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks & Leisure Services	SHORT
	A2(i)	Implement forest management policy and plans	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks & Leisure Services	MED
	A2(j)	Find baseline information on the percentage of dwellings within 2-5km of a variety of amenities (e.g. retail, commercial, open space and office uses)	GMPDC		SHORT
	A2(k)	Implement actions resulting from the Walkability Audit	Moncton Dept. of Eng. & Env. Services	Public Works, Moncton Dept. of Parks & Leisure Services	LONG
	A2(l)	Enforcement of erosion & sedimentation control guidelines	Moncton Dept. of Eng. & Env. Services		SHORT
	A2(m)	Introduction of effective stormwater best management practices	Moncton Dept. of Eng. & Env. Services		MED
	A2(n)	Obtain baseline information on quality of stormwater runoff	Moncton Dept. of Eng. & Env. Services		SHORT
	A2(o)	Enforcement of By-law Regulations (Wastewater and Stormwater Runoff By-Law)	Moncton Dept. of Eng. & Env. Services	GMPDC	SHORT
A2(p)	Develop maximum impermeable surface site coverage regulations for new developments	GMPDC	Moncton Dept. of Eng. & Env. Services	SHORT	
A2(q)	Develop a stormwater management plan and/or guidelines	Moncton Dept. of Eng. & Env. Services	GMPDC	SHORT	
A2(r)	Develop zero-increase (in stormwater) development policies	Moncton Dept. of Eng. & Env. Services	GMPDC	SHORT	
A2(s)	Implement Climate Change Adaptation Study findings	Moncton Dept. of Eng. & Env. Services	NB Dept. of Environment Services	SHORT	

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
A3 - Moncton's water resources provide a healthy, dependable supply for the long term needs of our community.	Per capita water use	10% reduction in per capita water use by year 2020	City	Annual	
	Exceedences to Health Based Canadian Drinking Water Quality Guidelines	No exceedences	City	Annual	No exceedences in 2009
	Number of water-related customer complaints	To reduce the number of water-related customer complaints	City	Annual	
A4 - Residents and visitors have access to an affordable and convenient transportation system that promotes sustainable and healthy transportation choices.	Transit ridership per capita	Increase transit ridership per capita	City	Annual	Currently Codiac Transit has 16 riders/person/year within the Tri-Community service area while Saint John has 31 and Fredericton has 24
	% of commuters via single occupant vehicles	Decrease single occupant vehicle modal share to 65% by 2016	Census	5 years	68% single occupant vehicle (SOV) mode share in 2006; 2006 SOV mode share in Saint John was 65%.
	Km of on-street bike lanes, sidewalks, trails and bus routes	Increase the amount of each	City	Annual	Need Baseline
	Citywide transportation GHG emissions	Reduce citywide transportation emissions	TBD		Need Baseline. See Duduta, Nicolae and Bishins, Allison. 2010. "Citywide Transportation Greenhouse Gas Emissions Inventories: A Review of Selected Methodologies." WRI Working Paper. World Resources Institute, Washington, DC. Available online at http://www.wri.org/publication/citywide-transportation-greenhouse-gas-emissions-inventories .

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
A3 - Moncton's water resources provide a healthy, dependable supply for the long term needs of our community.	A3(a)	Continuance of Corrosion Control Program, Cross-Connection Program and rehabilitation and renewal of distribution system	Moncton Dept. of Eng. & Env. Services		SHORT
	A3(b)	Install district metering.	Moncton Dept. of Eng. & Env. Services		LONG
	A3(c)	Implement focused leak detection	Moncton Dept. of Eng. & Env. Services	Moncton Information Systems Department	SHORT
	A3(d)	Continued public education programs on water conservation (e.g. rain barrels, Water Wise Workers, Drinking Water Week, toilet replacement program, low-flow fixtures, etc)	Moncton Corp. Communications	Moncton Dept. of Eng. & Env. Services	SHORT
	A3(e)	Ensure corporate municipal plumbing upgrades use low volume systems/ fixtures	Moncton Dept. of Eng. & Env. Services		SHORT
	A3(f)	Develop policies to control/protect existing water resources – may include collaboration/lobbying of policy makers at federal/provincial levels	Moncton Corp. Planning & Policy Development	Moncton Dept. of Eng. & Env. Services	SHORT
A4 - Residents and visitors have access to an affordable and convenient transportation system that promotes sustainable and healthy transportation choices.	A4(a)	Implement route and schedule changes suggested by Codiac Transit Review	Codiac Transit	Moncton, Dieppe, Riverview. Moncton Dept. of Eng & Env. Service (liaison)	SHORT
	A4(b)	Review Codiac transit governance structure	Codiac Transit	Moncton, Dieppe, Riverview. Moncton Dept. of Eng & Env. Service (liaison)	SHORT
	A4(c)	UPASS and large employer pass program	Codiac Transit	Moncton, Dieppe, Riverview. Moncton Dept. of Eng & Env. Service (liaison)	SHORT
	A4(d)	Provide more convenient and comfortable terminals and shelters	Moncton, Dieppe, Riverview	Codiac Transit; Moncton Dept. of Eng & Env. Services (liaison)	MED
	A4(e)	Develop parking management strategies such as shared parking, parking pricing, parking regulations, etc	Moncton Dept. of Eng. & Env. Services	GMPDC	MED
	A4(f)	Develop tri-community municipal ridesharing program (including Park & Ride facilities)	Moncton Dept. of Eng. & Env. Services	Dieppe, Riverview	MED
	A4(g)	Continued implementation of the Active Transportation Plan Plan (e.g. Safe Routes to School Program)	Moncton Dept. of Parks and Leisure Services	Active Transportation Committee	SHORT
	A4(h)	Find baseline information on bike lanes, sidewalks and trails	Moncton Dept. of Eng. & Env. Services		SHORT
	A4(i)	Develop a community-wide fuel-smart driving education program (e.g. anti-idling, tire maintenance, driving techniques)	Moncton Corp. Communications	Moncton Dept. of Eng. & Env. Services	MED
	A4(j)	Optimize the use of roundabouts in the community	Moncton Dept. of Eng. & Env. Services	GMPDC	LONG

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
A5 - Materials and solid waste are managed in a way that supports the concept of a 'zero waste' community.	Waste per capita (kg)	Reduce waste generation to the national average of 800 kg/person/year by 2020	Westmorland-Albert Solid Waste	Annual	Moncton area currently generates 865 kg of waste/person/year. This target would be equivalent to a 7.5% reduction over 10 years.
	Waste diverted (%)	Increase waste diversion rate to 60% by 2015	Westmorland-Albert Solid Waste	Annual	Current diversion rate in Moncton is 51%. 60% diversion or higher is being achieved by Canadian cities with the best programs.
	Amount/type of construction waste	All construction waste recycled or processed by approved landfills	Westmorland-Albert Solid Waste	Annual	Halifax diverts 75% of construction waste from landfills. Need Baseline for Moncton
A6 - Natural ecosystems – habitats, wildlife and environmentally sensitive and natural areas – are enhanced, conserved and healthy.	Forested land area	Maintain or increase forested land area	City	Annual	Need baseline – GIS Group may be able to assist
	Riparian areas and buffers maintained/ restored	Maintain riparian buffers in new developments	City/ GMPDC	Annual	Need baseline – GIS Group may be able to assist
	Habitat diversity	Preserve various habitat types	City	Annual	Need baseline – GIS Group may be able to assist
	Exceedences to recreation based water quality guidelines	No exceedences	City	Annual	

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
A5 - Materials and solid waste are managed in a way that supports the concept of a 'zero waste' community.	A4(k)	Optimize current system (central traffic management to improve flow & major corridors for safe/healthier choices)	Moncton Dept. of Eng. & Env. Services	GMPDC	LONG
	A4(l)	Develop a citywide transportation GHG inventory in order to establish baseline information.	Moncton Dept. of Eng. & Env. Services		SHORT
	A5(a)	Additional education about waste reduction	Westmoreland-Albert Solid Waste Commission	Moncton Corp. Communications	SHORT
	A5(b)	Improved education about waste separation/ two stream system	Westmoreland-Albert Solid Waste Commission	Moncton Corp. Communications	SHORT
	A5(c)	Develop an industrial-commercial-institutional waste separation strategy	Westmoreland-Albert Solid Waste Commission	Moncton Corp. Communications; Moncton Dept. of Eng. & Env. Services (liaison), NB Dept. of Local Government	SHORT
	A5(d)	Donate used building construction materials from municipal demolition projects to non-profit groups as appropriate, on a project-by-project basis.	Moncton Dept. of Eng. & Env. Services		SHORT
A5(e)	Find baseline information on the amount of construction material diverted from landfill	Westmoreland-Albert Solid Waste Commission		SHORT	
A6 - Natural ecosystems – habitats, wildlife and environmentally sensitive and natural areas – are enhanced, conserved and healthy.	A6(a)	Protect forest land within municipal boundaries	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks and Leisure Services	SHORT
	A6(b)	Work with developers to perform inspections and retain mature trees	Moncton Dept. of Parks and Leisure Services	GMPDC	MED
	A6(c)	Continue educational programming for watersheds	Moncton Dept. of Eng. & Env. Services	Moncton Corp. Communications	LONG
	A6(d)	Formalize development policy with respect to buffer area vs. Land for Public Purposes	Moncton Dept. of Parks and Leisure Services	GMPDC	MED
	A6(e)	Orient new development along the riverfront towards the river (as per the Downtown Moncton Development Vision)	GMPDC		MED
	A6(f)	Develop policy to protect natural areas (e.g. education and engagement recreation programs linked to the Fundy Biosphere Reserve)	Moncton Dept. of Eng. & Env. Services	GMPDC	SHORT
	A6(g)	Ensure stream buffers are respected, including recreation/ trail developments	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks and Leisure Services	SHORT
	A6(h)	Develop partnerships with local community-based organizations (e.g. Petitcodiac Watershed Alliance) to monitor health of surface waters.	Moncton Dept. of Eng. & Env. Services	GMPDC	SHORT

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
OBJECTIVE B: Moncton is a HEALTHY community					
B1 - Food security assures that all members of our community have access to enough nutritious, safe and ecologically sustainable food at all times.	# and area of farms	Maintain or increase the number of working farms	GMPDC		Need baseline
	# and types of vendors registered at Moncton Market	Increase the number of vendors	Moncton Market		130 vendors in 2010
	# of restaurants using locally sourced food	Increase the number of restaurants using locally grown food	TBD		need baseline
	# and area of urban agriculture areas such as community gardens	Increase the number of community gardens in Moncton			There are 3 community gardens in Moncton: Seventh Day Adventist, YMCA and UofM
	Food bank usage rates	Decrease the number of people using local food banks by 15% by 2015.	TBD	Annual	In 2009 26,982 families used a food bank; In 2008 24,441 families used a food bank.
B2 - Moncton is a walkable community with access to a diverse mix of wellness and recreation activities, programs and facilities that allow for year-round, active, healthy living.	Km of trails per capita; km of trails maintained during winter months	Increase the number of kms of trail in Moncton	City	Annual	Baseline data available through the Active Transportation Plan
	# of recreation facilities and programs; # of facility bookings; program enrolment; # of year-round outdoor recreation facilities; # of parks; area of park space per capita;	Increase the number of recreation facilities and recreation programs	City	Annual	Need baseline
	# of family doctors per capita	Increase the number of physicians	Horizon/Vitalité Health Networks	Annual	260 physicians in SERHA in 2004
	# of wellness programs	Increase the number of wellness programs	Horizon/Vitalité Health Networks	Annual	Need Baseline
	Body Mass Index (BMI)	Lower obesity rates to the national average of 14.5%	Horizon/Vitalité Health Networks	Annual	Obesity rates in 2004 were 18.5% in SERHA
B3 - Moncton is a safe, caring and accessible community where residents and visitors feel welcome and connected.	Overall crime rate	Continue to have crime rates significantly below the national average	RCMP	Annual	
	Citizen perception of safety	Increase the perception of safety in Moncton	TBD	Annual	

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
OBJECTIVE B: Moncton is a HEALTHY community					
B1 - Food security assures that all members of our community have access to enough nutritious, safe and ecologically sustainable food at all times.	B1(a)	Establish a formal champion for food security in the region to identify and implement actions related to food security	YMCA; United Way	Moncton Corp. Planning & Policy Development	MED
	B1(b)	Explore food security as part of the Municipal Development Plan Review process	GMPDC	Moncton Dept. of Eng. & Env. Services	SHORT
	B1(c)	Develop a municipal Local and Healthy Food Purchasing Policy	Moncton Corp. Planning & Policy Development	Moncton Market Board	MED
	B1(d)	Examine feasibility of increasing Moncton Market hours/days of operation	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Market	SHORT
	B1(e)	Develop policy with respect to the provision of community garden space within municipal parks or other appropriate locations.	Moncton Dept. of Parks and Leisure Services	Food Security Commission - B1(a), GMPDC	MED
B2 - Moncton is a walkable community with access to a diverse mix of wellness and recreation activities, programs and facilities that allow for year-round, active, healthy living.	B2(a)	Expand outdoor education and recreation programs such as the geocaching pilot program	Moncton Dept. of Parks and Leisure Services		LONG
	B2(b)	Find baseline information on the number of recreation facilities and programs (part of the Recreation Master Plan)	Moncton Dept. of Parks and Leisure Services		MED
	B2(c)	Find baseline information on the number of wellness programs in Moncton	Moncton Dept. of Parks and Leisure Services	NB Dept. of Health, Horizon Health Network, Vitalite Health Network	MED
	A2(g)	Implement Phases II (facilities) and III (programs) of the Recreation Master Plan	Moncton Dept. of Parks and Leisure Services		MED
B3 - Moncton is a safe, caring and accessible community where residents and visitors feel welcome and connected.	B3(a)	Provide staff training in Crime Prevention Through Environment Design (CPTED) Principles	Codiac RCMP	GMPDC	SHORT
	B3(b)	Develop stronger policies to ensure that proper infrastructure is in place for citizens with disabilities (e.g. install new Audible Pedestrian System to meet current national standards)	GMPDC	Moncton Depts. of Eng. & Env. Services, Parks and Leisure Services	LONG

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
B4 - Moncton has an appropriate and affordable mix of quality housing types, sizes and densities. Everyone has a roof over their head.	# of housing starts; new multi-units as a % of total new residential units	Increase the percentage of housing starts that are multi-unit	GMPDC	Annual	Baseline data is available but multi-unit starts vary dramatically from year to year: 2008, 154 single units and 157 multi-units
	Homelessness (# of shelter beds available and used; # of people who stayed in shelter beds)	Decrease number of nights spent in shelters by 15% by 2015.	Greater Moncton Homelessness Steering Committee	Annual	737 individuals stayed in shelter beds in 2009
	Affordability (avg. monthly rent; vacancy rates; # of provincially subsidized housing units; # affordable housing units; # people on provincial subsidized housing wait list)	Increase number of affordable units by 15 % by 2015. Decrease the number of people waiting for social housing by 15% by 2015.	Greater Moncton Homelessness Steering Committee Annual Reports	Annual	999 affordable units in 2009; 640 people on Provincial wait list in 2009
OBJECTIVE C: Moncton is a VIBRANT community					
C1 - Moncton is an inclusive community that values and celebrates diversity.	Ethnic diversity of population	Increase the ethnic diversity of Moncton	MAGMA, Census	5 years	
	# of hits on French & English versions of the City's website	Increase the # of hits on the City's website in both French and English	City	Annual	
	# of immigrants and % of total population	Increase the number of immigrants arriving and staying in Moncton	MAGMA, Census	5 years	2006 Census, 2360 immigrants in Moncton or 4.2% of the population
	# of discrimination complaints filed	No complaints	NB Human Rights	Annual	Need baseline
C2 - Residents and visitors are aware of and have access to a variety of arts, culture and heritage opportunities.	# of properties on the Canadian Register of Historic Places	Increase the number of properties on the Canadian Register of Historic Places	City	Annual	102 places on the Register
	# of properties within the Preservation Areas as identified in the Heritage Preservation By-law	Increase the number of properties within the Preservation Areas	City	Annual	MDP Review and subsequent Zoning By-law review may impact/alter this target.
	# of and attendance at arts/cultural events, # of centres offering cultural opportunities; # of groups listed on City Cultural Groups page	Increase the number of cultural events and attendance at cultural events	City	Annual	Need baseline

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
B4 - Moncton has an appropriate and affordable mix of quality housing types, sizes and densities. Everyone has a roof over their head.	B4(a)	Continue to implement the 2007 Greater Moncton Community Plan on Homelessness (GMCPH) developed by the Greater Moncton Homelessness Steering Committee as part of the Government of Canada Homelessness Partnering Strategy. Continued implementation of this plan will help ensure adequate funding is obtained for identified projects that will help address homelessness in Greater Moncton.	Greater Moncton Homelessness Steering Committee	Moncton Quality of Life Committee	SHORT
	B4(b)	Find baseline information on density and housing type	Moncton Building Inspections Dept.	GMPDC	SHORT
OBJECTIVE C: Moncton is a VIBRANT community					
C1 - Moncton is an inclusive community that values and celebrates diversity.	C1(a)	Develop and implement a new immigration model (including creation of an Immigration Specialist position and development of strategic plan)	Moncton Dept. of Economic Dev., Tourism & Culture	Local Immigration Steering Committee	SHORT
	C1(b)	Find baseline information on the number of discrimination complaints filed	MAGMA		SHORT
C2 - Residents and visitors are aware of and have access to a variety of arts, culture and heritage opportunities.	C2(a)	Create a Moncton Heritage Awards Program	Moncton Dept. of Economic Dev., Tourism & Culture		SHORT
	C2(b)	Develop a self-guided downtown walking tour highlighting Moncton's historic buildings and public art	Moncton Dept. of Economic Development, Tourism & Culture		SHORT
	C2(c)	Review the Heritage Preservation By-law	Moncton Dept. of Economic Dev., Tourism & Culture	GMPDC, Moncton Heritage Preservation Review Board	MED
	C2(d)	Develop and install interpretative signage illustrating Moncton's history	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Heritage Preservation Review Board	MED
	C2(e)	Complete the Transportation Discovery Centre	Moncton Dept. of Economic Dev., Tourism & Culture		SHORT
	C2(f)	Prepare a plan for Treiz Haus	Moncton Dept. of Economic Dev., Tourism & Culture		SHORT
	C2(g)	Expand the range of heritage and museum programs, activities and services	Moncton Dept. of Economic Dev., Tourism & Culture		LONG

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
C3 - Neighbourhoods are unique and distinctive. They are designed and planned by their residents.	# of block parties; # of outdoor rinks; # of registered neighbourhood committees	Increase the number of community groups and neighbourhood events	City	Annual	
	Refer to Goal A2 Smart Growth Indicators/Targets/Actions		-	-	

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
	C2(h)	Implement Cultural Plan	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Cultural Advisory Committee	SHORT
	C2(i)	Communications plan to promote events	Moncton Corp. Communications	Moncton Dept. of Economic Dev., Tourism, & Culture	LONG
	C2(j)	Establish a cultural calendar for promotional purposes	Moncton Corp. Communications	Moncton Dept. of Economic Dev., Tourism & Culture	LONG
	C2(k)	Pursue partnerships with higher levels of government to support arts, culture and heritage (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		MED
	C2(l)	Establish business development workshops for the cultural sector (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		LONG
	C2(m)	Enhance the City of Moncton's summer performing arts series (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		LONG
	C2(n)	Explore the possibility of a contemporary art museum for Moncton (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		LONG
	C2(o)	Establish a City Hall performing arts series (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		LONG
	C2(p)	Find baseline information on the number of cultural events and attendance at cultural events	Moncton Dept. of Economic Dev., Tourism & Culture		MED
C3 - Neighbourhoods are unique and distinctive. They are designed and planned by their residents.	C3(a)	Additional neighbourhood planning (stand-alone or incorporated into Municipal Plan Review Process)	GMPDC	Moncton Departments	MED
	C3(b)	Develop and implement a neighbourhood recognition program to recognize the distinct and historical characteristics of our neighbourhoods in neighbourhood planning and development	Moncton Dept. of Parks and Leisure Services		LONG
	C3(c)	Continue the neighbourhood grant program to fund neighbourhood needs such as park supervisors or outdoor rinks	Moncton Dept. of Parks and Leisure Services		LONG
	C3(d)	Convert urban areas into event zones (part of the Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	LONG
	C3(e)	Beautify blank walls in downtown with murals (part of the Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	LONG
	C3(f)	Create an outdoor gallery or museum space (part of the Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	LONG
	C3(g)	Install artwork and artistically designed bike racks along Riverfront and trails (part of the Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	LONG
	C3(h)	Recognizable downtown cultural district (part of the Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Cultural Advisory Committee	LONG

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
OBJECTIVE D: Moncton is a PROSPEROUS community					
D1 - Building on the growing strength in the knowledge based and creative economies, Moncton is a leader in the green economy.	% of employees in Moncton employed in EN3 businesses (environment, engineering, energy)	Increase the number of employees in EN3 businesses	Census	5 years	
	ratio of population to jobs	Increase the number of jobs per capita in Moncton	Census	5 years	
	Average income	Increase the average income in Moncton			
D2 - Diverse, life-long learning opportunities meet the needs of the community and the economy.	Average cost of tuition	Maintain post-secondary tuition costs comparable to the national average	UofM, Mt. A., Crandall University, NBCC	Annual	Average Canadian tuition in 2010 was \$5138
	# of facilities and programs being offered for workforce and educational training	Increase the number of programs and spots in workforce training programs	TBD	Annual	Need baseline
	Enrolment levels at learning institutions	Increase the enrolment at post secondary institutions	UofM, Mt. A., Crandall University, NBCC	Annual	Current enrolment in Greater Moncton is 12900 students
	Population by education level attained	Increase % with post-secondary education to 55% by 2016	Census	5 Years	In 2006 50% of Moncton residents had post-secondary education
D3 - As the city of choice for tourism, sport and entertainment events in the Maritimes, Moncton is known as a leader in hosting these events in an eco-friendly manner.	# of tourism, sport and entertainment events per year	Increase the number of tourism, sport and entertainment events per year held in Moncton	Moncton Dept. of EDTC	Annual	Need baseline
	# of events hosted in an eco-friendly manner	Increase the number of events hosted in an eco-friendly manner	Moncton Dept. of EDTC	Annual	Need baseline

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
OBJECTIVE D: Moncton is a PROSPEROUS community					
D1 - Building on the growing strength in the knowledge based and creative economies, Moncton is a leader in the green economy.	D1(a)	Implement the initiatives identified under Priority #1 within the City of Moncton Economic Development Strategy 2010	Moncton Dept. of Economic Dev., Tourism & Culture	Enterprise Greater Moncton & Business New Brunswick	MED
	D2(a)	Continue to implement the Canada-New Brunswick Labour Market Agreement Annual Plan (2010-2011) prepared by the NB Dept. of Post Secondary Education, Training and Labour. This plan outlines the Province's priorities, strategies and details for the fiscal year relating to employment programs such as Workforce Expansion, Training and Skills Development, and Community Adult Learning Services.	New Brunswick Dept. of Post Secondary Education, Training and Labour	Moncton Dept. of Economic Dev., Tourism & Culture	LONG
D3 - As the city of choice for tourism, sport and entertainment events in the Maritimes, Moncton is known as a leader in hosting these events in an eco-friendly manner.	D2(b)	Implement the initiatives identified under Priority #2 within the City of Moncton Economic Development Strategy 2010	Moncton Dept. of Economic Dev., Tourism & Culture		LONG
	D3(a)	Implement the initiatives identified under Priority #6 within the City of Moncton Economic Development Strategy 2010	Moncton Dept. of Economic Dev., Tourism & Culture	Enterprise Greater Moncton	SHORT
	D3(b)	Find baseline information on the number of tourism, sport and entertainment events per year held in Moncton and how many use eco-friendly practices.	Moncton Dept. of Economic Dev., Tourism & Culture	Enterprise Greater Moncton; Tourism Moncton	SHORT
	D3(c)	Explore feasibility of becoming a member of the Green Meeting Industry Council and adopting a formal set of international green meeting standards to provide guidance to event organizers (e.g. BS 8901 or APEX)	Moncton Dept. of Economic Dev., Tourism & Culture	Tourism Moncton	SHORT

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
D4 - A broad range of economic tools and incentives are in place to encourage sustainable activities and development.	# of tools and incentives; rate of tool/incentive use; # of potential sustainable development award nominees	Increase the number of incentives for sustainable development	TBD	Annual	Need baseline
D5 - Fiscal responsibility is strongly tied to sustainability; spending is directly aligned with sustainability priorities.	# of departments achieving budget targets	All departments achieving budget targets	City Budget	Annual	
OBJECTIVE E: Moncton is an ENGAGED community					
E1 - Sustainability is institutionalized at the municipal, private sector and individual level so that sustainability considerations are integrated into day-to-day decision-making.	# of Sustainability Plan partners	Identify and secure key partners by 2012	City	Annual	
	# of council decisions aligned with sustainability	Increase the # of council decisions aligned with sustainability	City	Annual	
	# of departments meeting or showing progress towards Sustainability Plan targets	All departments making progress towards Sustainability Plan targets	City	Annual	

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
D4 - A broad range of economic tools and incentives are in place to encourage sustainable activities and development.	D4(a)	Develop tax abatement program for sustainable/brownfield developments	Moncton Dept. of Economic Dev., Tourism & Culture	Province of NB; GMPDC	SHORT
	D4(b)	Explore the feasibility of development cost charges during the Municipal Development Plan review	Moncton Dept. of Economic Dev., Tourism & Culture	GMPDC	MED
	D4(c)	Sustainable development awards	Moncton Dept. of Eng. & Env. Services	GMPDC	MED
	D4(d)	Find baseline information on existing incentive programs for sustainable development	Moncton Dept. of Economic Dev., Tourism & Culture	GMPDC	SHORT
	D4(e)	Fast-track green building approvals	GMPDC	Moncton Building Inspection Department	SHORT
D5 - Fiscal responsibility is strongly tied to sustainability; spending is directly aligned with sustainability priorities.	D5(a)	Develop sustainable financial reports	Moncton Dept. of Corporate Policy & Planning		SHORT
OBJECTIVE E: Moncton is an ENGAGED community					
E1 - Sustainability is institutionalized at the municipal, private sector and individual level so that sustainability considerations are integrated into day-to-day decision-making.	E1(a)	Create an 'education kit' to support internal/external commitment to ICSP goals	Moncton Dept. of Corporate Policy & Planning		LONG
	E1(b)	Incorporate additional sustainability considerations into existing council report form used by municipal staff	Moncton Dept. of Corporate Policy & Planning		MED
	E1(c)	Create a greater corporate focus on overall responsibility for sustainability by municipal staff	Moncton Senior Management Group	Moncton Dept. of Corporate Policy & Planning	MED
	E1(d)	Provide sustainability training for staff (i.e. what is sustainability, what is the ICSP, what is staff role in achieving goals/implementing actions, opportunity for staff input on the ICSP, etc)	Moncton Dept.. Of Eng. & Env. Services	Moncton Human Resources Department, Moncton. Dept. of Corporate Policy & Planning	MED
	E1(e)	Develop Sustainability Plan Partnership Agreement/Program	Moncton Dept. of Eng. & Env. Services	Moncton Corp. Communications	SHORT
	E1(f)	Implementation & Monitoring components of the Sustainability Plan	Moncton Dept. of Corporate Policy & Planning	Moncton Dept. of Eng. & Env. Services	SHORT
	E1(g)	Green design training for Building Inspection staff	Moncton Building Inspection Dept.		MED

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
E2 - Measurement and reporting on sustainability performance and progress is done on a regular basis	Measurement and reporting done on an annual basis	Annual Sustainability Plan report card	City	Annual	
	# of downloads of reporting documents from City website	Increase the number of reports downloaded	City	Annual	
E3 - Engaged citizens have the ability and opportunity to participate in a wide variety of civic activities	Voter participation	By 2016 at least 50% of eligible voters in Moncton will vote in all elections	Elections NB, Elections Can.	4 years	36% voter turnout in 2008 municipal elections
	Per capita attendance at public consultation events	Increase per capita attendance at consultation events	City	Annual	Need baseline
E4 - A diverse and active volunteer population plays an important role in the strong social fabric of Moncton.	# of volunteer hours	Increase the amount of volunteering in Moncton	Volunteer Centre of Southeastern NB	Annual	
	Demographics of volunteer population	Increase the diversity of volunteers in Moncton	Volunteer Centre of Southeastern NB	Annual	
E5 - Tri-community cooperation is encouraged to implement sustainability initiatives	% of programs/ initiatives undertaken with tri-community cooperation	To increase the % of programs/ initiatives undertaken with tri-community cooperation	TBD		

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
E2 - Measurement and reporting on sustainability performance and progress is done on a regular basis	E2(a)	Carry out a citizen satisfaction survey	Moncton Corp. Communications	Moncton Dept. of Corporate Policy & Planning	SHORT
	E2(b)	Include a regular Sustainability Plan update in every Resurgo newsletter	Moncton Corp. Communications	Moncton Dept. of Corporate Policy & Planning	SHORT
	E2(c)	Add a Sustainability Plan reporting component to the annual 'Your Tax Dollars at Work' and/or Year in Review publications	Moncton Corp. Communications	Moncton Dept. of Corporate Policy & Planning	SHORT
	E2(d)	Post information articles related to the environment/sustainability on City website on a regular basis	Moncton Corp. Communications	Moncton Dept. of Eng. & Env. Services	SHORT
E3 - Engaged citizens have the ability and opportunity to participate in a wide variety of civic activities	E3(a)	Develop public education program (e.g. role of municipal government, why voting is important) and support services (e.g. child-mind, transportation services) to increase voter turn-out at municipal elections	Moncton Dept. of Corporate Policy & Planning	Moncton Corp. Communications	MED
	E3(b)	Develop programming to encourage citizen involvement in municipal activities (e.g. Campaign school, board training, etc)	Moncton Dept. of Corporate Policy & Planning	Moncton Corp. Communications	LONG
	E3(c)	Explore and develop a variety of channels to establish regular dialogue/communications with citizens on civic activities, services and issues	Moncton Dept. of Corporate Policy & Planning	Moncton Corp. Communications	SHORT
E4 - A diverse and active volunteer population plays an important role in the strong social fabric of Moncton.	E4(a)	Work with the Volunteer Centre of Southeastern New Brunswick and use their services when possible	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications	LONG
	E4(b)	Host an annual or bi-annual volunteer expo, in partnership with the community as needed	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications; Volunteer Centre of Southeastern NB	SHORT
E5 - Tri-community cooperation is encouraged to implement sustainability initiatives	see A2(b)	Develop a regional, multi-modal transportation master plan	Moncton, Dieppe, Riverview, NB Dept. of Transportation	Moncton Dept. of Eng. & Env. Services (liaison)	SHORT
	E5(a)	Develop and implement programs associated with the UNESCO Fundy Biosphere Reserve	Moncton Dept. of Env. & Eng. Services	Southern NB	SHORT
	E5(b)	Implement initiatives from the City of Moncton Economic Development Strategy 2010 related to playing a leadership role in regional economic development initiatives (Priority #8)	Moncton Dept. of Economic Dev., Tourism & Culture		LONG
	E5(c)	Hold annual or semi-annual tri-community meetings (at staff & council levels) to discuss ICSP issues and progress.	Moncton, Dieppe, Riverview	Moncton Dept. of Corporate Policy & Planning (liaison)	SHORT

Monitoring Plan Information					
Goal	Indicator	Target	Data Source	Frequency	Comments
E6 - Youth and seniors are active participants in civic activities and assume a strong leadership role in our community	# of youth on municipal boards, commissions and committees; # of youth volunteer opportunities listed in the Greater Moncton Youth Directory	Increase youth volunteer opportunities; Increase the number of youth on boards and commissions	City; Greater Moncton Youth Directory	Annual	Need baseline
	# of seniors on municipal boards, commissions and committees; # of senior volunteer opportunities listed through the Volunteer Centre of Southeastern New Brunswick	Increase the number of volunteer opportunities for seniors; Increase the number of seniors on boards and commissions	Volunteer Centre of Southeastern NB	Annual	Need baseline

Action Plan Information					
Goal	ID	Suggested Actions	Lead Org	Support Org.	Time Frame
E6 - Youth and seniors are active participants in civic activities and assume a strong leadership role in our community	E6(a)	Develop a Youth-on-Boards Program	Moncton Dept. of Parks & Leisure Services	Mayor's Youth Advisory Committee	LONG
	E6(b)	Promote youth volunteerism at festivals and cultural events	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications, Mayor's Youth Advisory Committee	LONG
	E6(c)	'A Convenient Youth' video new youth centre project	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications, Mayor's Youth Advisory Committee	SHORT
	E6(d)	Senior-friendly business awards program	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications, Mayor's Seniors Advisory Committee	SHORT
	E6(e)	Find baseline information on youth volunteer opportunities	Moncton Dept. of Parks & Leisure Services	Mayor's Youth Advisory Committee	LONG
	E6(f)	Find baseline information on seniors volunteer opportunities	Moncton Dept. of Parks & Leisure Services	Mayor's Seniors Advisory Committee	LONG
	E6(g)	Pursue development of a new Seniors Centre	Moncton Dept. of Parks & Leisure Services	Mayor's Seniors Advisory Committee	SHORT

APPENDIX D

Implementation Plan

Note: If Total = 20 to 30 = SHORT TERM (0-5 years)
 If Total = 15 to 19 = MEDIUM TERM (5-10 years)
 If Total = 0 to 14 = LONG TERM (10-25 years)

ID	Suggested Actions	Lead Org	Support Org.						Total	Time Frame
				Envmnt. /10	Baseline /5	Affordability /5	Doability /5	Linkages /5		
A6(h)	Develop partnerships with local community-based organizations (e.g. Petiscodioc Watershed Alliance) to monitor health of surface waters.	Moncton Dept. of Eng. & Env. Services	GMPDC	10	5	5	4	5	29	SHORT
A4(l)	Develop a citywide transportation GHG inventory in order to establish baseline information.	Moncton Dept. of Eng. & Env. Services		8	5	5	5	5	28	SHORT
A2(n)	Obtain baseline information on quality of stormwater runoff	Moncton Dept. of Eng. & Env. Services		10	5	3	4	4	26	SHORT
A2(q)	Develop a stormwater management plan and/or guidelines	Moncton Dept. of Eng. & Env. Services	GMPDC	10	3	3	5	5	26	SHORT
A1(k)	Find baseline information on community energy use by source	Moncton Dept. of Eng. & Env. Services		8	5	3	5	4	25	SHORT
A2(h)	Find baseline information on the percentage of forest owned by the City	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks & Leisure Services	8	5	5	3	4	25	SHORT
A4(g)	Continued implementation of the Active Transportation Plan (e.g. Safe Routes to School Program)	Moncton Dept. of Parks and Leisure Services	Active Transportation Committee	9	3	3	5	5	25	SHORT
A4(h)	Find baseline information on bike lanes, sidewalks and trails	Moncton Dept. of Eng. & Env. Services		6	5	5	5	4	25	SHORT
A6(g)	Ensure stream buffers are respected, including recreation/ trail developments	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks and Leisure Services	10	0	5	5	5	25	SHORT
D3(c)	Explore feasibility of becoming a member of the Green Meeting Industry Council and adopting a formal set of international green meeting standards to provide guidance to event organizers (e.g. BS 8901 or APEX)	Moncton Dept. of Economic Dev., Tourism & Culture	Tourism Moncton	10	0	5	5	5	25	SHORT
A1(o)	Examine feasibility of developing a municipal wind farm project through the Province of New Brunswick Community Energy Policy.	Moncton Dept. of Eng. & Env. Services		10	2	3	4	5	24	SHORT
A2(l)	Enforcement of erosion & sedimentation control guidelines	Moncton Dept. of Eng. & Env. Services		10	0	5	5	4	24	SHORT

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
A2(o)	Enforcement By-law Regulations (Wastewater and Stormwater Runoff By-Law)	Moncton Dept. of Eng. & Env. Services	GMPDC	10	0	5	5	4	24	SHORT
A2(p)	Develop maximum impermeable surface site coverage regulations for new developments	GMPDC	Moncton Dept. of Eng. & Env. Services	10	0	5	5	4	24	SHORT
A2(r)	Develop zero-increase (in stormwater water) development policies	Moncton Dept. of Eng. & Env. Services	GMPDC	10	0	5	5	4	24	SHORT
A2(s)	Implement Climate Change Adaptation Study findings	Moncton Dept. of Eng. & Env. Services	NB Dept. of Environment	10	3	3	3	5	24	SHORT
A3(d)	Continued public education programs on water conservation (e.g. rain barrels, Water Wise Workers, Drinking Water Week, toilet replacement program, low-flow fixtures, etc)	Moncton Corp. Communications	Moncton Dept. of Eng. & Env. Services	8	3	3	5	5	24	SHORT
D4(d)	Find baseline information on existing incentive programs for sustainable development	Moncton Dept. of Economic Dev., Tourism & Culture	GMPDC	6	5	5	4	4	24	SHORT
A1(l)	Explore policy/incentives to encourage community-scale renewable energy projects (e.g. wind, solar, geothermal, biomass)	Moncton Dept. of Eng. & Env. Services	GMPDC, Building Inspection	10	0	3	5	5	23	SHORT
A2(b)	Develop a regional, multi-modal transportation master plan	Moncton, Dieppe, Riverview, NB Dept. of Transportation	GMPDC/Moncton Dept. of Eng & Env. Services	9	3	5	2	4	23	SHORT
A3(e)	Ensure corporate municipal plumbing upgrades use low volume systems/ fixtures	Moncton Dept. of Eng. & Env. Services		8	0	5	5	5	23	SHORT
A6(f)	Develop policy to protect natural areas (e.g. education and engagement recreation programs linked to the Fundy Biosphere Reserve)	Moncton Dept. of Eng. & Env. Services	GMPDC	10	0	3	5	5	23	SHORT
A2(e)	Obtain baseline data on the existing # of community energy systems	Moncton Dept. of Eng. & Env. Services		6	5	5	3	3	22	SHORT
A2(j)	Find baseline information on the percentage of dwellings within 2-5km of a variety of amenities (e.g. retail, commercial, open space and office uses)	GMPDC		6	5	5	3	3	22	SHORT

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
A5(c)	Develop an industrial-commercial-institutional waste separation strategy	Westmoreland-Albert Solid Waste Commission	Moncton Corp. Communications; Moncton Dept. of Eng. & Env. Services (liaison), NB Dept. of Local Government	9	2	3	4	4	22	SHORT
A5(e)	Find baseline information on the amount of construction material diverted from landfill	Westmoreland-Albert Solid Waste Commission		6	5	5	3	3	22	SHORT
D5(a)	Develop sustainable financial reports	Moncton Dept. of Corporate Policy & Planning		3	5	5	5	4	22	SHORT
E5(a)	Develop and implement programs associated with the UNESCO Fundy Biosphere Reserve	Moncton Dept. of Env. & Eng. Services	Southern NB	10	2	3	3	4	22	SHORT
E5(c)	Hold annual or semi-annual tri-community meetings (at staff & council levels) to discuss ICSP issues and progress.	Moncton, Dieppe, Riverview	Moncton Dept. of Corporate Policy & Planning (liaison)	5	2	5	5	5	22	SHORT
A3(a)	Continuance of Corrosion Control Program, Cross-Connection Program and rehabilitation and renewal of distribution system	Moncton Dept. of Eng. & Env. Services		8	0	5	5	3	21	SHORT
A5(b)	Improved education about waste separation/ two stream system	Westmoreland-Albert Solid Waste Commission	Moncton Corp. Communications	8	0	3	5	5	21	SHORT
A6(a)	Protect forest land within municipal boundaries	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks and Leisure Services	10	3	0	3	5	21	SHORT
D3(b)	Find baseline information on the number of tourism, sport and entertainment events per year held in Moncton and how many use eco-friendly practices.	Moncton Dept. of Economic Dev., Tourism & Culture	Enterprise Greater Moncton; Tourism Moncton	4	5	5	5	2	21	SHORT
B3(a)	Provide staff training in Crime Prevention Through Environment Design (CPTED) Principles	Codiac RCMP	GMPDC	4	5	5	5	2	21	SHORT
A1(m)	Develop an environmental municipal vehicle procurement policy	Moncton Dept. of Corporate Planning & Policy	Moncton Dept. of Public Works; Moncton Purchasing Department	9	0	3	4	4	20	SHORT

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
A2(a)	Update the Zoning and Subdivision By-law to reflect the results of the Municipal Plan Review (e.g. smart growth principles, urban food policy, complete street design, transit-oriented development & higher density development, etc)	GMPDC	City of Moncton	8	0	5	3	4	20	SHORT
A2(f)	Tree retention by-law (public and private lands)	Moncton Dept. of Parks and Leisure Services	GMPDC; Moncton Dept. of Eng. & Env. Services	8	3	3	3	3	20	SHORT
A3(c)	Implement focused leak detection	Moncton Dept. of Eng. & Env. Services	Moncton Information Systems Department	6	3	3	5	3	20	SHORT
A3(f)	Develop policies to control/protect existing water resources – may include collaboration/lobbying of policy makers at federal/provincial levels	Moncton Corp. Planning & Policy Development	Moncton Dept. of Eng. & Env. Services	10	0	3	3	4	20	SHORT
A4(a)	Implement route and schedule changes suggested by Codiac Transit Review	Codiac Transit	Moncton, Dieppe, Riverview. Moncton Dept. of Eng & Env. Service (liaison)	8	1	3	3	5	20	SHORT
A4(b)	Review Codiac transit governance structure	Codiac Transit	Moncton, Dieppe, Riverview. Moncton Dept. of Eng & Env. Service (liaison)	8	0	4	3	5	20	SHORT
A4(c)	UPASS and large employer pass program	Codiac Transit	Moncton, Dieppe, Riverview. Moncton Dept. of Eng & Env. Service (liaison)	8	1	3	3	5	20	SHORT
A5(a)	Additional education about waste reduction	Westmoreland-Albert Solid Waste Commission	Moncton Corp. Communications	8	0	3	5	4	20	SHORT
A5(d)	Donate used building construction materials from municipal demolition projects to non-profit groups as appropriate, on a project-by-project basis.	Moncton Dept. of Eng. & Env. Services		6	0	5	5	4	20	SHORT
B1(b)	Explore food security as part of the Municipal Development Plan Review process	GMPDC	Moncton Dept. of Eng. & Env. Services	7	4	3	3	3	20	SHORT

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
B1(d)	Examine feasibility of increasing Moncton Market hours/days of operation	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Market	7	0	4	5	4	20	SHORT
B4(a)	Continue to implement the 2007 Greater Moncton Community Plan on Homelessness (GMCPH) developed by the Greater Moncton Homelessness Steering Committee as part of the Government of Canada Homelessness Partnering Strategy. Continued implementation of this plan will help ensure adequate funding is obtained for identified projects that will help address homelessness in Greater Moncton.	NB Dept. of Social Development	Moncton Quality of Life Committee	8	0	5	3	4	20	SHORT
B4(b)	Find baseline information on density and housing type	Moncton Building Inspections Dept.	GMPDC	6	5	3	3	3	20	SHORT
C1(a)	Develop and implement a new immigration model (including creation of an Immigration Specialist position and development of strategic plan)	Moncton Dept. of Economic Dev., Tourism & Culture	Local Immigration Steering Committee	1	5	5	5	4	20	SHORT
C2(a)	Create a Moncton Heritage Awards Program	Moncton Dept. of Economic Dev., Tourism & Culture		3	5	4	5	3	20	SHORT
C2(b)	Develop a self-guided downtown walking tour highlighting Moncton's historic buildings and public art	Moncton Dept. of Economic Development, Tourism & Culture		2	5	5	5	3	20	SHORT
C2(e)	Complete the Transportation Discovery Centre	Moncton Dept. of Economic Dev., Tourism & Culture		5	3	3	5	4	20	SHORT
C2(f)	Prepare a plan for Treiz Haus	Moncton Dept. of Economic Dev., Tourism & Culture		6	2	4	4	4	20	SHORT
C2(h)	Implement Cultural Plan	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Cultural Advisory Committee	5	3	3	5	4	20	SHORT
D3(a)	Implement the initiatives identified under Priority #6 within the City of Moncton Economic Development Strategy 2010	Moncton Dept. of Economic Dev., Tourism & Culture	Enterprise Greater Moncton	0	5	5	5	5	20	SHORT
D4(a)	Develop tax abatement program for sustainable/brownfield developments	Moncton Dept. of Economic Dev., Tourism & Culture	Province of NB; GMPDC	8	0	5	3	4	20	SHORT

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
D4(e)	Fast-track green building approvals	GMPDC	Moncton Building Inspection Department	8	0	5	3	4	20	SHORT
E1(e)	Develop Sustainability Plan Partnership Agreement/Program	Moncton Dept. of Eng. & Env. Services	Moncton Corp. Communications	5	0	5	5	5	20	SHORT
E1(f)	Implementation & Monitoring components of the Sustainability Plan	Moncton Dept. of Corporate Policy & Planning	Moncton Dept. of Eng. & Env. Services	7	0	3	5	5	20	SHORT
E2(a)	Carry out a citizen satisfaction survey	Moncton Corp. Communications	Moncton Dept. of Corporate Policy & Planning	3	4	4	4	5	20	SHORT
E2(b)	Include a regular Sustainability Plan update in every Resurgo newsletter	Moncton Corp. Communications	Moncton Dept. of Corporate Policy & Planning	3	2	5	5	5	20	SHORT
E2(c)	Add a Sustainability Plan reporting component to the annual 'Your Tax Dollars at Work' and/or Year in Review publications	Moncton Corp. Communications	Moncton Dept. of Corporate Policy & Planning	3	2	5	5	5	20	SHORT
E2(d)	Post information articles related to the environment/sustainability on City website on a regular basis.	Moncton Corp. Communications	Moncton Dept. of Eng. & Env. Services	5	0	5	5	5	20	SHORT
E3(c)	Explore and develop a variety of channels to establish regular dialogue/communications with citizens on civic activities, services and issues	Moncton Dept. of Corporate Policy & Planning	Moncton Corp. Communications	3	4	5	5	3	20	SHORT
E4(b)	Host an annual or bi-annual volunteer expo, in partnership with the community as needed	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications; Volunteer Centre of Southeastern NB	0	5	5	5	5	20	SHORT
E6(c)	'A Convenient Youth' video New youth centre project	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications, Mayor's Youth Advisory Committee	5	3	4	4	4	20	SHORT
E6(d)	Senior-friendly business awards program	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications, Mayor's Seniors Advisory Committee	0	5	5	5	5	20	SHORT
E6(g)	Pursue development of a new Seniors Centre	Moncton Dept. of Parks & Leisure Services	Mayor's Seniors Advisory Committee	3	4	4	5	4	20	SHORT

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
C1(b)	Find baseline information on the number of discrimination complaints filed	MAGMA		2	5	5	5	3	20	SHORT
A1(g)	Encourage the business community to reduce power consumption (e.g. unnecessary lighting)	Moncton Dept. of Eng. & Env. Services	Business Community, Moncton Communications Dept., NB Power	8	0	5	4	3	20	SHORT
A1(b)	Collection of corporate fuel consumption information to assist with target monitoring	Moncton Dept. of Public Works	Moncton Dept. of Eng. & Env. Services	8	5	3	2	1	19	MED
A1(j)	Employ energy/resource reduction strategies in all designs (new and retrofits) for municipal buildings	Moncton Dept. of Eng. & Env. Services		10	0	5	2	2	19	MED
A2(m)	Introduction of effective stormwater best management practices	Moncton Dept. of Eng. & Env. Services		10	0	0	5	4	19	MED
A4(f)	Develop tri-community municipal ridesharing program (including Park & Ride facilities)	Moncton Dept. of Eng. & Env. Services	Dieppe, Riverview	8	3	2	3	3	19	MED
A1(c)	Work with NB Power to obtain energy use data	Moncton Dept. of Eng. & Env. Services	NB Power	8	5	3	1	1	18	MED
A1(n)	Explore policy/incentives to encourage the use of sustainable building materials or low impact development within the community	Moncton Dept. of Eng. & Env. Services	GMPDC	8	0	3	4	3	18	MED
A1(a)	Completion of Partners for Climate Protection (PCP) Milestones	Moncton Dept. of Eng. & Env. Services		10	5	1	1	1	18	MED
A2(i)	Implement forest management policy and plans	Moncton Dept. of Eng. & Env. Services	Moncton Dept. of Parks & Leisure Services	9	2	0	3	4	18	MED
A4(i)	Develop a community-wide fuel-smart driving education program (e.g. anti-idling, tire maintenance, driving techniques)	Moncton Corp. Communications	Moncton Dept. of Eng. & Env. Services	7	0	3	5	3	18	MED
A6(b)	Work with developers to perform inspections and retain mature trees	Moncton Dept. of Parks and Leisure Services	GMPDC	8	0	0	5	5	18	MED
A6(d)	Formalize development policy with respect to buffer area vs. Land for Public Purposes	Moncton Dept. of Parks and Leisure Services	GMPDC	7	0	3	5	3	18	MED
B1(a)	Establish a formal champion for food security in the region to identify and implement actions related to food security	YMCA; United Way	Moncton Corp. Planning & Policy Development	5	5	3	2	3	18	MED

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
B1(e)	Develop policy with respect to the provision of community garden space within municipal parks or other appropriate locations	Moncton Dept. of Parks and Leisure Services	Food Security Commission - B1(a), GMPDC	5	0	3	5	5	18	MED
B2(b)	Find baseline information on the number of recreation facilities and programs (part of the Recreation Master Plan)	Moncton Dept. of Parks and Leisure Services		2	5	5	3	3	18	MED
B2(c)	Find baseline information on the number of wellness programs in Moncton	Moncton Dept. of Parks and Leisure Services	NB Dept. of Health, Horizon Health Network, Vitalite Health Network	2	5	5	3	3	18	MED
C2(p)	Find baseline information on the number of cultural events and attendance at cultural events	Moncton Dept. of Economic Dev., Tourism & Culture		0	5	5	3	5	18	MED
E1(d)	Provide sustainability training for staff (i.e. what is sustainability, what is the ICSP, what is staff role in achieving goals/implementing actions, opportunity for staff input on the ICSP, etc)	Moncton Dept. of Eng. & Env. Services	Moncton Human Resources Department , Moncton Corp. Planning & Policy Development	5	0	3	5	5	18	MED
E1(g)	Green design training for Building Inspection staff	Moncton Building Inspection Dept.		5	0	3	5	5	18	MED
A1(i)	Optimize energy management systems within buildings	Moncton Dept. of Eng. & Env. Services		8	2	3	2	2	17	MED
A2(c)	Develop a brownfields inventory to obtain baseline data on current greenfield and brownfield development	GMPDC	Moncton Dept. of Eng. & Env. Services	7	2	3	2	3	17	MED
A2(g)	Implement Phases II (facilities) and III (programs) of the Recreation Master Plan	Moncton Dept. of Parks and Leisure Services	GMPDC	4	2	2	4	5	17	MED
A4(d)	Provide more convenient and comfortable terminals and shelters	Moncton, Dieppe, Riverview	Codiac Transit; Moncton Dept. of Eng & Env. Services (liaison)	8	0	3	3	3	17	MED
A4(e)	Develop parking management strategies such as shared parking, parking pricing, parking regulations, etc	Moncton Dept. of Eng. & Env. Services	GMPDC	8	0	3	3	3	17	MED
C2(k)	Pursue partnerships with higher levels of government to support arts, culture and heritage (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		3	0	5	5	4	17	MED

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
C3(a)	Additional neighbourhood planning (stand-alone or incorporated into Municipal Plan Review Process)	GMPDC	Moncton Departments	4	3	3	3	4	17	MED
D4(b)	Explore the feasibility of development cost charges during the Municipal Development Plan review	Moncton Dept. of Economic Dev., Tourism & Culture	GMPDC	6	0	5	3	3	17	MED
E1(b)	Incorporate additional sustainability considerations into existing council reports form used by municipal staff	Moncton Dept. of Corporate Policy & Planning		4	0	5	3	5	17	MED
B1(c)	Develop a municipal Local and Healthy Food Purchasing Policy	Moncton Corp. Planning & Policy Development	Moncton Market Board	5	0	3	5	3	16	MED
C2(c)	Review the Heritage Preservation By-law	Moncton Dept. of Economic Dev., Tourism & Culture	GMPDC, Moncton Heritage Preservation Review Board	4	2	3	4	3	16	MED
C2(d)	Develop and install interpretative signage illustrating Moncton's history	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Heritage Preservation Review Board	4	3	3	4	2	16	MED
E1(c)	Create a greater corporate focus on overall responsibility for sustainability by municipal staff.	Moncton Senior Management Group	Moncton Dept. of Corporate Policy & Planning	4	0	3	4	5	16	MED
A1(d)	Explore the feasibility of using waste heat from municipal facilities as a potential heat source	Moncton Dept. of Eng. & Env. Services	Moncton Operations Centre, Moncton Public Works	8	2	3	1	1	15	MED
A1(f)	Eliminate unnecessary daytime lighting (e.g. lights on in parks during the day)	Moncton Dept. of Eng. & Env. Services	Moncton Public Works & Dept. of Parks and Leisure Services	6	0	5	3	1	15	MED
A2(d)	Develop a brownfields redevelopment strategy to provide a comprehensive and consistent approach for City-wide planning and development of brownfields.	GMPDC, Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Dept. of Eng. & Env. Services	7	0	3	2	3	15	MED
A6(e)	Orient new development along the riverfront towards the river (as per the Downtown Moncton Development Vision)	GMPDC		2	0	5	5	3	15	MED

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
D1(a)	Implement the initiatives identified under Priority #1 within the City of Moncton Economic Development Strategy 2010	Moncton Dept. of Economic Dev., Tourism & Culture	Enterprise Greater Moncton & Business New Brunswick	3	0	3	5	4	15	MED
D4(c)	Sustainable development awards	Moncton Dept. of Eng. & Env. Services	GMPDC	6	0	3	3	3	15	MED
D5(b)	Find baseline information on the number of departments over budget	Moncton Dept. of Corporate Policy & Planning		0	2	5	5	3	15	MED
E3(a)	Develop public education program (e.g. role of municipal government, why voting is important) and support services (e.g. child-mind, transportation services) to increase voter turn-out at municipal elections	Moncton Dept. of Corporate Policy & Planning	Moncton Corp. Communications	2	3	3	4	3	15	MED
A2(k)	Implement actions resulting from the Walkability Audit	Moncton Dept. of Eng. & Env. Services	Public Works, Moncton Dept. of Parks & Leisure Services	7	0	0	3	4	14	LONG
A3(b)	Install district metering.	Moncton Dept. of Eng. & Env. Services		6	2	2	2	2	14	LONG
A4(j)	Optimize the use of roundabouts in the community	Moncton Dept. of Eng. & Env. Services	GMPDC	7	0	0	3	4	14	LONG
B2(a)	Expand outdoor education and recreation programs such as the geocaching pilot program	Moncton Dept. of Parks and Leisure Services		2	3	3	3	3	14	LONG
C2(l)	Establish business development workshops for the cultural sector (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		0	3	3	4	4	14	LONG
E3(b)	Develop programming to encourage citizen involvement in municipal activities (e.g. Campaign school, board training, etc)	Moncton Dept. of Corporate Policy & Planning	Moncton Corp. Communications	0	5	5	2	2	14	LONG
E6(e)	Find baseline information on youth volunteer opportunities	Moncton Dept. of Parks & Leisure Services	Mayor's Youth Advisory Committee	0	5	5	2	2	14	LONG
E6(f)	Find baseline information on seniors volunteer opportunities	Moncton Dept. of Parks & Leisure Services	Mayor's Seniors Advisory Committee	0	5	5	2	2	14	LONG
A1(h)	Develop a light pollution by-law (see Richmond Hill, Markham, Calgary)	Moncton Dept. of Eng. & Env. Services		6	0	3	3	1	13	LONG
C3(e)	Beautify blank walls in downtown with murals (part of Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	2	0	3	5	3	13	LONG

ID	Suggested Actions	Lead Org	Support Org.						Total	Time Frame
				Envmnt. /10	Baseline /5	Affordability /5	Doability /5	Linkages /5		
E1(a)	Create an 'education kit' to support internal/external commitment to ICSP goals	Moncton Dept. of Corporate Policy & Planning		2	0	3	5	3	13	LONG
E4(a)	Work with the Volunteer Centre of Southeastern New Brunswick and use their services when possible	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications	0	3	5	3	2	13	LONG
A1(e)	Explore alternative solutions for street lighting (e.g. LED, inductive and dimming) and for stand-alone buildings such as parking garages	Moncton Dept. of Eng. & Env. Services	Moncton Public Works, NB Power	6	0	3	2	1	12	LONG
A4(k)	Optimize current system (central traffic management to improve flow & major corridors for safe/healthier choices)	Moncton Dept. of Eng. & Env. Services	GMPDC	6	0	0	3	3	12	LONG
A6(c)	Continue educational programming for watersheds	Moncton Dept. of Eng. & Env. Services	Moncton Corp. Communications	5	0	0	5	2	12	LONG
C2(i)	Communications plan to promote events	Moncton Corp. Communications	Moncton Dept. of Economic Dev., Tourism, & Culture	0	0	3	5	4	12	LONG
C2(j)	Establish a cultural calendar for promotional purposes	Moncton Corp. Communications	Moncton Dept. of Economic Dev., Tourism & Culture	0	0	3	5	4	12	LONG
C3(g)	Install artwork and artistically designed bike racks along Riverfront and trails (part of Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	4	0	0	4	4	12	LONG
D2(a)	Continue to implement the Canada-New Brunswick Labour Market Agreement Annual Plan (2010-2011) prepared by the NB Dept. of Post Secondary Education, Training and Labour. This plan outlines the Province's priorities, strategies and details for the fiscal year relating to employment programs such as Workforce Expansion, Training and Skills Development, and Community Adult Learning Services.	New Brunswick Department of Post Secondary Education, Training & Labour	Moncton Dept. of Economic Dev., Tourism & Culture	0	3	3	2	3	11	LONG
C3(d)	Convert urban areas into event zones (part of Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	3	0	0	5	3	11	LONG
C3(h)	Recognizable downtown cultural district (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture	Moncton Dept. of Parks and Leisure Services	3	0	0	4	4	11	LONG

ID	Suggested Actions	Lead Org	Support Org.	Envmnt.	Baseline	Affordability	Doability	Linkages	Total	Time Frame
				/10	/5	/5	/5	/5		
E6(b)	Promote youth volunteerism at festivals and cultural events	Moncton Dept. of Parks & Leisure Services	Moncton Corp. Communications, Mayor's Youth Advisory Committee	0	0	3	5	3	11	LONG
B3(b)	Develop stronger policies to ensure that proper infrastructure is in place for citizens with disabilities (e.g. install new Audible Pedestrian System to meet current national standards)	GMPDC	Moncton Depts. of Eng. & Env. Services, Parks and Leisure Services	1	0	2	4	3	10	LONG
C3(b)	Develop and implement a neighbourhood recognition program to recognize the distinct and historical characteristics of our neighbourhoods in neighbourhood planning and development	Moncton Dept. of Parks and Leisure Services		3	0	0	4	3	10	LONG
E6(a)	Develop a Youth-on-Boards Program	Moncton Dept. of Parks & Leisure Services	Mayor's Youth Advisory Committee	0	0	3	4	3	10	LONG
C3(c)	Continue the neighbourhood grant program to fund neighbourhood needs such as park supervisors or outdoor rinks	Moncton Dept. of Parks and Leisure Services		3	0	0	3	3	9	LONG
D2(b)	Implement the initiatives identified under Priority #2 within the City of Moncton Economic Development Strategy 2010	Moncton Dept. of Economic Dev., Tourism & Culture		0	0	3	3	3	9	LONG
E5(b)	Implement initiatives from the City of Moncton Economic Development Strategy 2010 related to playing a leadership role in regional economic development initiatives (Priority #8)	Moncton Dept. of Economic Dev., Tourism & Culture		0	0	3	3	3	9	LONG
C2(m)	Enhance the City of Moncton's summer performing arts series (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		1	0	0	4	3	8	LONG
C2(o)	Establish a City Hall performing arts series (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		1	0	0	4	3	8	LONG
C3(f)	Create an outdoor gallery or museum space (part of Cultural Plan implementation)	Moncton Dept. of Economic Development, Tourism & Culture	Moncton Cultural Advisory Committee	2	0	0	3	3	8	LONG
C2(g)	Expand the range of heritage and museum programs, activities and services	Moncton Dept. of Economic Dev., Tourism & Culture		1	0	0	3	2	6	LONG
C2(n)	Explore the possibility of a contemporary art museum for Moncton (part of Cultural Plan implementation)	Moncton Dept. of Economic Dev., Tourism & Culture		0	0	0	3	3	6	LONG

APPENDIX E

Decision Making Framework

APPENDIX F

Monitoring Plan

Indicator	Target	Data Source	Frequency	Comments
Goal A1: The energy system is sustainable, reliable and flexible. Energy conservation is a priority.				
Municipal energy use (kWh)	Lower municipal energy use (kWh) to 20% below 2002 levels by 2017.	City PCP Initiative	Annual	Partners for Climate Protection (PCP) Baseline Year 2002, 21 730 408 kWh. Based on GHG estimates from the PCP initiative electricity use may be below 2002 levels
Corporate greenhouse gas emissions (tonnes of CO ₂ e)	Reduce corporate GHG emissions to 20% below 2002 levels by 2017	City PCP Initiative	Annual	2002 emissions were 13,958 tonnes of CO ₂ e.
Community greenhouse gas emissions (tonnes of CO ₂ e)	Reduce community emissions by 6% below 2002 levels by 2017.	City PCP Initiative	Annual	Need Baseline
% of energy use by source (corporate and community)	Decrease the % of energy use from non-renewable resources	NB Energy	Annual	Need Baseline
# of LEED certified municipal buildings	All newly constructed municipal buildings greater than 500 m ² are LEED certified.	City	Annual	
Level of municipal vehicle fleet emissions	Decrease municipal fleet emissions to 2002 levels by 2017	City	Annual	Based on the PCP GHG inventory this would be approximately a 10% reduction from current levels.

Indicator	Target	Data Source	Frequency	Comments
Goal A2: Moncton is a smart growth community. Our built environment is designed in a way that facilitates sustainable choices in the everyday lives of residents and visitors.				
Number of dwelling units within the Downtown Core	Increase the # of dwelling units in the downtown core by 500 for a total of 4,100 units by 2016	Census and City Building Permits	Annual	Downtown is defined as Census Tracts 3050001.00 and 3050006.00. In 2006 there were 3600 units - 50 units per year would be needed to achieve 4100 units in 2016. Target may need to be updated based on MP Review.
Density (gross, % single detached housing, % green space, ha of developed land and developable land)	Increase the density of housing in Moncton.	GMPDC	Annual	
Greenfield development vs. brownfield development	Reduce the % of Greenfield development	City/GMPDC	Annual	Need baseline – GIS Group may be able to assist
# of community energy systems	Increase the # of community energy systems	City	Annual	Need Baseline
% of tree cover	Maintain/increase the % tree cover and % of forest owned by the City	City	Annual	Need baseline – GIS Group may be able to assist.
% of dwellings within walking or biking distance from a variety of uses (retail, food, business/office, grocery)	Increase the % of dwellings located within 2–5km of a variety of uses	City/GMDPC	Annual	Need baseline – GIS Group may be able to assist
Quality of stormwater runoff	Improve quality of stormwater runoff	City	Annual	Need Baseline
Amount of stormwater run-off	No new increase to existing stormwater system	City	Annual	

Indicator	Target	Data Source	Frequency	Comments
Goal A3: Moncton's water resources provide a healthy, dependable supply for the long term needs of our community and nature.				
Per capita water use	10% reduction in per capita water use by year 2020	City	Annual	
Exceedences to Health Based Canadian Drinking Water Quality Guideline	No exceedences	City	Annual	No exceedences in 2009
Number of water-related customer complaints	To reduce the number of water related customer complaints	City	Annual	

Indicator	Target	Data Source	Frequency	Comments
Goal A4: Residents and visitors have access to an affordable and convenient transportation system that promotes sustainable and healthy transportation choices.				
Transit ridership per capita	Increase transit ridership per capita	City	Annual	Currently Codiac Transit has 16 riders/person/year within the Tri-Community service area while Saint John has 31 and Fredericton has 24
% of Commuters via single occupant vehicles	Decrease single occupant vehicle modal share to 65% by 2016	Census	5 years	68% single occupant vehicle (SOV) mode share in 2006; 2006 SOV mode share in Saint John was 65%.
Km of on-street bike lanes, sidewalks, trails and bus routes	Increase the amount of each	City	Annual	Need Baseline
Citywide transportation GHG emissions	Reduce citywide transportation emissions	TBD		Need Baseline. See Duduta, Nicolae and Bishins, Allison. 2010. "Citywide Transportation Greenhouse Gas Emissions Inventories: A Review of Selected Methodologies." WRI Working Paper. World Resources Institute, Washington, DC. Available online at http://www.wri.org/publication/citywide-transportation-greenhouse-gas-emissions-inventories .

Indicator	Target	Data Source	Frequency	Comments
Goal A5: Materials and solid waste are managed in such a way that supports the concept of a 'zero waste' community.				
Waste per capita (kg)	Reduce waste generation to the national average of 800 kg/person/year by 2020	Westmorland-Albert Solid Waste	Annual	Moncton area currently generates 865 kg of waste/person/year. This target would be equivalent to a 7.5% reduction over 10 years.
Waste diverted (%)	Increase waste diversion rate to 60% by 2015	Westmorland-Albert Solid Waste	Annual	Current diversion rate in Moncton is 51%. 60% diversion or higher is being achieved by Canadian cities with the best programs.
Amount/type of construction waste	All construction waste recycled or processed by approved landfills	Westmorland-Albert Solid Waste	Annual	Halifax diverts 75% of construction waste from landfills. Need Baseline for Moncton

Indicator	Target	Data Source	Frequency	Comments
Goal A6: Our natural ecosystems – habitats, wildlife and environmentally sensitive areas and natural features – are enhanced, conserved and healthy.				
Forested land area	Maintain or increase forested land area	City	Annual	Need baseline – GIS Group may be able to assist
Riparian areas and buffers maintained/ restored	Maintain riparian buffers in new developments	City/GMDPC	Annual	Need baseline – GIS Group may be able to assist
Habitat diversity	Preserve various habitat types	City	Annual	Need baseline – GIS Group may be able to assist
Exceedences to recreation based water quality guidelines	No exceedences	City	Annual	

Indicator	Target	Data Source	Frequency	Comments
Goal B1: Food security assures that all members of our community have access to enough nutritious, safe and ecologically sustainable food at all times				
# and area of farms	Maintain or increase the number of working farms	GMPDC		Need baseline
# and types of vendors registered at Moncton Market	Increase the number of vendors	Moncton Market		130 vendors in 2010
# of restaurants using locally sourced food	Increase the number of restaurants using locally grown food	TBD		
# and area of urban agriculture areas such as community gardens	Increase the number of community gardens in Moncton			There are 3 community gardens in Moncton: Seventh Day Adventist, YMCA and UofM
Food bank usage rates	Decrease the number of people using local food banks by 15% by 2015.	TBD	Annual	In 2009 26 982 families used a food bank; In 2008 24 441 families used a food bank.

Indicator	Target	Data Source	Frequency	Comments
Goal B2: Moncton is a walkable community with access to a diverse mix of wellness and recreation activities, programs and facilities that allow for year-round active, healthy living.				
Km of trails per capita; km of trails maintained during winter months	Increase the number of kms of trail in Moncton	City	Annual	Baseline data available through Active Transportation Plan
# of recreation facilities and programs; # of facility bookings; program enrolment; # of year-round outdoor recreation facilities; # of parks; area of park space per capita;	Increase the number of recreation facilities and recreation programs	City	Annual	Need baseline
# of family doctors per capita	Increase the number of physicians	Horizon/ Vitalité Health Networks	Annual	260 physicians in SERHA in 2004
# of wellness programs	Increase the number of wellness programs			Need baseline
Body Mass Index (BMI)	Lower obesity rates to the national average of 14.5%			Obesity rates in 2004 were 18.5% in SERHA

Indicator	Target	Data Source	Frequency	Comments
Goal B3: Moncton is a safe, caring and accessible community where residents and visitors feel welcome and connected.				
Overall crime rate	Continue to have crime rates significantly below the national average	RCMP	Annual	
Citizen perception of safety	Increase the perception of safety in Moncton	TBD	Annual	

Indicator	Target	Data Source	Frequency	Comments
Goal B4: Moncton has an appropriate and affordable mix of quality housing types, sizes and densities. Everyone has a roof over their head.				
# of housing starts; new multi-units as a % of total new residential units	Increase the percentage of housing starts that are multi-units	GMPDC	Annual	Baseline data is available but multi-unit starts vary dramatically from year to year: 2008, 154 single units and 157 multi-units
Homelessness (# of shelter beds available and used; # of people who stayed in shelter beds)	Decrease number of nights spent in shelters by 15% by 2015.	Greater Moncton Homelessness Steering Committee Annual Reports	Annual	737 individuals stayed in shelter beds in 2009
Affordability (avg. monthly rent; vacancy rates; # of provincially subsidized housing units; # affordable housing units; # people on provincial subsidized housing wait list)	Increase number of affordable units by 15 % by 2015.	Greater Moncton Homelessness Steering Committee Annual Reports	Annual	999 affordable units in 2009
	Decrease the number of people waiting for social housing by 15% by 2015.			640 people on Provincial wait list in 2009

Indicator	Target	Data Source	Frequency	Comments
Goal C1: Moncton is an inclusive community that values and celebrates diversity.				
Ethnic diversity of population	Increase the ethnic diversity of Moncton	MAGMA, Census	5 years	
# of hits on French & English versions of the City's website	Increase the # of hits on the City's website in both French and English	City	Annual	
# of immigrants and % of total population	Increase the number of immigrants arriving and staying in Moncton	MAGMA, Census	5 years	2006 Census, 2360 immigrants in Moncton or 4.2% of the population
# of discrimination complaints filed	No complaints	NB Human Rights Commission	Annual	Need baseline

Indicator	Target	Data Source	Frequency	Comments
Goal C2: Residents and visitors are aware of and have access to a variety of arts, cultural and heritage opportunities.				
# of properties on the Canadian Register of Historic Places	Increase the number of properties on the Canadian Register of Historic Places	City	Annual	102 places on the register
# of properties within the Preservation Areas as identified in the Heritage Preservation By-law	Increase the number of properties within the Preservation Areas	City	Annual	MDP Review and subsequent Zoning By-law review may impact/alter this target.
# of and attendance at arts/cultural events, # of centres offering cultural opportunities; # of groups listed on City Cultural Groups page	Increase the number of cultural events and attendance at cultural events	City	Annual	Need baseline

Indicator	Target	Data Source	Frequency	Comments
Goal C3: Neighbourhoods are unique and distinctive. They are designed and planned for people.				
# of block parties; # of outdoor rinks; # of registered neighbourhood committees;	Increase the number of community groups and neighbourhood events	City	Annual	
Refer to Goal A2 Smart Growth Indicators/Targets/Actions				

Indicator	Target	Data Source	Frequency	Comments
Goal D1: Building on the growing strength in the knowledge-based and creative economies, Moncton is a leader in the green economy.				
% of employees in Moncton employed in EN3 businesses (environment, engineering, energy)	Increase the number of employees in EN3 businesses	Census	5 years	
ratio of population to jobs	Increase the number of jobs per capita in Moncton	Census	5 years	
Average income	Increase the average income in Moncton	Census	5 years	

Indicator	Target	Data Source	Frequency	Comments
Goal D2: Diverse, life-long learning opportunities meet the needs of the community and economy.				
Average cost of tuition	Maintain post-secondary tuition costs comparable to the national average	UofM, Mt. A., Crandall University, NBCC	Annual	Average Canadian tuition in 2010 was \$5138
# of facilities and programs being offered for workforce and educational training	Increase the number of programs and spots in workforce training programs	TBD	Annual	Need baseline
Enrolment levels at learning institutions	Increase the enrolment at post secondary institutions	UofM, Mt. A., Crandall University, NBCC	Annual	Current enrolment in Greater Moncton is 12900 students

Population by education level attained	Increase % with post-secondary education to 55% by 2016	Census	5 Years	In 2006 50% of Moncton residents had post-secondary education
--	---	--------	---------	---

Indicator	Target	Data Source	Frequency	Comments
-----------	--------	-------------	-----------	----------

Goal D3: As the city of choice for tourism, sport and entertainment events in the Maritimes, Moncton is known as a leader in hosting these events in an eco-friendly manner.

# of tourism, sport and entertainment events per year	Increase the number of tourism, sport and entertainment events per year held in Moncton	Moncton Dept. of EDTC	Annual	Need baseline
---	---	-----------------------	--------	---------------

# of events hosted in an eco-friendly manner	Increase the number of events hosted in an eco-friendly manner	Moncton Dept. of EDTC	Annual	Need baseline
--	--	-----------------------	--------	---------------

Indicator	Target	Data Source	Frequency	Comments
-----------	--------	-------------	-----------	----------

Goal D4: A broad range of economic tools and incentives are in place to encourage sustainable activities and development.

# of tools and incentives; rate of tool/incentive use; # of potential sustainable development award nominees	Increase the number of incentives for sustainable development	TBD	Annual	Need baseline
--	---	-----	--------	---------------

Indicator	Target	Data Source	Frequency	Comments
-----------	--------	-------------	-----------	----------

Goal D5: Fiscal responsibility is strongly tied to sustainability: spending is directly aligned with sustainability priorities.

# of departments achieving budget targets	All departments achieving budget targets	City Budget	Annual	Need baseline
---	--	-------------	--------	---------------

Indicator	Target	Data Source	Frequency	Comments
Goal E1: Sustainability is institutionalized at the municipal, private sector and individual level so that sustainability considerations are integrated into day-to-day decision-making.				
# of Sustainability Plan partners	Identify and secure key Sustainability Plan partners by 2012	City	Annual	
# of council decisions aligned with sustainability	Increase the # of council decisions aligned with sustainability	City	Annual	
# of departments meeting or showing progress towards Sustainability Plan targets	All departments making progress towards Sustainability Plan targets	City	Annual	

Indicator	Target	Data Source	Frequency	Comments
Goal E2: Measurement and reporting on sustainability performance and progress is done on a regular basis.				
Measurement and reporting done on an annual basis	Annual Sustainability Plan report card	City	Annual	
# of downloads of reporting documents from City website	Increase the number of reports downloaded	City	Annual	

Indicator	Target	Data Source	Frequency	Comments
Goal E3: Engaged citizens have the ability and opportunity to participate in a wide variety of civic activities.				
Voter participation	By 2016 at least 50% of eligible voters in Moncton will vote in all elections	Elections NB, Elections Can.	4 years	36% voter turnout in 2008 municipal elections
Per capita attendance at public consultation events	Increase per capita attendance at consultation events	City	Annual	Need baseline
Indicator	Target	Data Source	Frequency	Comments

Goal E4: A diverse and active volunteer population plays an important role in the strong social fabric of Moncton.

# of volunteer hours	Increase the amount of volunteering in Moncton	Volunteer Centre of Southeastern New Brunswick	Annual	Need baseline
Demographics of volunteer population	Increase the diversity of volunteers in Moncton	Volunteer Centre of Southeastern New Brunswick	Annual	Need baseline

Indicator	Target	Data Source	Frequency	Comments
-----------	--------	-------------	-----------	----------

Goal E5: Tri-community cooperation is encouraged to implement sustainability initiatives.

% of programs/ initiatives undertaken with tri-community cooperation	To increase the % of programs/ initiatives undertaken with tri-community cooperation	TBD		
--	--	-----	--	--

Indicator	Target	Data Source	Frequency	Comments
-----------	--------	-------------	-----------	----------

Goal E6: Youth and Seniors are active participants in civic activities and have a strong leadership role in the community.

# of youth on municipal boards, commissions and committees; # of youth volunteer opportunities listed in the Greater Moncton Youth Directory	Increase youth volunteer opportunities Increase the number of youth on boards and commissions	City Greater Moncton Youth Directory	Annual	Need baseline
# of seniors on municipal boards, commissions and committees; # of senior volunteer opportunities listed through the Volunteer Centre of Southeastern New Brunswick	Increase the number of volunteer opportunities for seniors Increase the number of seniors on boards and commissions	Volunteer Centre of Southeastern New Brunswick	Annual	Need baseline