

Ajax – A Journey to Sustainability



**Integrated
Community
Sustainability
Plan**

June 2013

© 2013 Town of Ajax. All rights reserved.

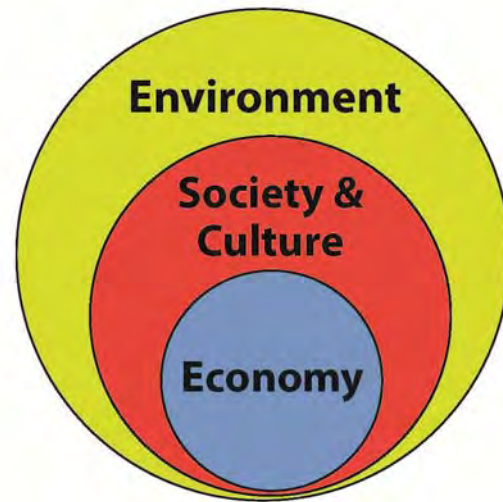
This plan was prepared by Lura Consulting, in association with Grant Consulting.



EXECUTIVE SUMMARY

The Ajax community has embarked on an exciting journey – the development of an Integrated Community Sustainability Plan: *Ajax – A Journey to Sustainability*. *A Journey to Sustainability* is a united effort by a wide range of Ajax community members – including the Town of Ajax, community groups, businesses, and residents. It defines the future we want in Ajax for the next generation and outlines how to achieve this vision.

A Journey to Sustainability is looking forward several decades to the year 2055 – the year that the Town of Ajax marks 100 years as a corporation – to define and plan ways to make our community more sustainable. It defines our dream for a sustainable future in 2055, sets goals, directions, and actions for balancing the environmental, socio-cultural, and economic pillars of sustainability. The Plan integrates both community and Town of Ajax corporate components, including strategies to reduce greenhouse gas (GHG) emissions as part of the Town’s commitment to the *Partners for Climate Protection* (PCP) program.

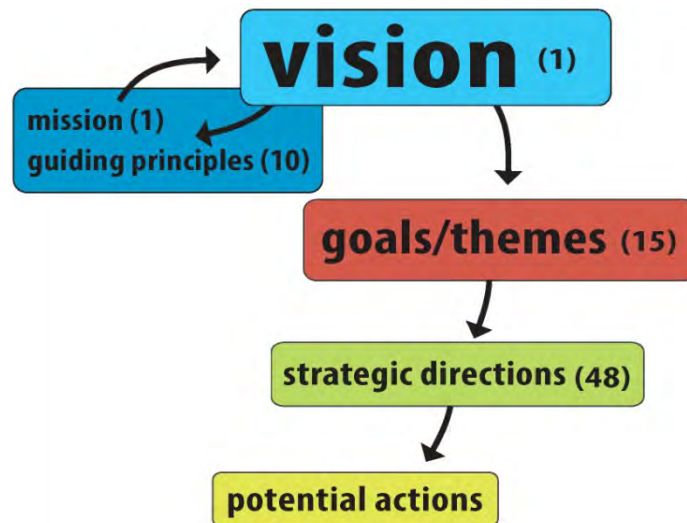


Throughout the process of preparing *A Journey to Sustainability*, nearly 2,000 people provided their thoughts on how to make Ajax more sustainable. These thoughts and ideas led to the identification of 15 key theme areas that are important to the Ajax community and which form the basis the Plan. The 15 theme areas are:

Health Culture Wellness Food
Land Use History Heritage
Natural Assets Air Economic Prosperity
Social Wellbeing Transportation Arts
Strong Community Habitat
Education Waste Energy
Water

A Journey to Sustainability sets a common vision for the Ajax community as a whole. It establishes a long-term mission for sustainability, identifies goals, and provides strategic direction to the set of key theme areas identified as important by members of the Ajax community. The diagram below shows how the components of the Plan relate to each other.

Through these goals and strategies, *A Journey to Sustainability* provides guidance to all members of the Ajax community, including the Town of Ajax, to align future decision-making with our community's shared vision for the future. With goals and strategies for the Town, community, senior levels of government (Durham Region, Province of Ontario, and the Government of Canada), all members of the Ajax community can work towards achieving our common vision for the future.



A Journey to Sustainability is a living document, intended to guide the Ajax community on our path to sustainability over the next 40 years. The success of the Plan depends on our ability to set annual priorities and foster action amongst community partners that is consistent with the direction that our community has provided. An implementation structure has been designed to be used by staff from the Town of Ajax together with the community to bring *A Journey to Sustainability* to life. Implementation includes four components:

- An Internal Steering Committee to guide implementation and a Sustainability Decision-Making Process to integrate sustainability into regular decision-making processes at the municipality.
- A process to identify priorities and developing annual work plans for implementation.
- Involvement of community partners to help implement sustainability.
- Ongoing engagement and communication to keep sustainability at the forefront for community members and Town staff.

TABLE OF CONTENTS

Executive Summary	i
Message from Mayor Parish and Council	vi
Message from the Ajax Community Sustainability Team	vii
1. Introduction	8
What is the Integrated Community Sustainability Plan?	8
What is the Structure of the Plan?	9
What is Sustainability?	10
Why is Sustainability Important?	11
How Does the Sustainability Plan Relate to Climate Change?	12
2. About Ajax	14
Where Are We Located?	14
What is Our History?	14
How Are We Governed?	16
Who Are We and How Are We Changing?	17
What Direction Are We Heading In?	18
3. Ajax in 2055	20
Our Vision	20
Our Mission for Sustainability	20
Our Guiding Principles	20
What is Important to Our Community?	22
4. Air	23
5. Arts and Culture	27
6. Economic Prosperity	31
7. Education	36
8. Energy	40
9. Food	45
10. Health and Wellness	48
11. History and Heritage	52
12. Land Use	55
13. Natural Assets and Habitat	59

14. Social Wellbeing	63
15. Strong Community	66
16. Transportation.....	70
17. Waste	74
18. Water.....	78
19. Implementation.....	82
How Will We Manage and Coordinate Implementation?	82
How Will We Organize and Prioritize Our Work?	84
How We will Partner with the Community?	85
How Will We Communicate To and Engage the Community and Town Staff?	86
20. Measurement and Reporting Program	88
Progress Reporting	88
Review of the Plan.....	88
Acknowledgements.....	89
Glossary of Terms.....	92

Appendix A: Plan Development and Engagement Process

Appendix B: Priority Assessment Process

Appendix C: Corporate Local Action Plan

Appendix D: Community Local Action Plan

MESSAGE FROM MAYOR PARISH AND COUNCIL

As Mayor, I have made a commitment to work with Council, Town staff and the community to define and work towards a sustainable future for the Town of Ajax. On behalf of Council, it is my pleasure to welcome you to *Ajax – A Journey to Sustainability*.

A Journey to Sustainability is a roadmap to our sustainable future to the year 2055, the year marking the 100th anniversary of the Town of Ajax as a corporation. It is a plan not just for the Town, but also for all members of our community, be it residents, organizations, or businesses. Our Plan is a culmination of the values, thoughts, and ideas that our community has shared on how we can preserve the elements of Ajax that we love, while making improvements for a more sustainable future. Through the extraordinary efforts of the Community Sustainability Team, community groups, organizations, businesses, and residents, *A Journey to Sustainability* truly reflects the aspirations of our community.

Our Plan presents our ideal future for the Town of Ajax and provides guidance and direction over the long term. We are working towards a future that balances environmental, social, and economic needs to ensure our economy is prosperous, our natural environment is healthy, our communities are socially inclusive and caring, and where we take pride in and enjoy a wide variety of cultural, arts, heritage, sports and recreation opportunities.

The goals and directions established in *A Journey to Sustainability* represent our shared vision of the future. Actions identified are just the beginning. Achieving our vision of sustainability will require efforts by all members of our community. Working together, we can achieve a sustainable future.

I look forward to working with you as we continue on our journey to sustainability.

Sincerely,

A handwritten signature in black ink, appearing to read 'St Parish', written in a cursive style.

Mayor Steve Parish
Town of Ajax

MESSAGE FROM THE AJAX COMMUNITY SUSTAINABILITY TEAM

We are delighted to present *Ajax – A Journey to Sustainability*.

This Integrated Community Sustainability Plan has been developed by our neighbours, our community stakeholders and the Town of Ajax, under the guidance of Lura Consulting. It outlines our community's vision, priorities and actions for everyone in Ajax to deliver positive change and improve our quality of life over the next 40 years. As individual residents and members of the community, we too often feel our voice, our views and our points of view are overlooked in the creation of new policies and strategies. Thankfully, this couldn't be further from the truth regarding Ajax's Community Sustainability Plan. The Town of Ajax, its elected officials and staff have bent over backwards to ensure that this has been a people-process, a "you and me" process. This vision of Ajax as a vibrant, inclusive, respectful and sustainable community has been driven by "us" – individual members from the broadest and the most diverse mix of community members imaginable – representing all ages, ethnicities, and the fullest spectrum of incomes, positions and points of view.

In developing our plan, key community stakeholders were brought together such as residents, community groups, businesses, service agencies, Town of Ajax staff and Council. The Community Sustainability Team gathered to discuss, debate, and review the identified issues of importance for the future of Ajax. These discussions reinforced many of Ajax's positive features – our strong history, great diversity, dedicated community, and the wealth of opportunities for our future. It is our plan and our vision for our community.

Ajax residents and businesses are proud of our community, and we know that the community at large will support the aims and objectives of our Plan because it has been created by us – the community. *Ajax – A Journey to Sustainability* reflects the aspirations and needs of our residents and of the people who work and invest in the community, to improve our economy, protect our environment and enhance our social and cultural community. We all have our part in creating a future for being a sustainable community. This Plan is our first step.

All of us who have been involved in the creation of this vision for a sustainable and vibrant Ajax know that it is the "people's plan". Thank you to all those you contributed and to everyone for your ongoing support and participation in the development of this community-owned sustainability plan. Thanks and gratitude to our elected officials, staff and Lura Consulting for making this possible. It is only with their leadership, vision and support that we the people have been able to create our own vision for our own future. We look forward to working with each of you, in sharing this vision, taking part in the actions and helping to lead the way to our future of a sustainable Ajax.

1. INTRODUCTION

What is the Integrated Community Sustainability Plan?

We, the Ajax community, have started an exciting journey by preparing our first Integrated Community Sustainability Plan (ICSP): *Ajax – A Journey to Sustainability*. The Plan is a united effort by a wide range of members of the Ajax community – including the Town of Ajax, community groups, businesses, and residents. It defines the future we want in Ajax for the next generation and outlines how to achieve this vision.

A Journey to Sustainability is looking forward several decades to the year 2055 – the year that the Town of Ajax marks 100 years as a corporation – to define and plan ways to make our community more sustainable.

The Plan focuses on a set of key areas that are valued by our community now and that are vital to ensuring that we are a sustainable community in the future. The Town of Ajax is also developing a local action plan that is closely linked to *A Journey to Sustainability* to reduce greenhouse gas (GHG) emissions as part of the Town’s commitment to the *Partners for Climate Protection* (PCP) program.

A Journey to Sustainability sets a common vision for the Ajax community as a whole with goals and strategies for the Town, community, senior levels of government (Durham Region, Province of Ontario, and the Government of Canada) to achieve our common goals for the future. Through these goals and strategies, *A Journey to Sustainability* provides guidance to all members of the Ajax community, including the Town of Ajax, to align future decision-making with our community’s shared vision.

Through extensive public consultation on numerous Town initiatives over recent years, the Town has taken the lead and instilled sustainability principles in its day-to-day operations, land

Partners for Climate Protection

The Partners for Climate Protection (PCP) program is a network of Canadian municipal governments that have committed to reducing greenhouse gases (GHGs) and acting on climate change.

The PCP program uses a five-milestone framework to move municipalities towards a low-carbon future:

1. Create a GHG Emissions Inventory and Forecast
2. Set GHG Emissions Reduction Targets
3. Develop a Plan to reduce GHG Emissions
4. Implement the Plan
5. Monitor Progress and Report Results

Source: Partners for Climate Protection, Federation of Canadian Municipalities.

use planning activities and policy development. *A Journey to Sustainability* is a reflection of these initiatives and will serve as the central document for future business planning and priority setting.

In order to reach our vision, we need to inspire every person, household, group, business, organization and school in our community to get involved. All community members need to be part of the movement towards sustainability, supporting the recommendations provided in this Plan as defined by our fellow Ajax community members. *A Journey to Sustainability* can be used to include these shared goals into community members' own future planning and decision-making processes.

We know our community is already highly engaged. Throughout the process of preparing *A Journey to Sustainability*, nearly 2,000 people provided their thoughts on how to make Ajax more sustainable. Of those nearly 2,000 people, more than 800 made a pledge to take actions that contribute to our community's sustainability. Moving forward, we need to build on these commitments to further inspire our community by:

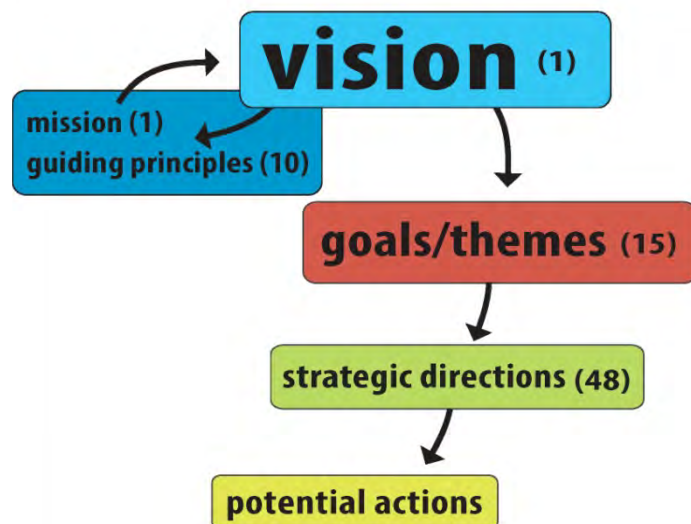
- Developing a strong and shared sense of leadership for our future;
- Building strong networks and community relationships;
- Encouraging education and mutual learning; and
- Ensuring effective and respectful communication.

Appendix A has more information about the plan development process and engagement activities contributing to the development of the Plan.

What is the Structure of the Plan?

A Journey to Sustainability establishes a long-term mission for sustainability, identifies goals, and provides strategic direction to a set of key areas identified as important by members of the Ajax community. The diagram to the right shows how the components of the Plan relate to each other.

Vision – The Town of Ajax vision, which was drafted before *A Journey to Sustainability*, describes the ideal future for Ajax, and is based on the common values, priorities





and aspirations of the Ajax community. It serves to inspire, mobilize and guide us towards our desired future.

Mission – Describes the fundamental purpose of what the Ajax community and the Town of Ajax wants to achieve in terms of sustainability. It is what we want to get out of implementing *A Journey to Sustainability*. All decisions and actions taken in the future should move Ajax closer to our stated mission.

Guiding Principles – Defined as an “accepted truth” that can be used as a basis for decision-making and policy development. They provide guidance for development of *A Journey to Sustainability* and to decision-makers for future decisions.

Goals – Broad statements that describe the desired results for each of the fifteen key areas in 2055 when the mission and vision are achieved.

Strategic Directions – Bridge between how things are in 2012 and the goals we have set for 2055. Each strategic direction helps achieve one or more specific goals and is supported by a number of actions.

Potential Actions – Specific in nature, actions are potential initiatives that have been identified by our community and by Town of Ajax staff as activities to pursue in order to move Ajax towards our vision and mission. They directly help achieve one or more strategic direction. Potential actions become tangible “actions” through the development of annual workplans, at which time they have a lead department or organization, partners, costs, timelines, progress measures, and targets. Actions or initiatives which are new to this plan are highlighted with an asterisk (*). Otherwise, actions or initiatives which have already been identified within other Town of Ajax strategic documents are provided for information purposes.

Indicators – Provide a snapshot of our progress towards our vision of sustainability. Each goal has a small number of indicators that provide an overall indication of progress toward the goal. These indicators have been selected based on best practices, are specific to Ajax, use readily available data sources where possible, will be supported by detailed measurement of each action when implemented, and allow for the comparison over time of where our community stands with respect to progress towards sustainability.

What is Sustainability?

Sustainability means different things to different people. For Ajax and for *A Journey to Sustainability*, we have adapted a common meaning of sustainability taken from the “Our Common Future” report from the United Nations World Commission on Environment and

Development (also known as the Brundtland Commission), written in 1987. Our adapted meaning of sustainability is:

“Actions or initiatives that meet the needs of the present without compromising the ability of future generations to meet their own needs.”

Sustainability is often explained as three related factors: environment, society/ culture, and economy. These three factors represent how a community functions. We exist within a healthy and functional environment. Within that environment, our human society functions, and within our society, an economy operates. For a visual representation of this relationship, refer to Figure 2. Note, the size of the circles in the figure is not meant to represent a hierarchy of importance, but rather that we are bound by natural limitations. Sustainability is achieved when all factors are working in harmony towards a shared vision.

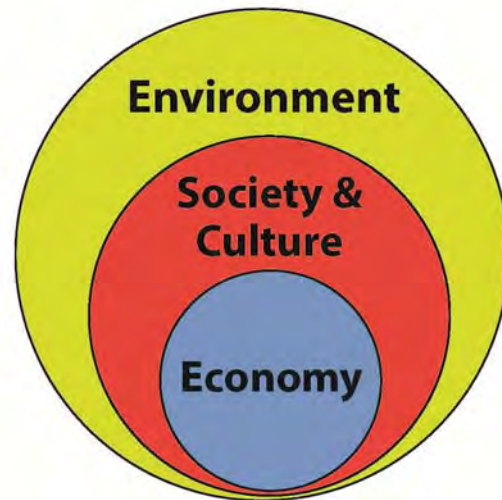


Figure 2: Relationship between the environment, society/culture, and the economy in a sustainable community.

In reality the environment, society and culture, and the economy are interrelated and when we are making future decisions none should be more important than the other. Sustainability is about considering and balancing the needs of the community through all three factors. *A Journey to Sustainability* used this balanced approach throughout its development, and will continue to do so as we begin implementation.

Why is Sustainability Important?

A Journey to Sustainability is about defining our future and setting a shared long-term vision. It sets a mission and principles to guide future decisions with implications for both our local and global communities.

The guidance provided in *A Journey to Sustainability* will help to reduce environmental impacts, strengthen social and cultural networks, and increase economic prosperity. The outcomes of this plan will strengthen our community and improve the quality of life in Ajax for current and future generations.

Benefits of Sustainability

- ✓ Sets a vision we can all work towards;
- ✓ Aligns goals and actions around the shared vision of our future;
- ✓ Engages groups, schools and people to talk about long-term planning;
- ✓ Helps identify and avoid long-term risks;
- ✓ Prepares us to respond to and mitigate climate change;
- ✓ Improves the health of our environment, society/culture, and economy;
- ✓ Reduces operating costs for the Town, businesses, and residents; and
- ✓ Proactively plans for the future.

How Does the Sustainability Plan Relate to Climate Change?

There is international scientific evidence that our world has been getting warmer over the past 150 years as increasing amounts of greenhouse gases are released into the atmosphere by our actions. Increasing temperatures could change many aspects of weather, including wind patterns, the amount and type of precipitation, and the types and frequency of severe weather events that may be expected to occur. Human influenced climate change is expected to have significant and lasting changes to our weather patterns globally and locally that could have far-reaching and unpredictable environmental, social, and economic consequences.

Greenhouse gas emissions can be reduced to help offset climate changes. Communities around the world are taking action to reduce greenhouse gas emissions and to mitigate or adapt to the impacts of a changing climate. Given that half of Canada's greenhouse gas emissions are under the direct or indirect control or influence of municipal governments, an important contribution to climate protection can be made on a local level. Our everyday activities in Ajax (much like other Canadian cities and towns) generate significant greenhouse gas emissions. Be it our electricity use, heating, transportation, and waste management, our community and the Corporation of the Town of Ajax are contributing to a global concern.

In 2005 the Ajax community generated 538,837 tonnes of GHG emissions from energy use and waste disposal. This number is forecasted to reach 680,322 tonnes by 2020 if the community continues to operate as we do now.¹ Similarly, the Corporation of the Town of Ajax emitted

¹ Ajax Community Greenhouse Gas Emission Inventory, 2010

6,353 tonnes of GHG emissions in 2005, while its emissions are projected to increase to 10,228 tonnes by 2020 if the Corporation continues to operate as it does now.²

A Journey to Sustainability is closely linked to the development of a local action plan to reduce GHG emissions from both community and Town of Ajax sources which will fulfill Milestone 3 (Local Action Plan) as part of the Town's commitment to the *Partners for Climate Protection* program. Please see Appendix C for specific details of estimated GHG reductions and cost associated with each action for both the corporate and community components of the local action plan.

Greenhouse Gas Reduction Targets

Town of Ajax Corporate GHG Reduction Targets:

- 20% reduction by 2020 (from 2005 baseline levels)

Ajax Community GHG Reduction Targets:

- 6% reduction by 2020 (from 2005 baseline levels)

Source: Ajax Community Greenhouse Gas Emission Inventory, 2010 and Ajax Corporate Greenhouse Gas Emission Inventory, 2011.

² Ajax Corporate Greenhouse Gas Emission Inventory, 2011

2. ABOUT AJAX

Where Are We Located?

The Town of Ajax, “Ajax by the Lake,” is a diverse, vibrant and growing community within the Greater Toronto Area (GTA). The Town is located at the east end of the GTA, within the Region of Durham and neighboured by the City of Pickering to the west and north, the Town of Whitby to the east, and Lake Ontario to the south.

Ajax is a “planned” community with a mix of residential, commercial, and industrial land uses. Rural lands can still be found along the northern and eastern edges of the Town, protected under the jurisdiction of the provincial Greenbelt Plan. Due to its close proximity to Toronto, Canada’s largest urban centre, Ajax is an appealing location to settle, with many young families calling Ajax home. The Town features diverse natural areas, including the waterfront, parks, conservation areas, and trails, making it an attractive community.

What is Our History?³

While the Town of Ajax is a relatively young community, incorporated in 1955, our rich history started well before. The area that comprises present day Ajax was first occupied by European settlers in the late 1700s, and consisted of lands shared with Algonquian and Iroquoian First Nations people. Prior to World War II, the area was characterized by its rolling farmland and was part of the rural edge of the former Township of Pickering.

The Town of Ajax as we know it today was strongly influenced by World War II which brought significant changes to the area. The building of a war-related munitions plant, Defence Industries Limited (D.I.L.), resulted in a rapid influx of employees from across Canada. By the time the war ended, Ajax was an established community. The town’s name was selected through a community naming contest, with “Ajax” selected to honour the war ship, the H.M.S. Ajax. The H.M.S. Ajax, together with the H.M.S. Achilles and the H.M.S. Exeter, won an important naval victory in the famous Battle of the River Plate during the early days of World War II (December 1939). Today, many of the Town’s streets have been named after the Ship’s veterans.

By 1945, at the end of World War II, D.I.L. ceased operations and thousands of young veterans returned home to Ajax. Many enrolled in university, so the construction of new accommodations to house these new students was required. In the spirit of reusing buildings, the University of Toronto leased much of the D.I.L. plant, duplicating the facilities of the University, to house a new flood of engineering students. By 1949, the last year of the

³ “A Town Called Ajax”, Ajax Historical Board, 1995

Fifth Concession Road

TOWN OF AJAX

Taunton Road W

Taunton Road E

Williamson Drive E

Williamson Drive W

Rossland Road W

Rossland Road W

Rossland Road E

Lake Ridge Road N

Audley Road N

Delaney Drive

Magill Drive

Kerrison Drive E

Kingston Road W

Kingston Road E

Notion Road

Elizabeth Street

Church Street S

Church Street N

Highway 401

Doric Street

Salem Road S

Highway 401

Lake Ridge Road S

Fairall Street

Achilles Road

Bayly Street W

Bayly Street E

Westney Road S

Dreyer Drive

Pickering Beach Road

Shoal Point Road

Audley Road S

Lake Driveway E

City of Pickering

Town of Whitby



University of Toronto, Ajax Division, approximately 7,000 engineering students had received their basic training in Ajax.

Many of the people that worked or lived in the Ajax area during the War or in their university years wanted to remain in Ajax, laying the foundation for rapid post-war growth. Ajax became a planned modern community, largely due to the vision of George W. Finley of the Central Mortgage and Housing Corporation. Industry and people moved to the area to take advantage of the many assets of Ajax.

The community continued to grow, and by 1955 Ajax was incorporated as a formal municipality. In 1973, what we now know as the Town's boundaries were solidified through amalgamation with the Village of Pickering and the annexing of portions of the former Township of Pickering. Through this transformation, the Town of Ajax increased in area from 2,985 acres to 16,729 acres.

Growth continued into the 1970s with new subdivisions spreading over vacant land in central Ajax, the establishment of major shopping centres and industry, and the creation of necessary Town amenities, facilities, and services. Extensive development occurred in the southern part of Ajax into the early 1980s, and high rise development altered the skyline of Ajax throughout the 1970s, 80s, and 90s. The Town has continued to grow at a steady pace into the modern and attractive community that we know today.

How Are We Governed?

The Town is one of eight local municipalities that make up the Regional Municipality of Durham. Durham Region is the upper-tier municipality and provides policy direction and regional services to the Town of Ajax and other local municipalities.

The Town of Ajax is governed by an elected Mayor and six Councillors. Two of the Councillors are Regional Councillors, representing two Wards each. Together with the Mayor they sit on Regional Council. Four Councillors are local Councillors who represent each of the four Wards in Ajax.

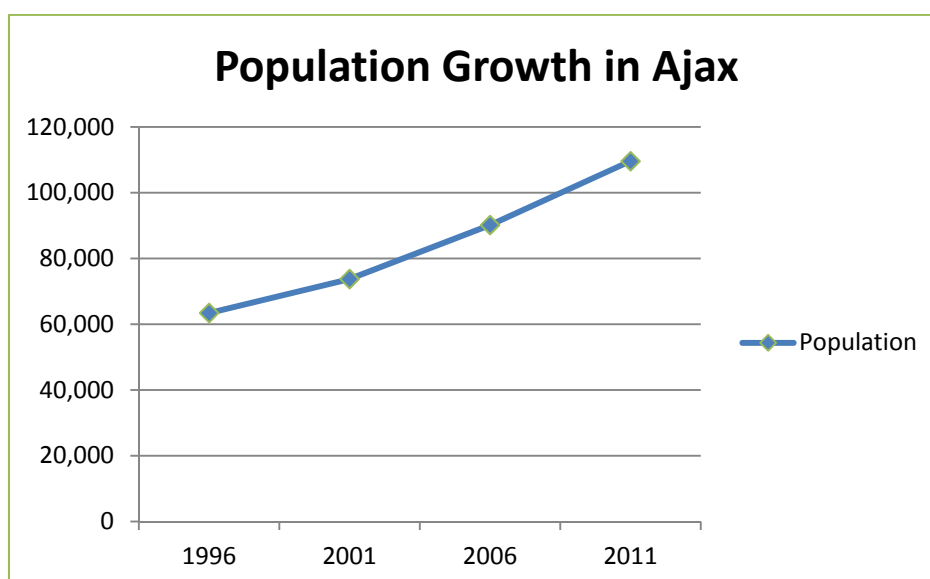
Town Council relies on staff to provide expertise and advice, as well as on the knowledge and commitment of its residents to help advance the Town's strategic objectives. Seven Advisory Committees help fulfill this role in Ajax, made up of volunteer committee members who provide insight and recommendations on Town issues, policies and programs. The seven Advisory Committees are:

- Accessibility Advisory Committee;

- Active Transportation & Trails Advisory Committee;
- Diversity & Community Engagement Advisory Committee;
- Environmental Advisory Committee;
- Heritage Advisory Committee;
- Recreation & Culture Advisory Committee; and
- Youth Engagement Advisory Committee.

Who Are We and How Are We Changing?

Our Town has grown quickly over the past several decades: 22% increase from 2006 to 2011 and by 70% increase from 1996 to 2011. In 2011 our population was 109,600. The Town's population is expected to grow to about 124,000 by 2031.



As our community grows, the demographic make-up of our population also changes. According to Statistics Canada⁴, we currently have a fairly young population. The median age of Ajax residents is 36.2 years of age, compared to the Ontario median of 40.4 years. The majority (79.3%) of the population is aged 15 and over, compared to the Ontario average of 83.0%.

One of the distinctive features of our community is the diversity of cultures that are represented in Ajax. As of 2011, 36% of our population was a visible minority⁵. The largest visible minority groups were Black (13%), South Asian (11%), Filipino (3%), and Chinese (2%). The Town respects and values human diversity, and acknowledges the social, cultural and economic contributions of all groups. There is a strong sense of cultural pride in Ajax, where our different cultures are acknowledged and celebrated.

⁴ Town of Ajax Community Profile, Census 2011, Statistics Canada

⁵ Town of Ajax Community Profile, Census 2011, Statistics Canada

What Direction Are We Heading In?

The Town of Ajax is progressive, accountable, community-focused, and eco-conscious. The Town has been shifting towards sustainability over the last number of years through its policies and practices. One of the key plans that shows the Town's commitment to sustainability is the newly amended Town Official Plan, which provides direction for planning and development in Ajax.

Recent updates to the Official Plan include stronger environmental policies with ecosystem-based principles and direction regarding the Town's natural resources and built environment including greater protection of natural heritage and water resources. Greater emphasis has been placed on managing growth through smart design and creating complete communities. Climate change is also being addressed through planning to increase Ajax's ability to adapt to potential negative consequences and take advantage of potential opportunities.

In recent years the Town of Ajax has become a leader in sustainability, placing it on par with other sustainability leaders in Ontario and across Canada. Recent sustainability efforts by the Town of Ajax include:

- Demonstrating leadership in water quality protection by taking part in the Great Lakes and St. Lawrence Cities Initiative. The Town signed the Declaration of Water Sustainability and is taking part in the development of the proposed Great Lakes Protection Act. Additionally, Ajax is conserving water, and is a designated Blue Community;
- Building community facilities such as the Town Fire Hall Headquarters, Operations Centre and Audley Recreation Centre that are designed and certified to aggressive LEED standards;
- Advancing sustainable energy solutions as a founding member of the Durham Strategic Energy Alliance (DSEA), building new Town facilities and encouraging others to build to green building standards;
- Working to reduce greenhouse gas emissions in both the community and Town of Ajax operations as part of its commitment to the Partners for Climate Protection program;
- Working to increase competitiveness for businesses in Ajax and attracting investment and expansion in Ajax through the Town's Economic Development and Tourism Strategy;
- Reducing waste by composting and recycling at Town facilities and public places and supporting the Regional waste diversion programs;
- Building trails and constructing bicycle lanes throughout Ajax and encouraging active transportation options and bicycle friendly designations;

- 
- Investing in the Town's fleet to reduce greenhouse gas emissions and fuel consumption;
 - Recognizing the important role that the urban forest plays in the community and identifying opportunities to enhance the tree canopy within Ajax; and,
 - Working to strengthen the spirit and social fabric of Ajax.

One of the Town's four strategic directions in the Community Action Plan (2011 to 2014) is to be a leader in environmental sustainability. The Town is actively integrating sustainability into planning and operations. Creating *A Journey to Sustainability* is one of the ways the Town is continuing to advance sustainability and move us towards our common long-term vision.

3. AJAX IN 2055

The year 2055 will mark the 100 year anniversary of the incorporation of the Town of Ajax. *A Journey to Sustainability* defines our dream for a sustainable future in 2055 as defined by our community. This dream is expressed by the Town of Ajax Vision, our Mission for sustainability, and our Guiding Principles to work towards becoming a sustainable community.

Our Vision

***A vibrant and caring community where people and history connect
Surrounded by natural beauty where open spaces and unique
landscapes set us apart
Rich in opportunity where ideas and innovation flourish
Experience it – Ajax.***

Our Mission for Sustainability

***To educate, inspire, and empower our community to act sustainably
for the benefit of current and future generations through a
responsible balance of Ajax's environmental, social/cultural and
economic needs.***

Our Guiding Principles

The Town of Ajax has adopted the Melbourne Principles for Sustainable Cities as the guiding principles for *A Journey to Sustainability*. These guiding principles go hand-in-hand with the Brundtland Commission definition of sustainability that we have adopted for our sustainable future. The Melbourne Principles, developed by international experts at a workshop sponsored by the United Nations Environment Programme (UNEP) and the International Council for Local Environmental Initiatives, are a set of statements on how a sustainable community would function. They are intended to guide thinking and provide a strategic framework for action to achieve sustainability.



Our guiding principles for *A Journey to Sustainability* are...

1. Provide a long-term vision based on: sustainability; intergenerational, social, economic and political equity; and their individuality.
2. Achieve long-term economic and social security.
3. Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
4. Enable communities to minimize their ecological footprint.
5. Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
6. Recognize and build on the distinctive characteristics of communities, including their human and cultural values, history and natural systems.
7. Empower people and foster participation.
8. Expand and enable cooperative networks to work towards a common, sustainable future.
9. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
10. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.

What is Important to Our Community?

There are fifteen areas that the community and Town staff identified as relevant and significant during our conversations. These areas are most valued by the community and form the structure of *A Journey to Sustainability*. A goal has been set for each area for the year 2055. Each of the goals is shown below and is described in further detail in the following pages. For each goal we outline where we are now, where we want to be in 2055, and how we are going to get there. For those interested in more detail about the current conditions under each goal, please see the supporting Current Conditions report.

The goals of *A Journey to Sustainability* are all interconnected and therefore have not been organized into environmental, social/cultural or economic chapters. Each goal is affected by all aspects of sustainability. As such, the environmental, social/cultural, and economic elements of sustainability have been applied as a lens to each goal and its associated strategies. This ensures interconnectedness between the goals and applies sustainability to our overall vision and to each and every decision.

Food
Culture
Wellness
Health
Land Use
History
Heritage
Natural Assets
Air
Economic Prosperity
Social Wellbeing
Transportation
Arts
Strong Community
Habitat
Education
Waste
Water
Energy

4. AIR

Where Are We Now?

- Ontario's Ministry of the Environment (MOE) administers the Ontario *Environmental Protection Act (1990)* to prevent pollution and protect and restore the environment. The Ministry is also responsible for permitting activities that emit any pollutants into the natural environment.
- Permitting and enforcement of the Act predominantly applies to commercial and industrial operations, which can include certain aspects of municipal operations (e.g., landfills, wastewater treatment, etc.). The MOE also regulates air quality standards (e.g., Ontario Regulation 419: Air Pollution – Local Air Quality).
- The Town of Ajax's Community Action Plan includes a strategy to improve air quality from Town operations and to foster a culture of environmental awareness.
- Ajax participates in the GTA Clean Air Council, which promotes the reduction of air pollution and greenhouse gas emissions. Through the collective efforts of all levels of government, the Council also fosters increased awareness of regional air quality and climate change issues in the GTA.
- It is estimated that the trees located within the Town of Ajax store approximately 105,000 tonnes of carbon and sequester a net total of 2,784 tonnes of carbon annually.

Sustainability Now

Ajax is taking many proactive steps towards improving local air quality and advocating for greater air quality improvements across the GTA. Activities include:

- ✓ Actively participating in the Partners for Climate Protection program.
- ✓ Establishing an anti-idling by-law that limits the idling of vehicle engines to less than two minutes.
- ✓ Promoting an anti-idling campaign which includes public outreach, the Every Minute Counts brochure, and Idle Free Zones.
- ✓ Implementing a corporate green fleet strategy to phase-in green vehicles (12 hybrid and 2 electric vehicles in 2012).
- ✓ Promoting active transportation to encourage fewer cars on the road by installing cycling and trail infrastructure.
- ✓ Participating in employee challenges which encourage staff to walk, bike, telecommute, or take transit.

Where Do We Want to Be in 2055?

In 2055, we will have good quality air that is clean to breathe and supports healthy ecosystems.



How Will We Measure Progress?

The following indicators can be used to measure progress for air quality changes in Ajax.

- Percentage of tree canopy coverage (completed every 5 years).
- Town fleet annual fuel/GHG emissions.
- Number of smart/electric/hybrid vehicles in Ajax.
- Number of smog free days.

How Are We Going to Get There?

Strategy 1: Proactively reduce air pollutants generated from all sectors, including commercial, industrial, institutional (ICI) and residential.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Advocate for stronger regulations to reduce air pollution.*	Partner		Lead
Encourage businesses to provide incentives to their employees for employees to purchase green vehicles.	Partner	Lead	
Develop strategies to invest in energy efficient vehicles and low emissions equipment (e.g. purchasing plan or equipment replacement schedule).*	Lead for Town application	Lead for private sector application	
Reduce emissions from Town fleets and equipment by investigating the use of cleaner fuels and continuing with routine maintenance.	Lead		
Require specifications for new acquisitions to reflect the lowest emissions currently available in the industry that is available for that piece of equipment.	Lead	Lead	Lead
Plan appropriate size of equipment and vehicles to intended use.	Lead	Lead	Lead

Strategy 2: Reduce air pollution.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Assess existing Anti-Idling By-laws and level of compliance (e.g. idling surveys) and determine areas for improvement.*	Lead		
Implement awareness campaign regarding the Town's Anti-Idling program and the negative environmental impacts of vehicle idling.*	Lead	Partner	Partner

Develop partnerships with Durham Transit and Public and Separate School Boards to institute Idle-Free Zones.*	Lead	Partner	Partner
Create preferred parking spaces at Town facilities for visitors and employees that drive hybrid and electric vehicles.*	Lead		
Investigate the feasibility of installing electric vehicle charging stations at Town facilities.*	Lead	Partner	
Promote 'car-free' special events or festivals.*	Lead	Partner	
Advocate for the transition of Durham Region Transit to hybrid or fuel efficient vehicles where feasible.	Partner	Lead	
Continue to provide incentives to taxi companies that use eco-friendly vehicles.	Lead		
Create a policy to restrict the use of gas powered lawn and garden equipment on smog days.*	Lead	Partner	
Implement the Urban Forest Management Plan to enhance the urban forest in Ajax: • Municipal arboricultural standards and practices, • Tree establishment and urban forest enhancement, • Urban forest pest management; • Through the planning and development process; • Developing a Private Tree By-law; • Protecting and enhancing wooded natural areas, • Awareness, engagement and partnerships.	Lead	Partner	
Develop education packages about the Town's urban forest that offer information to homeowners and the business community.*	Lead	Partner	

5. ARTS AND CULTURE

Where Are We Now?

- The Town of Ajax Community Action Plan identifies strategies to support the development of vibrant arts, culture and tourism across Ajax. Marketing of the Pickering Village community and the St. Francis Centre demonstrate the Town's efforts to foster increased arts and culture opportunities.
- The Town's Integrated Community Arts and Cultural Plan (2006) aims to support a vibrant, flourishing arts sector that contributes to personal, social and economic benefits to the community. The Plan provides strategic directions to raise public awareness of the value of arts, develop policies and promote actions in areas specific to program and experience enhancements, strengthen partnerships/alliances, increase tourism, improve communication/marketing, and better use our community places and spaces.
- The Pine Ridge Arts Council, established in 1989, is a non-profit volunteer organization dedicated to enhancing the quality of life within the community by developing widespread appreciation, support, and involvement in the arts. The Council hosts events, shows, and exhibits throughout the year and celebrates our local artistic talents.
- There is a diversity of artistic, theatre, and musical organizations in Ajax that support our thriving arts community.
- The Town has established a public art reserve to identify opportunities for public art in the community and continue to work with the development community to allocate public art in new developments.

Sustainability Now

Ajax has numerous arts and cultural organizations and facilities that demonstrate the depth and breadth of current actions that support sustainability. Examples include...

- ✓ The former St. Francis de Sales Church has been fully retrofitted and is now serving as a multi-use community performance, meeting and reception space.
- ✓ McLean Community Centre, Town Hall, and Ajax Public Library Rotary Room galleries feature exhibits from local artists.
- ✓ Cultural Expressions Gallery hosts unique collections of original art from different cultures, countries and local artists.
- ✓ Black History Month is celebrated every February and South Asian Heritage Month is celebrated every May.
- ✓ The Ajax Creative Arts Show & Sale and the Pine Ridge Arts Council Juried Art Show promote local art.
- ✓ The Amateur Photography Contest photo display occurs every September to December.

Where Do We Want to Be in 2055?

In 2055, we will have a mix of arts and culture experiences that are accessible and inclusive, contributing to personal, social, and economic benefits embedded in the fabric of our community.



How Will We Measure Progress?

The following indicators can be used to measure progress for arts and culture in Ajax.

- Participation rates in arts, culture, recreation and sport.
- Number and type of arts/cultural activity attended per month.
- Average percent of time spent per day in arts and culture activities.
- Economic contribution of arts and culture activities to Ajax (dollar value).

How Are We Going to Get There?

Strategy 1: Foster creativity amongst people of all ages through arts and cultural opportunities.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to implement the recommendations in the Town's Integrated Community Arts and Culture Plan.	Lead	Partner	
Continue to provide policies, practices, and funding that support diversity in culture, heritage and recreation through implementation of the recommendations in the Town of Ajax Diversity and Community Engagement Plan.	Lead	Partner	Partner
Improve awareness of and access to arts and culture for all residents regardless of income level through marketing, promotion, and outreach.	Lead	Partner	
Encourage all residents (notably youth) to participate in reading by establishing 'reading buddy' programs and online reading groups.	Partner	Partner	

Strategy 2: Encourage, celebrate and promote a diversity of arts and culture that are accessible to everyone.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Assist in the organization, promotion, and continued success of community events, festivals, and celebrations.	Lead	Partner	
Incorporate art and culture into significant festivals and events (e.g. Earth Day).*	Partner	Partner	
Explore creating a permanent bandshell in Ajax to facilitate performances.*	Lead		
Create a cultural/arts centre in the Pickering Village area dedicated to visual arts.*	Lead	Partner	

Continue to encourage and incorporate art and art features in the public realm.	Lead	Partner	
Continue to provide the spaces needed for residents to enjoy visual and performing arts.	Partner	Partner	
Continue to promote Ajax's diversity as a means of expanding and attracting new residents, visitors, and investment.	Partner	Partner	Partner

Strategy 3: Maximize economic opportunities that arise from arts and culture.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Prepare a cultural inventory and map of our local cultural assets.	Lead		
Increase private sector participation, promotion and sponsorship of arts and culture-related spaces, events, and displays.	Lead	Partner	
Encourage private sector development of a pavilion or destination offering a full range of food and refreshments on the waterfront in activity areas, as identified in the Waterfront Management Plan.	Lead	Partner	

6. ECONOMIC PROSPERITY

Where Are We Now?

- The Durham Region Strategic Plan (2009-2014) includes the goal of developing a Regional Economic Strategy. The Strategy will focus on creating diverse high-paying jobs, marketing the “Durham Advantage” of University of Ontario Institute of Technology (UOIT) as a centre for high technology jobs and Durham College as a skills training centre of excellence, and promoting and marketing Durham inside and outside of the region.
- Strategies in the Town of Ajax Action Plan include enhancing the conditions for job growth in key employment sectors by attracting and retaining businesses with supportive programs, strengthening relationships, and protecting and promoting employment lands.
- The Town of Ajax Economic Development and Tourism Strategy (2010) outlines Town-focused business investment attraction and expansion efforts in five key sectors: Business Services and Information Technology Services, Health Care and Social Services, Wholesale Trade, Sustainable Energy and Technology Based Manufacturing, and Tourism.
- The Town’s 2010 Employment Lands Strategy provides a long-term vision which ensures that Ajax continues to develop as a competitive and sustainable community and provides for a better balance between population and employment growth.
- Durham Region is part of the Provincial Regional Tourism Organization 6 (RTO 6) which promotes tourism in the region in a coordinated manner.

Sustainability Now

Ajax has undertaken a number of activities that support a robust economic sector and contribute to a more sustainable future in our community. Examples include...

- ✓ Ajax is Canada's first municipality to earn the Competitive Ready Seal, a third-party validation of a community's readiness for business, which sends a clear signal to global site selection professionals.
- ✓ The Ajax Business Network is a unique networking group managed by the Town of Ajax to connect businesses and business resources.
- ✓ The First for Business Corporate Calling Program is an award-winning and internationally recognized program dedicated to connecting and building relations with the local business community.
- ✓ There are two Business Improvement Areas (BIAs) in Ajax: the Downtown BIA and the Pickering Village BIA.
- ✓ The Ajax-Pickering Board of Trade representing business in Ajax and Pickering with over 600 members.
- ✓ PriorityPath™ – a unique municipal process to streamline the approvals process for business investment.

Where Do We Want to Be in 2055?

In 2055, Ajax will achieve economically prosperity that balances a good quality of life for residents and businesses.



How Will We Measure Progress?

The following indicators can be used to measure progress for economic development in Ajax.

- Number of new business start-ups.
- Number of jobs created in target sectors.
- Number of jobs retained or attracted to the community.
- Percentage of labour force that work and live locally.
- Percentage of the population that falls under the low income cut-off.

How Are We Going to Get There?

Strategy 1: Enhance meaningful employment opportunities within Ajax so people can live and work in the same community.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to work toward the <i>OnTrack</i> 2,015 jobs by 2015 target established in the Economic Development Strategy.	Lead	Partner	
Develop a Young Professional's Network to engage young professionals and provide networking and career development opportunities.	Lead	Partner	
Invite youth to participate in economic development initiatives.	Partner	Partner	Partner
Encourage the creation of home-based businesses.	Lead		
Promote, educate, and accelerate the adoption of telework initiatives to allow residents to work from home.	Partner	Partner	
Encourage entrepreneurs to establish in Ajax and residents to telework by providing adequate supply of small, high-quality spaces.	Partner	Partner	
Create low cost incubator space with administrative support where artists, entrepreneurs and others can interact.	Partner	Lead	
Continue to provide students with valuable employment, mentorship and internship experience at the Town.	Lead		
Continue to actively promote the opportunities for youth associated with the Ministry of Economic Development & Trade Summer Company program.	Partner		Lead
Continue to provide professional development services such as training, workshops, and resume writing assistance.	Partner	Lead	

Strategy 2: Attract and retain a balance of small and large employers.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Provide local businesses with information about the opportunities and resources available from senior levels of government and local institutions (i.e. UOIT and Durham College).	Lead	Partner	Partner
Continue to strengthen and define the Ajax brand.	Lead		
Continue to use the Community Improvement Plan as a means of incenting private sector investment.	Lead		
Continue the strong relationship with the Ajax-Pickering Board of Trade.	Partner	Partner	
Continue efforts to retain and expand local businesses.	Lead	Partner	
Continue to improve online access to the resources needed by new businesses.	Lead	Partner	Partner

Strategy 3: Diversify the local economy, focusing on green industries.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Support and recognize environmentally-friendly business initiatives.	Partner		Lead
Promote local green businesses.	Partner	Partner	
Market Ajax as a business hub for our existing sectors and as an ideal location for emerging hi-tech sectors	Lead	Partner	Partner

Strategy 4: Foster a high quality of life for employees and encourage a healthy work-life balance.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Provide and promote flex-time and flex-space opportunities as appropriate.*	Lead for internal operations	Lead for private sector	
Continue to market Ajax as an ideal location to live, work and play.	Lead	Partner	Partner

7. EDUCATION

Where Are We Now?

- Ontario's Ministry of Education administers the publicly funded elementary and secondary education system in the province under the *Education Act (1990)*. The Ministry develops and implements the Ontario curriculum and promotes education through various programs.
- Each school has sufficient leeway within the system to include programs on the environment, recycling, or science-related issues like climate change. Each School Board can set direction for its schools and can support or promote environmental or sustainability programs, within the parameters of the *Education Act (1990)*.
- Ajax is served by four school boards: Durham District School Board, Durham Catholic District School Board, French Language School Board, and French Language Catholic School Board, as well as private sector schools.
- Three post-secondary institutions are in place in Durham Region: the University of Ontario Institute of Technology (UOIT) campus located in Oshawa, Trent University satellite campus in Oshawa, and Durham College with campuses in Oshawa and Whitby.
- There are three libraries in Ajax: the Main Branch, the McLean Branch, and the Village Branch. The libraries are community hubs and offer a variety of educational and cultural programs and services, as well as access to educational resources.

Sustainability Now

Educational opportunities in Ajax are strong. The Town and other organizations have been working towards ensuring a high quality of education. Examples of the initiatives underway include ...

- ✓ Daytime and evening high school credit and non-credit courses are offered by the Durham Catholic District School Board at the Continuing and Alternative Education, Ajax Campus.
- ✓ Through the Ajax Public Library youth staff workers from the Community Access Program offer one-on-one computer training sessions for a variety of software and applications.
- ✓ "Pass the Book" is a community read program presented by Durham Public Libraries which includes author talks and luncheons.
- ✓ The Ajax Public Library has eResources available 24 hours a day, seven days a week, for people to access from anywhere.

Where Do We Want to Be in 2055?

In 2055, everyone will have equitable access to a high quality of educational opportunities that are enriching and contribute to all stages of their lives.



How Will We Measure Progress?

The following indicators can be used to measure progress for education in Ajax.

- Percentage of residents with postsecondary qualifications.
- Participation in Ajax educational opportunities by type (as percentage of total population).

How Are We Going to Get There?

Strategy 1: Provide educational opportunities that match the needs of residents and respond to needs in new and emerging sectors (e.g. green technologies).

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Include sustainability education – environmental, social, and economic – in the high school curriculum.*		Partner	Lead
Establish educational programs that capitalize on speciality sectors (e.g., arts, science, technology, etc.).		Partner	Lead
Create strong research partnerships with existing post-secondary institutions (i.e. Durham College, UOIT, etc.) and explore opportunities for future Ajax satellite campuses.	Partner	Partner	Partner
Continue to offer tours of Town facilities to demonstrate the diversity of employment opportunities that exist in local governments.	Lead		

Strategy 2: Maintain and enhance safe and healthy learning environments.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Improve special needs education and programs.		Lead	Partner
Advocate for the maintenance or reduction in class sizes.			Lead
Use technology in appropriate ways in the classroom.		Lead	
Continue anti-bullying initiatives.		Lead	Partner
Continue to expand programs that promote positive mental health in schools.		Lead	Partner
Continue offering Police Liaison Officer services in schools and consider onsite policing when necessary.		Lead	

Continue substance abuse awareness programs in high schools in partnership with police departments		Lead	
Continue to offer after school programs and activities.	Partner	Lead	

Strategy 3: Facilitate life-long learning.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Develop and implement a comprehensive sustainability education, training and marketing strategy for Town staff.*	Lead	Partner	Partner
Expand library hours.*	Lead		
Improve the accessibility and affordability of online education.		Lead	
Provide guidance counselors with training in emerging sectors and evolving career paths.		Lead	Partner
Continue to support organizations that offer continuing education and lifelong learning opportunities.	Partner	Lead	Partner

8. ENERGY

Where Are We Now?

- A culture of clean generation and energy conservation is promoted by the *Green Energy and Green Economy Act (2009)*. The Act aims to foster the growth of clean, renewable sources of energy such as wind, solar, hydro, biomass, and biogas.
- The Durham Region Strategic Plan (2009-2014) includes a goal to advance Durham as the energy capital of Ontario. Ajax's Community Action Plan supports conserving energy through assessing current options and exploring new opportunities.
- The Town of Ajax's Official Plan contains policies on environmental design promoting innovative energy producing options, green industry, green building technologies, and construction practices that can be implemented through conditions of draft plan approval and/or site plan agreements.
- The Town of Ajax is in the process of developing an Energy Management Plan in accordance with Ontario Regulation 397/11 under the *Green Energy and Green Economy Act*, which has established a deadline for such a plan of July 2014.
- Ajax is a founding member of the Durham Strategic Energy Alliance (DSEA), a unique public-private-academic partnership committed to making Durham a recognized leader in the provision of sustainable energy solutions.
- There is an unofficial Corporate Leadership in Energy and Environmental Design (LEED) policy where all new municipal facilities are built to LEED standards in the Town of Ajax.

Sustainability Now

Ajax has been moving towards using energy wisely and has a breadth of programs already in place that support our goals and directions. Examples of the many initiatives include...

- ✓ The Town has four buildings that are or will be LEED certified: Fire Headquarters; Operations Centre; Carruthers Marsh Pavilion; and Audley Recreation Centre (under construction).
- ✓ Solar panels have been installed on the Town of Ajax Operations Centre and the Greenwood Discovery Pavilion.
- ✓ The Ajax Steam Plant is being retrofitted to be a state-of-the-art co-generation facility that will provide steam for heating to the present institutional, commercial and industrial base in Ajax.
- ✓ Durham SustainAbility offers programs and resources related to energy conservation and efficiency for businesses, homes, municipalities, and schools.
- ✓ The Town has approved a LEED certified townhouse block and a new downtown development project that will include 'green' features.

Where Do We Want to Be in 2055?

In 2055, we will conserve the amount of energy we use and will generate most of the energy that we do use from clean and renewable sources.



How Will We Measure Progress?

The following indicators can be used to measure progress for energy in Ajax.

- Total and per capita energy use.
- Greenhouse gas emission reductions.
- Kw/h of renewable energy.

How Are We Going to Get There?

Strategy 1: Reduce the amount of electricity and gas that residents use in their homes.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Investigate green building guidelines and provide recognition for participation.*	Lead		
Develop an information package for homeowners to identify opportunities to conserve energy (smart meters, LED lighting, tree planting, geothermal heating/cooling, renewable energy, appliance selection).*		Lead	
Look for opportunities to partner with Utility companies (Veridian, Enbridge) and the Region of Durham to develop education and awareness programs, host events (i.e. CFL giveaways), and promote incentives for participation in home energy conservation programs.*	Partner	Lead	Partner
Work with senior levels of government in enhancing the requirements for building construction, as well as greenfield/brownfield development to meet energy performance targets.*	Partner		Lead

Strategy 2: Reduce the amount of energy that the Town, businesses and institutions use in their operations.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to redevelop the Steam Plant as a district energy facility that promotes energy efficiency and reduced greenhouse gas emissions.		Lead	
Implement measures to reduce the energy consumed in evenings including advertising signage and overnight lighting.*	Partner	Lead	Partner

Develop a Sustainable Municipal Buildings Policy that establishes minimum performance standards for energy consumption in Town facilities and develop strategies for each facility to improve overall performance. *	Lead		
Prepare and implement an Energy Management Plan for Town facilities that completes outstanding energy audits and addresses lighting, heating, ventilation, building automation, building envelope, and renewal energy applications.*	Lead		
Reduce the energy consumed by the Town's streetlights, parking lot lights and Christmas lights by investing in alternate, energy efficient lighting solutions.*	Lead		
Encourage commercial, industrial and institutional business owners to reduce energy consumption and increase efficiency.*	Partner	Lead	
Provide energy conservation information that can be used by the business sector in considering facility retrofits or new construction in the Town of Ajax. *	Lead		
Work with all segments of the development sector to encourage and promote 'green' or sustainable building practices.	Partner	Partner	
Explore upgrading current ISO 9001 certification to ISO 50001 standards at the Town of Ajax to recognize efforts in energy efficiency and management.*	Lead		

Strategy 3: Meet more of the community's energy needs through renewable sources.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Complete a rooftop analysis of all Town facilities and identify opportunities for renewable energy generation. *	Lead		
Promote renewal energy incentive programs from utilities and other levels of government.*	Partner	Partner	Lead

Investigate installation of renewal energy generating technologies at all Town facilities (buildings, pools and splashpads) where it is technically and financially feasible.*	Lead		
--	------	--	--

Strategy 4: Use vehicles that are energy efficient and that use alternative fuel sources.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Promote the purchase of energy efficient vehicles and fleets.	Partner		Partner
Investigate the feasibility of installing electric vehicle charging stations at select locations around Ajax.*	Partner	Lead	
Continue proactive preventative maintenance programs for Town vehicles and equipment.	Lead		
Continue to provide incentives to taxi companies that use eco-friendly vehicles.	Lead		

9. FOOD

Where Are We Now?

- Part of the sustainability-based principles of the Town's Official Plan, food production is one of the components the Town considers when evaluating the environmental impacts of development in making decisions that will have long-term effects.
- The Town supports agricultural uses, agriculture-related uses and secondary uses, normal farm practices, and an evolving agricultural and rural economy in the rural parts of Ajax under the provincial Greenbelt Plan.
- A goal of the Town's Official Plan is to promote agricultural activities within the Town's Urban Area that are compatible with planned land uses, while enhancing access to locally grown produce, lowering energy consumption, reducing transportation costs and greenhouse gas emissions, and augmenting supplies of fresh and preserved foods. This will be done through the promotion of growing and sharing of local food, community gardens, supporting seasonal and year-round markets, amongst others.
- Food services is one of the sectors that the Town of Ajax is focusing on in the Town's Economic Development and Tourism Strategy (2010). It is one of the areas recommended in the strategy to target business investment attraction and expansion efforts in the future.

Sustainability Now

Numerous initiatives are currently underway in Ajax and the surrounding areas that support our food goal. Examples of these initiatives include...

- ✓ Durham Farm Fresh helps local producers, and others committed to local food, market their products to our local community through programs such as Farm and Food Directory, as well as communication and education.
- ✓ St. Andrew's Community Garden is a 5,000-square-foot space that is available to residents who wish to grow their own fruits, vegetables and flowers.
- ✓ Vandermeer's Farmers Market, open every Thursday during the summer, sells local products in Ajax.
- ✓ Farmland around the northern and eastern edges of the Town is projected by the provincial Greenbelt Plan.
- ✓ Durham Region has a Food Resources Directory that helps residents in need know where healthy and nutritious food is available.

Where Do We Want to Be in 2055?

In 2055, we will support a robust regional food system that provides access to healthy and nutritious food for everyone in Ajax.



How Will We Measure Progress?

The following indicators can be used to measure progress for food in Ajax.

- Proportion of land use in agricultural land.
- Percentage of survey respondents' household food budget spent on locally grown food.
- Total area of community gardens.

How Are We Going to Get There?

Strategy 1: Increase access to food that is affordable, nutritious and locally or regionally produced.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Improve neighbourhood access to food growing opportunities.*	Lead	Partner	
Conduct a market analysis to determine opportunities to improve or expand current Farmers' Markets.*	Lead		
Initiate local, nutritious and accessible food programs in schools.		Lead	Partner
Promote healthy eating through education programs.	Partner	Lead	
Encourage farmers to continue to explore opportunities that reduce the use of pesticides, herbicides, and fungicides.		Lead	Partner
Create a "buy local" campaign to promote local food and products.*		Partner	Lead
Create a Local Good Foodbox program.*		Lead	
Continue to host events that highlight local food (e.g. Taste of Ajax).	Partner	Lead	Partner
Promote backyard gardening and community gardens.*	Lead	Partner	Partner
Continue to establish food gardens on Town properties and other appropriate locations.	Lead	Partner	Partner

10. HEALTH AND WELLNESS

Where Are We Now?

- The Town of Ajax has a Recreation, Parks, and Culture Master Plan (2008) to provide guidance in determining the needs and priorities related to services and facilities relative to the recreation, parks, and cultural demands of Ajax.
- The Town has a Sports and Physical Activity Strategy that seeks to foster collective action in the provision of active choices, encouraging of active lifestyles, and a decrease in “screen time”.
- The Town of Ajax has 283 hectares of municipal parks and over 80 kilometres of trails, as well as three community and recreation centres: Ajax Community Centre, McLean Community Centre, and Audley Recreation Centre (opening 2013).
- The Town has an extensive leisure and recreation program that includes numerous sports clubs and associations for residents of all ages.
- The Durham Region Health Department promotes and protects the health of Durham Region residents by providing a wide range of health enhancing and inspection programs and emergency medical services that address the growing and changing needs of the community.
- Rouge Valley Health System provides health services to residents of Ajax.

Sustainability Now

Examples of the proactive steps to ensure the health and wellness of residents and employees in Ajax include:

- ✓ Ajax residents and visitors enjoy the Waterfront Trail that hugs Lake Ontario, the Millers Creek Trail that meanders through naturalized areas, and the more than 80 km of trails throughout the community.
- ✓ The Newcomer Walking Group is designed for newcomers to Canada in Ajax who are interested in walking, being more active, creating new friendships and connecting with other people.
- ✓ The I CAN? Get Active Strategy offers Ajax residents many free or low-cost active living opportunities, including the Grade 5 Action Pack, Snowshoe loaning program, and Nordic Walking Poles.
- ✓ Run Ajax is an annual half-marathon that takes place along the waterfront.
- ✓ Durham Lives! Healthy Communities Partnership promotes and supports healthy lifestyles.
- ✓ The Town of Ajax provides free gym memberships to full time employees.

Where Do We Want to Be in 2055?

In 2055, our community will be living healthy and pro-active lifestyles, while being able to access to the health care services we need.



How Will We Measure Progress?

The following indicators can be used to measure progress for health and wellness in Ajax.

- Total participation hours in recreation programs per 1,000 people.
- Percentage of survey respondents who feel the quality of health care services are good or excellent.
- Percentage of survey respondents who participate in active recreation (walking, cycling, etc.) daily.

How Are We Going to Get There?

Strategy 1: Ensure a wide variety of physical programs and activities that are accessible for people of all abilities, incomes and ages.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Work with community partners to expand the Passport to Healthy Lifestyle program.*	Partner	Lead	
Continue to provide and promote recreational programs offered by the Town or in partnership with community organizations and institutions that meet the needs of our diverse community.	Lead	Partner	
Continue to create affordable recreational programs and provide financial assistance subsidies under the Access to Recreation policy.	Lead		

Strategy 2: Facilitate health and activity into everyday life.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Promote community health and active lifestyle programs, events and opportunities in Ajax.	Partner	Partner	
Encourage residents to participate in a diversity of outdoor recreation activities in all seasons.	Partner	Partner	
Design and program the use of green spaces, trails and other community amenities that promote a healthy active lifestyle.	Lead	Partner	
Continue providing opportunities and incentives for Town of Ajax staff to be physically active.	Lead	Partner	

Strategy 3: Provide high quality recreation facilities and outdoor spaces to meet the diverse interests of the Ajax community.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Expand or retrofit facilities and outdoor spaces for people to participate in a full range of both active and passive recreation activities.	Lead		
Explore the possibility of establishing infrastructure to encourage professional or amateur sports teams to train and compete in Ajax.*	Lead		
Consider creating active recreation installations (i.e. exercise or fitness equipment, volleyball court) along the Ajax waterfront.*	Lead		
Consider establishing outdoor skating opportunities when planning new facilities.*	Lead		
Offer a “Fitness in the Square” program to encourage Town staff and community members to be physically fit.*	Lead		
Continue to implement a recreational trail system that includes the Town’s valley systems and open space areas.	Lead		
Continue to maintain recreational facilities in good working condition.	Lead		

Strategy 4: Support the provision of appropriate health treatment and care that meet peoples’ needs for a good quality of life.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Develop a world-class specialized health facility to allow residents to access specialists locally.*		Lead	Partner
Advocate increasing the number of family physicians to reflect population increases.*		Lead	Partner
Encourage continued collaboration amongst public health service providers.		Lead	
Enhance the education, communication and promotion about the importance of good health and prevention to personal wellbeing.		Lead	Partner

11. HISTORY AND HERITAGE

Where Are We Now?

- The *Ontario Heritage Act (1990)* gives municipalities and the provincial government powers to preserve the heritage of Ontario through the protection of heritage buildings, landscapes, and archaeological sites. The Act allows municipalities and the provincial government to designate individual properties and districts as being of cultural heritage value or interest.
- Ajax's Official Plan supports the Town's cultural heritage resources, providing mechanisms to designate Heritage Sites, Heritage Conservation Districts, and other heritage elements in accordance with the *Ontario Heritage Act (1990)*.
- Pickering Village has been identified as an area with significant cultural heritage assets. The Community Action Plan includes a strategy to work with residents and businesses in the Pickering Village community to preserve and enhance its heritage attributes. The Pickering Village Heritage Conservation District Study has a long-term vision and plan for improving the historic district.
- The Town of Ajax Heritage Advisory Committee advises Council on local heritage matters and assists Council in carrying out its heritage conservation program.

Sustainability Now

Ajax has a long and rich history and has been working to preserve and celebrate it. This is being done in a number of ways, including ...

- ✓ Doors Open Ajax is a community initiative that provides an opportunity to showcase and promote our past, to glimpse inside our unique and historical buildings and to explore the local architecture and culture of Ajax.
- ✓ The Bomb Girls Campaign is currently underway to honour the 7,000 women that worked at Defense Industries Limited during World War II. The campaign is working to provide a memorial within the planned Pat Bayly Civic Square at Harwood Avenue and Bayly Street.
- ✓ The Ajax Archives was established in 2010 to preserve the rich history of Ajax, which encompasses the early settlers and settlements of Pickering Village, Pickering Beach and the Hamlet of Audley.
- ✓ Ajax is examining the idea of creating a Heritage Conservation District in the Pickering Village area to determine how to best manage change in the historical district of Ajax.

Where Do We Want to Be in 2055?

In 2055, Ajax's unique history will be preserved to provide continuity between the past and the present.



How Will We Measure Progress?

The following indicators can be used to measure progress for history and heritage in Ajax.

- Total number of registered and designated heritage assets.
- Heritage resources currently protected as a percentage of the total number of heritage resources existing in Ajax.

How Are We Going to Get There?

Strategy 1: Recognize, celebrate, and build awareness of Ajax's history and culture.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Maintain Doors Open Ajax.	Lead	Partner	
Undertake a feasibility study to examine the prospect of establishing a museum in Ajax.*	Lead		
Continue to showcase and celebrate Ajax's historical artifacts and collections in prominent community spaces such as the library.	Lead		
Continue to celebrate Ajax's notable history and historic figures through street and park naming, mural painting and other symbols.	Lead		
Make a synopsis of historical street names publicly available.*	Lead		
Develop a Town marketing strategy to promote and celebrate the history and cultural and natural heritage of the Ajax community. This could include banner program, self-guided tour or historical events.*	Lead		

Strategy 2: Preserve Ajax's heritage resources for future generations.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to document Ajax's history through the Archiving program.	Lead		
Continue to inventory, designate, map and seek funding to protect heritage homes, cemeteries, heritage features and sites within Ajax.	Lead	Partner	Partner
Establish a Heritage Conservation District in Pickering Village and other Ajax neighbourhoods as appropriate.	Lead		
Encourage the adaptive re-use of heritage buildings where possible.	Lead	Partner	

12. LAND USE

Where Are We Now?

- The *Planning Act (1990)* identifies a number of provincial interests addressing the physical, social, economic, and natural environment that must be regarded in planning decisions.
- The Provincial Policy Statement (PPS) promotes sustainability and provides clear direction on how to manage land use planning. All planning decisions must be consistent with the PPS.
- The Growth Plan for the Greater Golden Horseshoe (2006) (of which Ajax is a part) establishes a framework for the management of growth in the area up to 2031.
- A strategy in the Town of Ajax's Community Action Plan is to facilitate the development of a more vibrant, pedestrian-friendly and economically prosperous downtown through appropriate development at priority sites. This includes the south-west corner of Bayly/Harwood, the Ajax Plaza, and the Steam Plant.
- The Ajax Official Plan is intended to serve as the basis for managing development and change within the Town over the next 20-years. The Official Plan has recently been updated to include comprehensive sustainability-based principles.
- The Town has undertaken a Growth Plan Implementation Study that was initiated to develop an intensification strategy based on the premise of building complete communities. The Ajax Downtown Community Improvement Plan directs growth by offering incentives to facilitate rehabilitation projects in the downtown area.

Sustainability Now

Land use in Ajax has been evolving over many years. Many of these changes support the goals and directions of this plan. Examples of these initiatives include ...

- ✓ The Town has been working to revitalize the downtown with the assistance of a Downtown Community Improvement Plan. The Plan encourages development in the downtown.
- ✓ A vacant parcel of land at the south-west corner of Harwood Avenue and Bayly Street will soon become a landmark site that acts as a gateway into Downtown Ajax through a proposed mixed-use project that will take the next 10-15 years to complete.
- ✓ Design guidelines are in place in Ajax to foster a high quality of urban design in the development or redevelopment of land within the Town.
- ✓ Ajax is encouraging greater intensification in development to increase density and efficiency of services.

Where Do We Want to Be in 2055?

In 2055, land in Ajax will be used efficiently and responsibly to balance growth and promote economic and environmental sustainability.



How Will We Measure Progress?

The following indicators can be used to measure progress for land use in Ajax.

- Population density/km²
- Proportion of land in different uses: agriculture, commercial, industrial, parks, residential, vacant, roads, other.

How Are We Going to Get There?

Strategy 1: Develop a more vibrant, pedestrian-friendly and economically prosperous downtown.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Enhance the pedestrian friendliness of the downtown.	Lead		
Continue to provide incentives under the Downtown Community Improvement Plan to facilitate the development of the downtown as an intensive, mixed-use, pedestrian oriented district.	Lead		
Make investments to improve pedestrian and cycling connections and facilities within the Downtown.	Lead		
Encourage future developments to take advantage of funding under the Regional Revitalization Program.	Partner		Lead
Revitalize Ajax Plaza.	Partner	Partner	

Strategy 2: Create high quality places to live, work, and play for residents and visitors, premised on building complete communities and neighbourhoods.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Strive for a balance of green space, housing, commercial, and industrial lands.	Lead		
Continue to implement design guidelines that encourage a high aesthetic and environmental standard.	Lead		
Through development and redevelopment initiatives, encourage positive change in neighbourhoods to strengthen their sense of community and identity.	Partner	Partner	
Continue to develop local, neighbourhood schools rather than large, centralized schools.		Partner	

Create neighbourhood hubs or gathering spaces that can be shared amongst a number of residents of all ages*	Lead	Partner	
Encourage low impact development.	Lead		
Promote higher density development.	Lead		
Continue to create mixed use neighbourhoods.	Partner	Lead	

Strategy 3: Balance growth with protection of green spaces and agricultural lands.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue working to ensure proposed development beyond the Town of Ajax's borders has no negative on the Town.	Lead	Partner	Partner
Maintain farmland through planning provisions in the Town's Official Plan.	Lead		
Continue advocating for the retention and possible expansion of the Provincial Greenbelt.	Lead		Partner
Continue to work with Toronto Region Conservation Authority to identify areas within the greenspace system for Management Plans to address current and future needs.	Lead	Partner	
Inventory and develop a plan to expand the existing greenspace system and its accessibility.*	Lead	Partner	Partner

13. NATURAL ASSETS AND HABITAT

Where Are We Now?

- The Greenbelt Plan was developed to permanently protect land within Ontario by limiting where urban development occurs. Portions of Ajax fall under Greenbelt protection along its northern and eastern margins.
- Both the Town of Ajax and Durham Region proactively plan for a healthy Greenlands System through their Official Plan policies. The Town of Ajax's environmental policies to promote greater protection, enhancement, and restoration of the natural environment have recently been strengthened, establishing stronger ecosystem-based principles and policy direction.
- The Toronto and Region Conservation Authority's Terrestrial Natural Heritage System Strategy uses a regional approach to protect and restore biodiversity by increasing the quality and amount of natural heritage cover across a system of natural areas.
- The Duffins Creek and Carruthers Creek Watershed Plan (2003) evaluates the potential effects of current and future watershed activities and identifies management actions needed for watershed protection and enhancement.
- The Town's Urban Forest Management Plan defines clear direction over five years (2011 – 2015) to promote a sustainable and healthy urban forest.

Sustainability Now

Ajax has a wide range of natural heritage assets. The Town and other partners have been working to maintain these assets through numerous ways, including ...

- ✓ Two Conservation Authorities, the Toronto and Region Conservation Authority (TRCA) and the Central Lake Ontario Conservation Authority (CLOCA), are working with the Town of Ajax to help manage natural heritage.
- ✓ TRCA is working to restore wildlife habitat and connectivity and important groundwater recharge areas in the Greenwood Conservation Area, the site of a former landfill.
- ✓ The Duffins Creek Renewal program, a partnership between Enbridge Gas, Trout Unlimited, and TRCA, is focusing on habitat restoration projects (tree planting, riverbank restoration projects, and more), while working with local landowners on stewardship initiatives, and educating the public about environmental conservation.
- ✓ A tree protection bylaw is in place to limit the destruction or removal of trees from designated public areas in Ajax.

Where Do We Want to Be in 2055?

In 2055, natural heritage in Ajax will be protected and enhanced, maintaining good ecological health, with linkages between natural features and their functions.



How Will We Measure Progress?

The following indicators can be used to measure progress for natural assets and habitat in Ajax.

- Percentage of urban forest that is in good or excellent condition (every five years).
- Percentage forest coverage.
- Ratio of green space to impervious/built space.

How Are We Going to Get There?

Strategy 1: Advance the health and diversity of local and regional ecosystems.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Promote the implementation of the TRCA's Regional Terrestrial Natural Heritage System Strategy.	Partner	Partner	Lead
Promote land stewardship practices that protect the health and diversity of ecosystems.	Partner	Lead	
Plant native species on Town properties and public areas where appropriate and feasible.	Lead		
Actively restore degraded areas within the natural heritage system using native plant species.	Partner	Partner	
Continue to protect biodiversity and species at risk found locally and regionally.	Partner	Lead	Partner
Expand outreach programs that encourage native plants and educate the community in invasive control programs.	Partner	Lead	
Encourage local businesses to label and promote native plants.		Lead	

Strategy 2: Enhance and maintain a sustainable and healthy urban forest.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to plant and maintain trees on Town of Ajax properties as defined in the Urban Forest Management Plan's planting recommendations.	Lead		
Continue to partner with community groups, local agencies and schools to host community education and tree planting events.	Partner	Lead	
Develop an awareness program that encourages tree planting and tree care on private property to increase the total amount of urban forest canopy in Ajax.*	Lead	Partner	

Strategy 3: Maintain sufficient and accessible green space to support the health and wellbeing of people.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Maintain existing parks and consider natural heritage system or urban forestry enhancements when building new parks.	Lead	Partner	
Continue to explore opportunities to use natural materials when redesigning, retrofitting or building new parks and playgrounds.	Lead		
Continue to promote and educate the public about the Town of Ajax's greenspaces and natural assets.	Lead		

Strategy 4: Encourage appreciation and respect for the natural environment.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Provide ongoing opportunities to learn about the natural environment.	Partner	Lead	
Complete a watershed and trails signage plan that can be integrated with historical signage program.*	Lead	Partner	

14. SOCIAL WELLBEING

Where Are We Now?

- The Ajax Community Action Plan aims to support diversity, seniors, and youth by continuing to develop and implement strategies and partnerships.
- The Town has endorsed a Diversity and Community Engagement Plan to ensure that all residents have access to employment opportunities, programs, and services as well as becoming involved with the community.
- There is a diversity of cultural groups that are active in Ajax, creating welcoming and supportive environments for the many cultural backgrounds in the Town.
- Durham Region and the Town of Ajax both have Accessibility Plans. The Town develops an Annual Accessibility Plan to work towards the prevention, identification, and removal of barriers that restrict opportunities for people with disabilities.
- Organizations and support networks are available to help residents in Ajax with issues such as mental health and alcohol and substance abuse.
- Although housing in Ajax is more affordable than other locations within the

GTA, work still needs to be done to address affordability in the GTA. The Ajax Community Action Plan aims to identify housing needs and facilitate proposals that satisfy gaps in the Town's housing markets.

Sustainability Now

There are many activities already underway in Ajax that contribute to the happiness and health of our community, including ...

- ✓ Ajax Council established a Youth Engagement Advisory Committee to increase the skills and leadership capacity of our youth.
- ✓ Ajax has achieved GOLD status as a Youth Friendly Community, demonstrating the commitment to youth in Ajax, helping to build a healthier, stronger community.
- ✓ The Encourage Me Ajax campaign was launched to support and encourage youth while breaking down stereotypes and changing perceptions of youth.
- ✓ Barrier-Free design policies are in the Town's Official Plan to maximize accessibility for all people, including people with disabilities.
- ✓ Accessible Pedestrian Signals have been installed in Ajax at five locations so far.

Where Do We Want to Be in 2055?

In 2055, Ajax will be a happy and healthy community where all members enjoy a quality of life that is inclusive and meets their needs.



How Will We Measure Progress?

The following indicators can be used to measure progress for social wellbeing in Ajax.

- Ratio of top 20% to bottom 20% of family incomes.
- Percentage survey respondents who feel that Ajax is equitable, inclusive and accessible.

How Are We Going to Get There?

Strategy 1: Facilitate equality, inclusiveness, and accessibility to support people through all stages of their lives.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Encourage opportunities to bring elderly together with youth for inter-generational programming.	Partner	Lead	
Expand transportation assistance for seniors and marginalized groups.	Partner	Partner	Lead
Continue to exceed current standards for accessibility.	Lead		
Continue to provide employment counselling programs or resources to those in need.		Lead	

Strategy 2: Encourage a range of housing opportunities that are accessible and affordable to meet the needs of residents through all stages of their lives.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Encourage the development of affordable housing taking into consideration cultural diversity, seniors, youth, and disabilities.	Partner	Lead	Partner

Strategy 3: Acknowledge youth as our future society and strengthen opportunities for their success.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Assess the need to create more youth centres or extend hours of existing ones.*	Lead	Partner	
Encourage youth to become active members of community organizations at an early age.		Lead	
Continue to expand afterschool program offerings.	Partner	Lead	

15. STRONG COMMUNITY

Where Are We Now?

- Ajax is a mix of existing and well-established neighbourhoods and newly developing and growing neighbourhoods.
- Creating a strong sense of community is a strategic objective of the Community Action Plan. The Town is encouraging people and businesses to develop and lead neighbourhood initiatives, developing resources to further support community groups, neighbourhoods, and volunteers, and using Town facilities as information hubs in the community.
- The Town provides resources and information to help community groups build and grow so they can deliver programs and services that benefit Ajax residents and visitors. There are many community groups and a strong network of faith groups that serve our community.
- Ajax has a Community Safety Strategy that is a community-based model, drawing on the strengths of local groups to advance safety across the whole Town.
- The Town's Diversity and Community Engagement Plan outlines strategies to encourage residents to be actively involved with the community.

Sustainability Now

Ajax continues to strengthen as a community through initiatives such as:

- ✓ Ajax has a Diversity & Community Engagement Advisory Committee that is responsible for connecting and engaging residents of the Town with their community and with the governance process.
- ✓ The Town is developing a Strong Neighbourhood Strategy to continue to support safe, inclusive, well connected and engaged neighbourhoods in Ajax as well as a greater network of social infrastructure.
- ✓ Students in Ajax are involved in community initiatives as part of their school curriculum.
- ✓ There are numerous volunteer opportunities with the various organizations and Town of Ajax departments to deliver a variety of fun, family-oriented special events in the community.
- ✓ Ajax recognizes the contributions of volunteers through its annual Volunteer Recognition Awards in the categories of: The Ajax Civic Award; Community Awards; Good Neighbour Awards and Ontario Senior of the Year for Ajax Awards.

Where Do We Want to Be in 2055?

In 2055, there will be a strong sense of community in Ajax where people feel they belong, are able to contribute to overall wellbeing, and are committed to meeting their needs together.



How Will We Measure Progress?

The following indicators can be used to measure progress for strong community in Ajax.

- Average survey respondents volunteer time in community activities (inside and outside of community).
- Percentage of survey respondents reporting very or somewhat strong sense of belonging to community.
- Rate of participation in community activities as a percentage of total population.

How Are We Going to Get There?

Strategy 1: Encourage residents and businesses to continue being involved in the community.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Create an online volunteer portal with all volunteer opportunities. *	Lead		
Expand the Town Civic Awards program to recognize youth, and include a Sustainability Awards Program, recognizing local buildings, developments, schools, policies/initiatives that are developed based on sustainability principles.*	Lead		
Continue to build a comprehensive stakeholder list of community groups that can be used to encourage participation in Town initiatives.	Lead		
Demonstrate how public input was used and how implementation of various Plans is progressing through regular communications.	Lead		
Increase public awareness of Town affairs and processes (e.g., facility tours, streaming Council meetings online, etc.).	Lead		
Encourage the formation of a greater variety of formal Ajax community groups and clubs.	Lead	Partner	

Strategy 2: Create a sociable environment for community members that is welcoming and accepting of new members to the community.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Develop an Older Adults Strategy to assess the service and program needs of seniors.*	Lead		
Continue to partner with the Welcome Centre and expand the system of Ajax "Ambassadors" to assist newcomers to Ajax with integrating into the community.	Lead	Partner	

Assist in the organization and promotion of community events.	Partner	Lead	
Continue to conduct neighbourhood tours of the Town to showcase its history.	Lead	Partner	
Offer a wide variety of community events and encourage community groups to host neighbourhood events.	Partner	Partner	
Promote neighbourhood activity kits.	Lead		

Strategy 3: Ensure Ajax is a safe and inclusive place for everyone.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Encourage the development of a Homelessness and Housing Strategy.*	Partner	Partner	Lead
Offer support for organizations that address homelessness and shelters.		Lead	
Continue extensive fire safety education campaigns and fire prevention days.	Lead		
Expand neighbourhood watch groups.	Partner	Lead	
Install video surveillance in parks.	Lead		
Increase the visibility of police officers in Town.		Lead	

16. TRANSPORTATION

Where Are We Now?

- Durham Region has a Transportation Master Plan that defines the policies, programs and infrastructure improvements required to address the Region's transportation needs for the next 20 years and beyond.
- The Town's Transportation Master Plan, updated in 2007 (and being updated again in 2012), addresses transportation needs for the 2021, 2026 and 2031 horizon years with a multi-modal vision.
- Durham Region and Ajax have been planning for cycling infrastructure through the development of master plans; Durham at the regional level and Ajax at the local level.
- The predominant mode of transportation in Ajax remains the private automobile.
- Local public transit is provided by Durham Region Transit (DRT) through an integrated transit system. DRT offers a number of local bus routes in Ajax, as well as regional bus routes connecting with neighbouring municipalities.
- GO Transit services are available in Ajax, providing direct links to Toronto and other municipalities. The Ajax GO Station connects to Lakeshore East rail service. A number of GO bus routes are also available in Ajax.

Sustainability Now

Ajax has an integrated transportation network consisting of roads, public transit, cycling infrastructure, and trails. Recent initiatives have been moving the Town closer to our goal, including...

- ✓ Recognized as a Bicycle Friendly Community, Ajax offers cyclists over 80 km of trails, including the scenic undeveloped Waterfront, Greenwood Conservation Area and Pickering Village.
- ✓ Ajax is Home to renowned cycling events such as Ajax Trailfest and the Great Waterfront Trail Adventure.
- ✓ Ajax has an Active Transportation & Trails Advisory Committee that advises, encourages, promotes and participates in the planning of active transportation policies, programs and facilities.
- ✓ The Town has recently hired an Active Transportation Coordinator to advance development of the active transportation program.
- ✓ The Town of Ajax is a registered member of Smart Commute Durham, a program to connect commuters with one another to establish carpools and other creative ways to ease the stresses of commuter living.

Where Do We Want to Be in 2055?

In 2055, we will have an integrated, efficient, and accessible transportation system that has sustainable options available for the movement of people and goods within the community and beyond.



How Will We Measure Progress?

The following indicators can be used to measure progress for transportation in Ajax.

- Mode of transportation to work.
- Percentage of survey respondents using public transportation, walking, cycling, etc. for non-work activities.
- Number of vehicle kilometres travelled by mode (single-occupant vehicle, carpool, public transit, cycling, walking) per year

How Are We Going to Get There?

Strategy 1: Create complete streets in Ajax to allow multiple modes of transportation.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Implement complete streets through retrofits to existing roads as provided within the Pedestrian and Bicycle Master Plan.	Lead		
Consider reducing speed limits in Town in appropriate locations.	Partner		Lead

Strategy 2: Design neighbourhoods to facilitate walkability and other active transportation opportunities as convenient alternatives to the use of private automobiles.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Expand and connect the trails and pathways network.	Lead	Partner	
Investigate the installation of bike boxes at appropriate major intersections.	Lead		
Install biker lockers and/or canopies on bike racks at Town facilities.	Lead		
Design and develop bike paths that are safe (i.e. by applying Crime Prevention through Environmental Design principles).	Lead		
Investigate the establishment of a bike rental program.*		Lead	
Promote bike safety for all riders.	Partner	Lead	

Strategy 3: Enhance public transportation opportunities to make public transportation convenient and a feasible alternative to the private automobile.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Improve local connections with other transit systems (e.g., GO Transit, TTC, etc.).	Partner		Lead

Improve bus route coverage (e.g., by providing stops in convenient locations, running Durham Transit on a grid network, increasing schedule frequency for local events and attractions, etc.).			Lead
Encourage ridership (e.g., by increasing bus frequency, reducing transit fares, occasionally offering free service, etc.).			Lead
Consider using smaller buses on routes with lower ridership.			Lead
Explore service provision opportunities beyond buses.			Lead
Integrate active transportation with public transit (e.g., bike racks on buses).			Lead
Allow seniors to request stops anywhere along transit routes.			Lead
Implement shuttle services for inter-municipal transit.*			Lead

Strategy 4: Reduce congestion and commute times.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to and enhance implementation of Transportation Demand Management initiatives as outlined in the Town of Ajax Transportation Master Plan Update.	Lead	Partner	Partner
Promote transit, carpooling, and active options for commuting (e.g., through Smart Commute Durham)	Partner	Partner	Lead
Limit parking on both sides of the road where appropriate and feasible.	Lead		
Restrict truck traffic in certain parts of the Town through a Truck Route Study.	Lead		
Provide maps of cycling routes.	Lead		
Improve connections between Ajax and local airports.	Partner		Partner

17. WASTE

Where Are We Now?

- Ontario has a 60% waste diversion goal for all sectors. Current approved waste diversion programs in Ontario include the Blue Box, Waste Electrical and Electronic Equipment (WEEE), Household Hazardous Waste (HHW), and used tires.
- Durham Region is responsible for waste management services in Ajax. The waste management program includes bi-weekly curbside waste collection with a four bag limit to encourage waste diversion, weekly curbside Blue Box recycling and Green Bin organics collection. There is also curbside collection of electronic waste and porcelain items, such as toilets and sinks. Leaf and yard waste are collected seasonally.
- The Durham Region Strategic Plan includes a goal to demonstrate leadership in waste reduction and reuse strategies, while managing residual waste effectively. The Durham Long Term Waste Management Strategy Plan: 2000 to 2020 has the goal of diverting at least 50% of the residential waste from disposal.
- At a local level, the Ajax Community Action Plan supports assessing the Town's current options and exploring opportunities to reduce waste. Ajax's Waste Reduction Plan is a corporate initiative to standardize and enhance the collection of waste, recycling, and compost material in Town facilities and parks.

Sustainability Now

Numerous programs are in place in Ajax to reduce and divert the waste we create. Examples of these include:

- ✓ Ajax provides recycling and green bin organics collection in nearly all municipal facilities and has been expanding recycling in the parks system.
- ✓ Durham Region hosts many special community waste events throughout the year, including the Compost Give Away, E-Waste Collection and Household Hazardous Waste Collection.
- ✓ There are three waste drop-off depots in Durham Region where residents can drop household hazardous waste, electronic waste, and other materials that are not normally collected at the curb.
- ✓ In partnership with York Region, Durham Region is currently in the process of building an energy-from-waste facility to convert waste into energy.
- ✓ The Town of Ajax's "Tap into It!" program encourages residents and businesses to drink tap water instead of bottled water.
- ✓ Ajax celebrates Earth Day through Green Living Days, an annual event that features environmentally friendly activities.

Where Do We Want to Be in 2055?

In 2055, we will use materials wisely, maximizing the lifecycle of materials and reducing the amount of waste generated.



How Will We Measure Progress?

The following indicators can be used to measure progress for waste in Ajax.

- Annual amount of waste generated per capita in Ajax.
- Amount of waste diverted (through recycling, composting) as a percentage of total waste materials collected.

How Are We Going to Get There?

Strategy 1: Reduce the consumption of material things.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Develop and implement a Green Procurement Policy.*	Lead		
Develop a Green Event Policy.*	Lead		
Work with producers and retailers to reduce packaging and increase take-back initiatives.	Partner	Partner	Lead
Develop incentives for residential waste reduction.			Lead

Strategy 2: Provide education and awareness relative to waste management practices.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue to promote the "Quit the Print" campaign (e.g., use collaborate software to edit documents, implement duplex printing, move orientation binders to intranet servers, encourage paperless meetings and electronic agendas, etc.).	Lead		
Encourage Town IT staff to become Green IT certified.*	Lead		
Create greater awareness around littering, illegal dumping, composting and recycling.	Partner	Partner	Lead
Develop an awareness program to promote residential composting.*	Lead	Partner	Partner
Encourage the use of reusable mugs, water bottles and reusable lunch containers at Town facilities.	Lead	Partner	
Develop and institute a Waste Management Leadership Program for businesses.*		Lead	

Strategy 3: Facilitate reuse and recycling of goods and materials in all sectors that are currently identified as waste.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Implement programs targeted at the re-use of materials (e.g., swap meets, drop off sites, etc.)	Lead		
Continue to divert electronic waste, hazardous waste, pet waste and other items not captured by regular collection (e.g., batteries, printer cartridges, light bulbs, styrofoam, mercury thermostats, etc.).	Partner	Partner	Lead
Continue to support and expand the municipal recycling collection program.	Partner		Lead
Advocate for expanded recycling and organic collection in the ICI sectors.	Partner	Partner	Lead
Recycle concrete and reuse it in appropriate applications.	Lead		
Offer additional blue bins.	Lead	Partner	Partner
Ensure that appropriate waste diversion receptacles are available in all public locations and facilities.	Lead		Partner
Provide opportunities for blue and green bins during recreational activities and gatherings.	Lead		
Utilize thermal mass burn technology to dispose of residential waste and generate energy in a joint York Region and Durham Region Energy From Waste Facility.			Lead

Strategy 4: Reduce the amount of waste generated in manufacturing processes.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Create eco-business clusters where there are efficiencies through shared resources.*	Lead	Partner	
Conduct waste audits of commercial and industrial facilities.		Lead	
Develop program/policy to encourage responsible disposal of construction waste.		Lead	

18. WATER

Where Are We Now?

- Ontario's *Clean Water Act (2006)* mandates safe drinking water for all Ontarians. It requires municipalities and conservation authorities to map and protect sources of municipal drinking water supply.
- The Drinking Water Source Protection Planning process is a province-wide initiative intended to protect existing and future sources of municipal drinking water. The Credit Valley, Toronto and Region, and Central Lake Ontario Source Protection Region has prepared a Proposed Source Protection Plan.
- Durham Region is responsible for operating and maintaining the water supply system and wastewater treatment. Durham and York Regions are conducting a study exploring how to manage additional effluent into Lake Ontario that will be generated from the recent expansion of the wastewater plant.
- The Town of Ajax Community Action Plan supports improving water quality along the Ajax shoreline of Lake Ontario and the Duffins and Carruthers watersheds. The Ajax Waterfront Management Plan, Ajax Shoreline Improvement Strategy, and the Duffins Creek and Carruthers Creek Watershed Plan also contribute to maintaining and improving water quality.
- TRCA and CLOCA conduct water quality monitoring in Ajax. The Town of Ajax has also been involved in scientific water quality sampling and analysis in creeks and along the Lake Ontario shoreline.

Sustainability Now

Ajax is a leader in the protection and conservation of our water resources. Some activities include ...

- ✓ The Town of Ajax is a member of the Great Lakes and St. Lawrence Cities Initiative (GLSLCI), a bi-national coalition of Mayors and other local officials working actively with federal, state, and provincial governments to advance the protection and restoration of the Great Lakes and the St. Lawrence River.
- ✓ The Town of Ajax participated in the development of the proposed Great Lakes Protection Act.
- ✓ The Town of Ajax made a 'Declaration on Water Sustainability' and committed to common sustainable water management practices to protect the Great Lakes and St. Lawrence River.
- ✓ Ajax is a Blue Community through the Blue Communities Project having passing a resolution banning bottled water, recognizing water as a human right and promoting water and wastewater systems.
- ✓ The Town of Ajax and TRCA deliver the Yellow Fish Road Program to educate on the impacts of pollution entering urban storm drains.
- ✓ The Town's "Tap into It!" campaign encourages residents and staff to choose tap water over bottled water.

Where Do We Want to Be in 2055?

In 2055, we will use water conservatively and respectfully, ensuring the quality and quantity of both ground and surface water is preserved and improved.



How Will We Measure Progress?

The following indicators can be used to measure progress for water in Ajax.

- Number of days per year that beaches on Ajax's waterfront are posted as unsafe for swimming due to elevated bacteria levels.
- Residential and ICI water consumption per capita.
- Surface Water Quality Index.

How Are We Going to Get There?

Strategy 1: Continue to demonstrate Ajax's leadership in Great Lakes protection.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue leadership role in the Great Lakes and St. Lawrence Cities Initiative.	Partner		Lead
Continue to support and promote the proposed Great Lakes Protection Act.	Partner		Lead
Become a Blue Flag community.	Lead		
Promote the Town's designation as a Blue Community.	Lead		
Actively educate the public about the value and importance of water.	Lead	Partner	Partner

Strategy 2: Protect groundwater and surface water sources.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Implement the Stormwater Management Retrofit Plan as resources permit.	Lead	Partner	
Increase the use and effectiveness of storm water management ponds.	Lead	Partner	
Encourage permeable materials in driveways and parking lots and the application of bio-swales.	Lead	Partner	Partner
Implement the recommendations within the Source Water Protection Plan.	Partner	Lead	Partner
Continue to improve technology and methodologies for drinking water and wastewater treatment as processes evolve.		Partner	Lead
Advocate for the expansion of the Duffin Creek Water Pollution Control Plant to utilize the most current technology and encompass a design that protects the Town's drinking water and does not negatively impact the water quality of Lake Ontario.	Lead	Partner	

Enhance conditions of marshes and wetlands by implementing the recommendations included in the Duffins Creek and Carruthers Creek Watershed Plan.	Partner	Lead	
Update the Salt Management Plan with the overall goal of limiting salt application.	Lead		

Strategy 3: Maintain Lake Ontario shoreline for habitat and recreation.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Maintain and improve the waterfront as a public area.	Lead		
Continue to monitor water quality along the Ajax shoreline	Partner	Partner	Partner
Continue to act as stewards of the waterfront and implement the Waterfront Management Plan.	Lead		

Strategy 4: Reduce the amount of water used per capita.

Potential Actions	Town of Ajax	Community groups, institutions or business	Other levels of government
Continue voluntary and mandatory water restrictions.	Partner		Lead
Implement indoor and outdoor water conservation programs and activities.	Partner	Partner	Lead
Promote the use of water conservation technology and systems (e.g. smart metering).	Partner	Partner	Lead
Develop partnerships to offer incentives and subsidies for water conservation efforts (e.g. toilet replacement programs, low flow fixtures, etc.).	Partner		Lead
Investigate the use of cisterns at applicable Town facilities to reduce water consumption.	Lead		
Use Town gardens as demonstration sites for drought resistant native plantings.*	Lead		

19. IMPLEMENTATION

A Journey to Sustainability is a living document, intended to guide us on our path to sustainability over the next 40 years. The success of *A Journey to Sustainability* depends on our ability to set annual priorities and foster action amongst community partners that is consistent with the direction that our community has provided. Our implementation structure is designed to be used by staff from the Town of Ajax together with the community to bring *A Journey to Sustainability* to life. Implementation includes four components, each described in detail below:

- Governance Structure – How will we manage and coordinate implementation?;
- Annual Work Plans and Priorities – How will we organize and prioritize our work?;
- Community Partnership – How will we partner with the community?; and
- Ongoing Engagement and Communication – How will we communicate and engage the community and staff?

How Will We Manage and Coordinate Implementation?

Governance refers to the tools, processes, resources and systems used to manage a program. For implementation of *A Journey to Sustainability*, we are specifically referring to the management process and have included two key elements to ensure implementation runs smoothly: an Internal Steering Committee and a Sustainability Decision-Making Process.

Internal Steering Committee

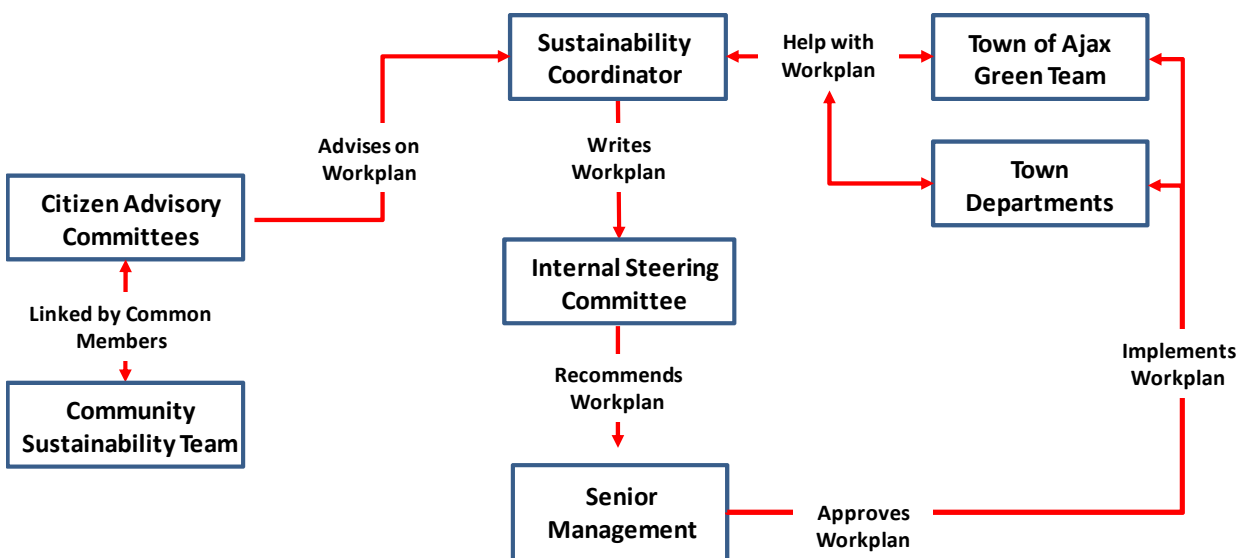
An Internal Steering Committee (ISC) will be formed consisting of a small group of senior level Town of Ajax staff who will guide the implementation of *A Journey to Sustainability*. The ISC will act as a “sounding board” for workplan development, priority setting and reporting to Council.

Assistance with work planning will be particularly valuable as the annual workplan will require approval by senior management and will feed into the overall budget process. One of the key elements aimed at making workplanning a success in early years is our commitment to ensure that the annual workplan is aligned with the other recent master plans, programs, and initiatives that are reflected in departmental workplans and budgets and vice versa. *A Journey to Sustainability* and other plans should be working towards the same outcomes. The *A Journey to Sustainability* Annual Workplan will also be a reminder to Council of the priorities for the upcoming year for the Town.

The Internal Steering Committee will provide guidance to the Environmental Sustainability Coordinator on engaging and managing ongoing relationships with the newly formed Town Green Team, other project specific internal working groups, and the Advisory Committees (ACs).

Sustainability Decision-Making Process

The decision-making process connects the Internal Steering Committee and the Environmental Sustainability Coordinator to the Green Team, Town departments, the Community Sustainability Team, Citizen Advisory Committees, and Senior Management.



The Town Environmental Sustainability Coordinator is responsible for coordinating the establishment and implementation of the annual workplan with the assistance of the Green Team, other Town departments and potential community partners under the oversight and direction of the ISC. The Environmental Sustainability Coordinator will implement, monitor and report on an annual workplan that reflects the priorities of the organization. The Coordinator will work with Green Teams who may implement environmentally focused initiatives within the corporation. Similarly, the Coordinator has a strong linkage to the Community Sustainability Team (CST) established to develop *A Journey to Sustainability*. The CST can provide advice to the Town and they are linked to the Advisory Committees (ACs) by common members. The CST can bring ideas, issues or concerns from a specific AC to the attention of the Environmental Sustainability Coordinator for response and action. The result of these collaborations will be an annual reporting of a workplan prepared by the Environmental Sustainability Coordinator that is reflective of the priorities of the community and the Town of Ajax.



Senior Management will bring ideas, issues, or concerns to the attention of the ISC and will provide direction on each year's workplan with a view to balance these initiatives with all of the Town's other competing priorities.

The ISC reviews the proposed workplan for the next year and will propose a workplan to Senior Management. Senior Management will recommend a workplan that reflects the input of all of the Town's Departments.

How Will We Organize and Prioritize Our Work?

Work Plan Development

The Environmental Sustainability Coordinator will propose an annual work plan to be used by the Town to manage its contributions to the implementation of *A Journey to Sustainability*. The work plan will be the same as or similar to other workplans used by departments within the Town. It will include specific actions to be completed that include a lead organization or department; partners for implementation; costs; relationship to the Plan (i.e. which goals and strategic directions the action relates to); time required to complete the action including start and end dates; measures for success; and associated targets.

Annual workplans will require review and approval at several levels. The development process has the following milestones:

- Collection of actions that will be considered for inclusion in the workplan from Town departments, ACs, CST, Green Team and others as appropriate;
- Review of the proposed workplan by Internal Steering Committee;
- Reporting on the proposed workplan at senior management for its review and approval, prior to any meeting with the CST, ACs or potentially the community at large in draft form for review and comment; and
- Finalization of the workplan and submission to Senior Management and Council for approval.

Priority Setting

Internal priority setting needs to be a seamless process that is coordinated with workplan development.



Due to the timing of the release of *A Journey to Sustainability* in late 2012, for 2013 the Town will select priority actions from existing capital projects, other planned projects (e.g. GHG reduction projects), and other applicable projects that are currently in the budget or are easily integrated into the budget. Projects identified within the workplan will be balanced with the various projects and commitments already underway within the organization. Projects that are not included in the 2013 workplan will be considered for the 2014 workplan and so on. Future workplans will be developed well in advance of annual Town budgets in order to appropriately integrate proposed actions with existing commitments.

To develop potential priorities, the Environmental Sustainability Coordinator, under the direction of Senior Management, will complete and report on an initial assessment of action or project ideas using the Priority Assessment Process included as Appendix B. As each action or project is assessed, it will be easier to determine if projects are ready for implementation and if they have potential community partners to assist with delivery or funding. Every year the objective will be, funding and resources permitting, to move the highest priority actions into the workplan for the next year and to work on lower priority actions to fill gaps, seek partners, or make revisions so that these actions can be considered in future years.

How We will Partner with the Community?

Working on sustainability goes beyond the abilities of municipal governments and is a collaborative effort of all community members. Many businesses and groups are already “implementing sustainability” and would easily fit into the role of community partners for *A Journey to Sustainability*.

Implementation of *A Journey to Sustainability* will “involve the movers and shakers” by turning community members into partners in sustainability. This will allow the Town to be responsive to the needs, concerns, and preferences of our community and to tap into the skills, energy, and resources of local partners who also want to make Ajax more sustainable. During the 2013 workplan, the Town will begin to identify future project partners and invite partners to support specific projects that align with their interests, funding and resources permitting. Once there is a roster of community partners, the Town can focus on connecting them to potential projects. The Green Team, CST and ACs can be asked for suggestions and may even be in a position to help connect partners to specific projects.

Given the nature of this project-by-project model, it is important to acknowledge the contribution of partners online, in reports, and in presentations. Their efforts will be tracked, recorded and recognized by the Environmental Sustainability Coordinator.

How Will We Communicate To and Engage the Community and Town Staff?

Public and Stakeholder Engagement

Maintaining buy-in from stakeholders and residents ensures the authenticity of the community-based Plan. *A Journey to Sustainability* is a community plan – residents and other stakeholders have contributed their values and aspirations for the future, which are truly reflected in the plan.

The Town of Ajax will continue to engage the public through the use of the following tools:

- Continued maintenance and updating of the Sustainable Ajax website;
- Ongoing use of social media, specifically Facebook and Twitter;
- Reconvening the Community Sustainability Team (CST) or a Residents' Panel on specific topics to act as a "sounding board" for implementation;
- Hosting an annual community event tied into current Earth Day celebrations to report on progress to date, and receive input that can feed into the workplan process;
- Seeking community commitments to sustainability at events and online;
- Delivering announcements at municipal public workshops or open houses to promote the website or upcoming events;
- Developing videos to show at special events, training sessions, public events, and the annual community event; and,
- Collecting feedback on Sustainable Ajax as part of regular polling of the public;
- Regular reporting of the progress of the ICSP by the Environmental Sustainability Coordinator to senior management and Council.

Staff Engagement

Since *A Journey to Sustainability* is both a community and corporate plan, ongoing staff engagement is a critical component of its successful implementation. Staff will become important stewards within Ajax as sustainability becomes integrated across all departments. Staff will determine how to integrate the sustainability vision and goals into the work that they do and the ways in which they work with the public. To ensure that *A Journey to Sustainability* is integrated across all Town of Ajax activities, we will:

- Add a sustainability implications sections to all staff reports that answers the question – “*How can the proposed program, action, or initiative help us to achieve the objectives in A Journey to Sustainability?*”;
- Include an introduction to Sustainable Ajax in the Human Resource orientation for any new staff;
- Feature leaders “walking the talk” with stories and photos used for reporting and ongoing engagement in Town of Ajax publications; and
- Implement sustainability training programs for staff and/or update staff training to cover relevant sustainability objectives.

In the longer term, we will also consider:

- Exploring opportunities to integrate sustainability into daily tasks that align with the mission, goals and strategic directions in *A Journey to Sustainability*, if and as appropriate; and
- Looking for opportunities to drive alignment and to ensure that sustainability is embedded into plans, programs, policies, and by-laws as appropriate.

20. MEASUREMENT AND REPORTING PROGRAM

Measuring and reporting our progress shows us how well we are doing on our way towards sustainability. For Ajax we have adopted a tiered approach to measurement whereby we have a set of “big picture” indicators that will be used to monitor and track our overall progress over time. This will be coupled with the development of specific indicators for each project undertaken in any given year.

The “big picture” indicators provide a snapshot of our progress towards our vision of sustainability. They are presented under each goal within the sections above and provide an indication of progress toward each goal.

The “big picture” indicators will be supported by indicators and targets to measure the success of specific actions or projects undertaken. Specific indicators and targets will be set for each action on an individual basis and will tie directly to the objective of each action, project, or initiative to measure the success of the action.

Progress Reporting

As *A Journey to Sustainability* is implemented, we will regularly report on progress to the public through a biennial progress report. The progress report will provide a community update on sustainability, including advancement of actions and activities that support our goals and the actions of community partners. The progress report will also report on the indicator framework to show our progress over time.

Review of the Plan

Our values and priorities change over time. *A Journey to Sustainability* needs to be flexible in order to adapt to our community as it changes. Accordingly, *A Journey to Sustainability* should be refreshed on a regular basis. *A Journey to Sustainability* will be reviewed every four years. The purpose of this review is to engage our Town Council and our community members in sustainability and review or revise our Plan according to newly identified priorities and successes achieved.

ACKNOWLEDGEMENTS

We would like to thank the following individuals and organizations that contributed their time, energy, and/or ideas to create the Town's Integrated Community Sustainability Plan: *Ajax – A Journey to Sustainability*. Without their contributions, this Plan would not be possible.

Community Sustainability Team

The Community Sustainability Team (CST), made up of a wide variety of residents and stakeholders, have worked together on a regular basis to shape *A Journey to Sustainability* through all stages of its development.

Syed Jamil Ahsan	Pat Erhabor	Salman Rahman
Karem Allen	Marj Fitzgibbon	George Raposo
Dana Beech	Ursula Hatherly	Carl Reid
Mengistu Berhanu	Stephanie Hickman	Edward Russell
Stephanie Bryson	Roxanne Horwitz	Anesley Seevaratnam
Magie Bungaroo	Mandy Johnson	Kim Sellers
Surendra Bungaroo	Anne Kerubo	Brad Smith
Ken Burgess	Kerri King	Debbie Steer
John Byard	Bunny Lockett	Laurelee Stocks
Richard Cooke	Malcolm McTaggart	Roy Sullivan
Barbara Crowhurst	Maryam Nassar	Don Terry
Elizabeth Cullen-Keidann	Joanne Nightingale	Isobel Wagner
Kathleen Davis	Giuseppe Nocera	James Webb
Sepelene Deonarine	Glen Pleasance	Eryn Wishnowski
Anthony Di Pietro	Steve Poulson	Philip Yeung
Dave Edwards	Kristie Pratt	

Citizen Advisory Committees

The Town's seven Advisory Committees have provided input throughout the process of developing the Plan through meetings, individual discussions, and exercises.

Accessibility Advisory Committee	Heritage Advisory Committee
Active Transportation & Trails Advisory Committee	Recreation & Culture Advisory Committee
Diversity & Community Engagement Advisory Committee	Youth Engagement Advisory Committee
Environmental Advisory Committee	

Stakeholders

Conversations were conducted with numerous community groups and organizations that provided valuable input to the Plan.

Enbridge Inc. Durham Region	Intact Insurance Ajax Public Library Board	Scouts Canada Bolton C Falby PS (Grade 5/6 Class) Kindercamp Lakefront Camp
The Royal Canadian Legion Target Recycling	Pineridge Arts Council Geetika Dance Company/The Indian Dance Company	Youth Adventure Camp
Westney Heights Baptist Church	Durham Regional Police Service	Trailblazers Camp
Pickering Village Heritage Meeting	Pickering Village Seniors' Centre	Youth Wilderness Camp Lakefront Camp
Durham Sustainability Ontario Shores Centre for Mental Health Services	Durham Farm Fresh Durham Transit	Durham College
Durham Public Health	Durham Community Foundation	Durham Strategic Energy Alliance
Durham Tourism	Durham Region Water	Ajax-Pickering Board of Trade
Durham Region Health Department	Durham Region Waste	Pentecostal Lighthouse Church
Veridian Connections	Kinsmen Club of Ajax	St. Timothy's Church
Toronto and Region Conservation Authority	The Salvation Army - Hope Community Church	

Public Participants

- Places & Spaces Community Conversations – Spring and Summer 2012
- Creators of the Sustainable Ajax Mosaic – Spring and Summer 2012
- Participants in the Family Sustainability Project – Summer 2012
- Participants in the Youth Eco Art Contest – Summer and Fall 2012
- Sustainability Showcase Event – November 2012
- Participants in Sustainable Ajax Day – November 2012

Mayor and Council

Through the leadership of Mayor Steve Parish and Council, the Town of Ajax has advanced to the forefront of sustainability. Their contributions have contributed greatly to the development of the Plan.

Mayor Steve Parish

Regional Councillor Shaun Collier

Regional Councillor Colleen Jordan

Councillor Marilyn Crawford

Councillor Renrick Ashby

Councillor Joanne Dies

Councillor Pat Brown

Town of Ajax Corporate Planning Team

The Corporate Planning Team, comprised of Town staff from a range of departments, provided direction to the process of developing the Plan.

Leona Barrington

Rob Braid

Tracey Chala

Lisa Hausz

Christie McLardie

Dave Meredith

Gary Muller

Jeff Stewart

Rachael Wraith

Town of Ajax Staff and Senior Management

Town of Ajax staff provided input into all components of the Plan. Over 50 staff members participated in the development of the Plan. Brian Skinner, Chief Administrative Officer, and the senior management team provided particularly strong guidance and support. Mitchel Boughs (Summer Intern) conducted public outreach and meetings with stakeholders. Special acknowledgement to the leadership of Tracey Chala, Dave Meredith, and Jeff Stewart.

Consulting Team

- Susan Hall, Project Manager – Lura Consulting
- Jeff Garkowski, Project Coordination – Lura Consulting
- Ariana Cancelli, Project Support – Lura Consulting
- James Knott, Project Support – Lura Consulting
- Kristie Nobert, Community Engagement – Lura Consulting
- Sandra Znajda, Research – Lura Consulting Associate
- Don Grant, Grant Consulting - Strategic Advisor (Implementation)
- Jonathan Connor, ICLEI Canada - Strategic Advisory (Greenhouse Gas Emissions)

GLOSSARY OF TERMS

Active Transportation: Any form of human-powered transportation such as: walking, jogging, running, cycling, in-line skating, skateboarding, and snowshoeing or skiing.

Affordable Housing: Is defined by the Canadian Mortgage and Housing Corporation as housing that does not necessitate a household spending more than 30% of gross income on shelter costs.

Asset: A useful or valuable feature, quality, resource, person, place or thing.

Biodiversity: The variation of life forms within a given ecosystem, biome or the entire earth. Biodiversity is often used as a measure of the health of biological systems.

By-law: The written rules for conduct of a corporation, association, partnership or any organization.

Community Improvement Plan: A tool shaped by local priorities and needs that a municipal government can use to target areas in need of rehabilitation or redevelopment, facilitate community change in a coordinated manner, and/or stimulate private sector investment through incentive-based programs.

Climate Change: Changes in global climate patterns (such as temperature, precipitation, or wind) that last for extended periods of time as a result of either natural processes or human influences. In some cases, 'climate change' has been used synonymously with the term 'global warming'.

Community Engagement: How stakeholders and the public in communities are engaged in determining their needs and/or ways of addressing these. Engagement goes beyond simple consultation and feedback, and involves people working collaboratively, through inspired action and learning, to create and realize bold visions for their common future.

Complete Streets: A movement that encourages streets to be designed and operated with all users (pedestrians, cyclists, public transit riders, and personal vehicle users) of all ages and abilities in mind.

Culture: A community's values and aspirations, traditions and shared memories, the ways they develop, receive and transmit these, and the ways of life these processes produce. Cultures are maintained through communities. Artistic expression and creativity are ways that cultural identities are developed.

Cultural Heritage: The legacy of physical artifacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations. Cultural heritage includes tangible culture (such as buildings, monuments, landscapes, books, works of art and artifacts), intangible culture (such as folklore, traditions, language and knowledge), and natural heritage (including culturally-significant landscapes and biodiversity).

Current Conditions: At the beginning of the development of the Sustainable Ajax Plan, a thorough assessment of all ongoing plans, policies, programs, and initiatives in the Town of Ajax was undertaken. This assessment has provided direction for Sustainable Ajax, and the opportunity to align current sustainability initiatives in the Town.

Ecosystem: The system of interactions between living organisms and their environment.

Federation of Canadian Municipalities (FCM): The Federation of Canadian Municipalities, consisting of in excess of 1,900 members, represents municipal interests on federal policies and programs. The Federation's membership is represented by a diverse range of community types and ranges from the country's largest cities to its small, rural communities.

Goals: Describe what each Theme looks like if our Vision is achieved. The goal statement describes what success looks like in a sustainable future for a particular Theme, aligned with the Vision and ultimately the Principles. It generally takes the form of a statement of the highest aspirations and purpose for the community system combined with a number of long-term Strategic Directions that provide further detail.

Greenhouse Gas (GHG) Emissions: Greenhouse gases include naturally occurring gases as well as new emissions created by industrial and individual activities. Naturally occurring GHG include water vapor, carbon dioxide, methane, nitrous oxide, and ozone. Others result exclusively from human industrial processes. Human activities also add significantly to the level of naturally occurring greenhouse gases:

- *Carbon dioxide* is released into the atmosphere by the burning of solid waste, wood and wood products, and fossil fuels (oil, natural gas, and coal).
- *Nitrous oxide* emissions occur during various agricultural and industrial processes, and when solid waste or fossil fuels are burned.
- *Methane* is emitted when organic waste decomposes, whether in landfills or in connection with livestock farming. Methane emissions also occur during the production and transport of fossil fuels.

Indicator: A component of the community, such as a flow, an action, an activity or built space, that is measured over time and can help show changes in a specific condition. Indicators



provide a measurement tool to gauge performance and can be used to educate and affect change.

Integrated: In this context, “integrated” refers to the practice of bringing diverse, normally separate, concerns and planning processes together (e.g., transportation, land use, environment, housing, waste, water, energy, community health, recreation, culture, municipal finance, and others). Although community planning is, in principle, supposed to link these planning processes, in practice, this is not often done - the “silo” approach is the de facto practice. A Sustainability Plan aims to establish a framework through which these various planning efforts can be dovetailed and integrated and therefore involves a multi-disciplinary approach that brings together a wide range of expertise. Moreover, a Sustainability Plan recognizes that the municipality does not have sole control over urban processes and attempts to integrate other actors (such as industry, NGOs, other levels of government) into the planning process.

Leadership in Energy and Environmental Design (LEED): The LEED Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. LEED is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of high performance green buildings. It promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: (1) sustainable site development, (2) water efficiency, (3) energy efficiency, (4) materials selection, and (5) indoor environmental quality.

Natural Heritage: Natural sites or precisely delineated natural areas of outstanding universal value from the point of view of science, conservation or natural beauty.

Partners for Climate Protection Program: The Partners for Climate Protection (PCP) program is a network of Canadian municipal governments that have committed to reducing greenhouse gases and acting on climate change. PCP is the Canadian component of ICLEI's Cities for Climate Protection (CCP) network, which involves more than 900 communities worldwide. PCP is a partnership between the Federation of Canadian Municipalities (FCM) and ICLEI – Local Governments for Sustainability. PCP receives financial support from FCM's Green Municipal Fund™.

Policy: Principles or rules used by organizations, governments and/or businesses to guide decisions and achieve rational outcomes.

Principles: Provide our community with guidance in developing our Themes, Goals, Strategic Directions, and Actions, as well as guidance in future decision-making.



Renewable Energy: Natural resources that provide energy such as sunlight, wind, tides and geothermal heat, which are naturally replenished.

Stakeholder: An individual or group potentially affected by the activities of an organization/government body.

Strategic Directions: High level objectives that are intended to provide guidance on moving from the Current Condition to the Goal developed for each Theme.

Stormwater: The discharge of water by runoff from land and impervious areas, such as paved streets, parking lots and buildings, during rainfall and snow events.

Stormwater Management: Stormwater management is anything associated with the planning, maintenance, and regulation of facilities which collect, store, or convey stormwater.

Themes: A Theme is a specific focus area of Sustainable Ajax that has emerged as an area of importance to our community and supports achievement of the overall *Vision*, such as energy, climate change, water, or economic development and employment.

Vision: This is the overall image for community sustainability in 2055. All actions taken in the future should move the Town of Ajax closer to its Vision.

Waste Diversion Rate: The percentage of total waste that a jurisdiction diverts from disposal at landfills and transformation facilities through reduction, reuse, recycling programs and composting programs.

Zoning By-law: Provisions that regulate the use, size, height, density and location of buildings on properties within a municipality. The basic purpose of a zoning by-law is to regulate what you can build and how big the building can be on a property. A typical zoning by-law maps out the zones which show how the property can be used. That is, the property can be used for various land uses that range from residential to commercial to industrial and other land uses.

APPENDIX A: PLAN DEVELOPMENT AND ENGAGEMENT PROCESS

How was the Plan Developed?

A Journey to Sustainability was developed in seven stages. The Ajax community was actively involved throughout all stages, allowing our plan to truly reflect our community's values.



Who Developed the Plan?

Development of *A Journey to Sustainability* was a collaborative, inclusive, and educational process and included the public and Town staff to develop the mission, identify the themes and goals, strategic directions, and actions. The following groups have been instrumental in developing the Plan.

Community Sustainability Team – this group is a multi-disciplinary collection of stakeholders that are reflective of the broad community, users, and landowner interests in and around the Town of Ajax. They have worked together on a regular basis to shape *A Journey to Sustainability* through all stages of its development.

Town Citizen Committees – the Town's seven Advisory Committees have provided input throughout the process of developing *A Journey to Sustainability* through meetings, individual discussions, and exercises. Each Committee focused particular attention in their area of expertise.

Community Ambassadors – Community Ambassadors included community groups, businesses and schools that represent a larger membership. These ambassadors were engaged over the



course of developing *A Journey to Sustainability* through presentations and discussions, where they provided specific knowledge and direction from their diverse range of perspectives. Approximately 50 meetings with community ambassadors took place.

General Public – over 1,500 residents directly provided input into *A Journey to Sustainability*, in addition to the input received from the above noted community groups, through one-on-one conversations at community events and places Ajax residents spend their time. Community collaboration and outreach helped foster a sustainability ethic within the community and provided an opportunity for community members to contribute to the Plan at all stages.

Far reaching communication and engagement mechanisms were used to raise awareness and engage the general public. Key activities included:

- Sustainable Ajax website: www.sustainableajax.ca
- Sustainability Commitments and Sustainable Ajax Mosaic
- Family Sustainability Project
- Youth Eco Art Contest
- Sustainability Showcase event
- Sustainable Ajax Day

Town Council – the Town of Ajax Council was engaged at key points in the development of the *A Journey to Sustainability*.

Town Corporate Planning Team – the Corporate Planning Team, comprised of Town staff from a range of departments, guided the development of the Plan.

Town Project Management Team – key project management staff at the Town of Ajax worked extensively to provide direction to the development of the Plan through every stage of its development.

Town Senior Management – senior management were engaged at key points in the project through one-on-one discussions and working sessions.

Chief Administrative Officer – the Town CAO has been engaged through development of *A Journey to Sustainability*, particularly with implementation mechanisms that are best suited for the Town.

Town Staff – Town of Ajax staff provided input into all components of *A Journey to Sustainability*, particularly the corporate components of the Plan. Staff were engaged through surveys, interviews, presentations, and individual discussions.

APPENDIX B: PRIORITY ASSESSMENT PROCESS

The following assessment process will help to determine if a specific project, action or initiative is a good fit for the Sustainable Ajax annual work plan.

S1. To be eligible for project funding a project must fit into one or more of the following Sustainable Ajax themes. Please check all the themes that align with your proposed project below.

- | | |
|---|---|
| ☐ Air | ☐ Land Use |
| ☐ Arts and Culture | ☐ Natural Assets and Habitat |
| ☐ Economic Prosperity | ☐ Social Wellbeing |
| ☐ Energy | ☐ Strong Community |
| ☐ Education | ☐ Transportation |
| ☐ Food | ☐ Waste |
| ☐ Health and Wellness | ☐ Water |
| ☐ History and Heritage | |

S2. Please provide the name of your project.

S3. Please provide the name of the action lead. The action lead is accountable for the project.

S4. Please provide a contact person for the action lead.

S5. Please provide a brief description of your project (150 words or less).



S6. Does your project have an implementation plan, or a series of steps that have been established?

S7. How long will your project take? What are the delivery milestones?

S8. How will you measure progress? Will your project contribute to any other sustainability targets (e.g. GHG reductions)?

S9. Do you know the resource requirement? How much staff time is required? What are the other project costs?

S10. Is your project ready to go? How much time would be required to get your project started? Is your project the continuation of work underway or previously completed?

S11. Do you need community partners? If yes are they in place? Provide some examples of potential partners.

APPENDIX C: CORPORATE LOCAL ACTION PLAN

AIR							
Goal <i>In 2055, we will have good quality air that is clean to breathe and supports healthy ecosystems.</i> Strategic Directions Strategy 1: Proactively control air pollutants generated from all sectors, including commercial, industrial, institutional (ICI) and residential. Strategy 2: Reduce air pollution.							
Sector	Potential Actions	Timeframe		Responsibility	Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)				
Fleet	Develop a strategy to invest in energy efficient vehicles and low emissions equipment (e.g. purchasing plan or equipment replacement schedule).	✓		Operations & Environmental Services	Approximately 50% reduction in corporate fleet emissions for converting to hybrid ¹	Nominal to develop the strategy; Cost per vehicle noted below	
Fleet	Reduce emissions from Town fleets and equipment by investigating the use of cleaner fuels.	✓		Operations & Environmental Services	GHG reduction corresponds roughly to the blend of biodiesel that is used: B20 = ~20% reduction	Nominal to explore options; increased fuel costs, additional infrastructure (tanks)	
Fleet	Create a policy to modify/restrict the use of gas powered grounds maintenance and construction equipment on smog days.	✓		Operations & Environmental Services	N/A	Nominal	
Fleet	Expand existing corporate vehicle anti-idling program to include ongoing education and seasonal and new hire training.	✓		Operations & Environmental Services	Maintain current reductions as staff change	Nominal	

Fleet	Continue to reduce emissions from Town fleet through routine maintenance.	✓		Operations & Environmental Services	Efficiency can be improved by as much as 19% through car maintenance – GHG emissions from the Town's fleet vehicles could therefore be reduced by 19% by ensuring proper vehicle maintenance ²	Completed through both life cycle management and equipment management plans being funded through the annual budget process	
Fleet	Plan appropriate size of equipment and vehicles to intended use.	✓		Operations & Environmental Services	Light duty truck switch to light duty vehicle: 0.4 tonnes/year/vehicle Light duty truck switch to light duty hybrid vehicle: 2.8 tonnes/year/vehicle ³	Nominal – Based on Fleet life cycle policy that is typically funded through the Fleet Reserve	
Fleet	Require specifications for new acquisitions to reflect the lowest emissions currently available in the industry that is available for that piece of equipment.	✓		Operations & Environmental Services	Unknown	Completed through both life cycle management and equipment management plans being funded through the annual budget process	

Other	Create preferred parking spaces at Town facilities for staff that drive hybrid and electric vehicles.	✓		Operations & Environmental Services	Non-direct	Nominal	
Other	Investigate the feasibility of installing electric vehicle charging stations at Town Facilities.	✓		Operations & Environmental Services	Non-direct	Charging station approximately \$5,000	
Other	Explore the provision of additional incentives for employees to purchase green vehicles.		✓	Operations & Environmental Services in consultation with Office of the CAO and Human Resources	Non-direct	Nominal to explore; incentive dependent on level	The Province of Ontario offers an Electric Vehicle incentive program that can provide \$5,000 to \$8,500 towards the purchase or lease of a new plug-in hybrid electric or battery electric vehicle

ENERGY

Goal

In 2055, we will conserve the amount of energy we use and will generate most of the energy that we do use from clean and renewable sources.

Strategic Directions

Strategy 1: Reduce the amount of electricity and gas that residents use in their homes.

Strategy 2: Reduce the amount of energy that the Town, businesses and institutions use in their operations.

Strategy 3: Meet more of the community's energy needs through renewable sources.

Strategy 4: Use vehicles that are energy efficient and that use alternative fuel sources.

	Potential Actions	Timeframe		Responsibility	Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)				
Buildings/facilities	Develop a Sustainable Municipal Buildings Policy for new municipal buildings that follows Leadership in Energy and Environmental Design (LEED) principles.		✓	Operations & Environmental Services; Planning & Development	Non-direct; 15 – 500 tonnes/ building) ⁴	Nominal to develop policy; incremental construction cost of 1%-15% depending on building type, level of technology	
Buildings/facilities	Prepare an Energy Conservation and Demand Management Plan for Town facilities that addresses lighting, heating, ventilation, building automation, building envelope, and renewal energy applications).	✓		Operations & Environmental Services	Non-direct	\$50,000 - \$100,000	
Buildings/facilities	Implement Energy Conservation and Demand Management Plan for Town facilities on an ongoing basis. • Lighting • HVAC • Building automation • Building envelope • Renewable energy • Education/awareness	✓	✓	Operations & Environmental Services	Approximately 935 tonnes/year (25% reduction from corporate facilities) ⁵	\$500,000 - \$1,000,000/year	

Buildings/ facilities	Implement power management on computers and electronic equipment.	✓		Legislative & Information Services	10 – 15 tonnes/year ⁶	Nominal	
Buildings/ facilities	Upgrade to more efficient appliances and technology with the aim of improving building performances.			Operations & Environmental Services	Unknown	Nominal – Completed through life cycle management being funded through the annual budget process	
Buildings/ facilities	Conduct energy audits of Town facilities (8 major facilities) on an as-needed basis.	✓	✓	Operations & Environmental Services	Non-direct	~\$60,000/audit	
Buildings/ facilities	Complete analysis of all Town facilities and identify opportunities for renewable energy generation.	✓		Operations & Environmental Services	Non-direct	Approximately \$5,000/building	
Buildings/ facilities	Install renewal energy generating technologies at all facilities (buildings, pools and splashpads) where it is technically and financially feasible.		✓	Operations & Environmental Services	Solar hot water systems for pools: 20-25% reduction (~50 tonnes/pool) ⁷	Solar Photovoltaic (PV) ~\$7,000 - \$11,000 per KW of installed capacity. Pools: \$115,000 - \$225,000/pool ⁸	
Fleet	Purchase energy efficient Town vehicles as needed.	✓		Operations & Environmental Services	Approximately 2-2.5 tonnes/vehicle/year ⁹	Hybrid sedans: \$25,000/vehicle Hybrid SUVs: \$40,000 Hybrid pick-up trucks: \$45,000/vehicle	
Fleet	Purchase energy efficient Town equipment to replace aging/obsolete equipment.	✓	✓	Operations & Environmental Services	Unknown	Nominal – Completed through life cycle management being	

						funded through the annual budget process	
Street lighting	Implement energy efficiency retrofit program for Town's street lighting and parking lot lights.	✓	✓	Operations & Environmental Services	Approximately 480 tonnes/year ¹⁰	\$400-\$600/fixture \$100,000 - \$200,000/year	
Street lighting	Switch Christmas lights to energy efficient technologies.	✓		Operations & Environmental Services	Approximately 2 tonnes/year LED Christmas lights can reduce energy consumption by as much as 90% compared to conventional incandescent lights. ¹¹	Nominal on annual basis	
Other	Develop and implement program for Town IT staff to become Green IT certified.	✓		Legislative & Information Services	Non-direct	Green IT Course: \$1,800/person Internal training: Nominal	
Other	Explore upgrading current ISO 9001 certification to ISO 50001 standards at the Town of Ajax to recognize efforts in energy efficiency and management.	✓		Office of the CAO	Non-direct		GHG emissions reductions dependent on policies developed through the new ISO Energy Management System standard.

TRANSPORTATION							
Goal <i>In 2055, we will have an integrated, efficient, and accessible transportation system that has sustainable options available for the movement of people and goods within the community and beyond.</i> Strategic Directions Strategy 1: Create complete streets in Ajax to allow multiple modes of transportation. Strategy 2: Design neighbourhoods to facilitate walkability and other active transportation opportunities as convenient alternatives to the use of private automobiles. Strategy 3: Enhance public transportation opportunities to make public transportation convenient and a feasible alternative to the private automobile. Strategy 4: Reduce congestion and commute times.							
	Potential Actions	Timeframe		Responsibility	Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)				
Other	Install biker lockers and/or canopies on bike racks at Town facilities for staff.	✓		Operations & Environmental Services	Low (~1 tonnes/year/employee) ¹²	\$1,200-1,600 for 2 bike storage locker	Average employee travel distance about 21km (Commuting Survey, Durham Smart Commute)
Other	Develop campaign/program to encourage transit ridership amongst staff.	✓		Human Resources; Operations & Environmental Services	Low (~1 tonnes/year/employee) ⁹	\$2,000 – \$5,000/year	
Other	Promote transit, carpooling, and active options for commuting (e.g., through Smart Commute Durham)	✓		Human Resources; Operations & Environmental Services	Low (~1 tonnes/year/employee) ⁹	Nominal – align with existing events, programs, etc.	

WASTE							
Goal <i>In 2055, we will use materials wisely, maximizing the lifecycle of materials and reducing the amount of waste generated.</i> Strategic Directions Strategy 1: Reduce the consumption of material things. Strategy 2: Provide education and awareness relative to waste management practices. Strategy 3: Facilitate reuse and recycling of goods and materials in all sectors that are currently identified as waste. Strategy 4: Reduce the amount of waste generated in manufacturing processes.							
	Potential Actions	Timeframe		Responsibility	Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)				
Solid waste	Develop and implement a Green Procurement Policy.	✓		Office of the CAO	Low-Medium	Nominal	
Solid waste	Develop a Green Event Policy.	✓		Recreation & Culture and Operations & Environmental Services	Low	Nominal	
Solid waste	Continue to promote the "Quit the Print" campaign (e.g., use collaborate software to edit documents, implement duplex printing, move orientation binders to intranet servers, encourage paperless meetings and electronic agendas, etc.).	✓		Legislative & Information Services	Low ¹³	Nominal – ongoing	
Solid waste	Coordinate efforts to encourage the use of reusable mugs, water bottles and reusable lunch containers.	✓		Operations & Environmental Services	Low	Nominal – ongoing	

Solid waste	Continue with staff education and awareness related to waste minimization and management.	✓		Operations & Environmental Services	Low – maintain participation levels for new hires	Nominal – ongoing	
Solid waste	Continue to support and expand the municipal waste diversion program.	✓		Operations & Environmental Services	Low-Medium	Nominal – funded through the annual budget process	
Solid waste	Ensure that appropriate waste diversion receptacles are available in all facilities.	✓		Operations & Environmental Services	Low	\$1,600/3-stream receptacle plus related servicing cost	
Solid waste	Recycle concrete and asphalt and reuse it in municipal infrastructure.	✓		Operations & Environmental Services	Non-direct	Nominal	

NOTES

¹ The average light-duty gasoline vehicle in Canada has a fuel efficiency of 10.7 L/100 km and travels 15,400 km per year, consuming 1,647.8 L of gasoline and producing 3.8 tonnes of CO₂e per year. In contrast, a 2012 Toyota Prius has a fuel efficiency of ~4.0 L/100 km. Travelling the same 15,400 km per year, the Prius would consume 616 L of gasoline and produce 1.4 tonnes of CO₂e--an annual GHG reduction of approximately 2.4 tonnes.

An average light-duty gasoline truck (includes SUVs) in Canada has a fuel efficiency of 11.8 L/100 km and travels 15,400 km per year, consuming 1,817.2 L of gasoline and producing 4.2 tonnes of CO₂e per year. In contrast, a 2012 Ford Escape Hybrid has a fuel efficiency of 6.2 L/100 km. Travelling the same 15,400 km per year, the hybrid would consume 955 L of gasoline and produce 2.2 tonnes of CO₂e per year--an annual GHG reduction of approximately 2 tonnes.

Note that GHG reductions will vary depending on annual vehicle kilometres travelled.

² The [US EPA](#) estimates that fuel efficiency can be improved by as much as 19% through car maintenance. GHG emissions from the Town’s fleet vehicles could therefore be reduced by 19% through proper vehicle maintenance.

³ See Endnote 1.

⁴ The table below summarizes typical costs and payback periods for LEED buildings. The payback includes only annual utility energy savings.

	LEED Rating			
	Certified	Silver	Gold	Platinum
Energy Savings	25-30%	30-50%	50-60%	>60%
Annual Utility Savings	\$0.75/ft2	\$1.00/ft2	\$1.25/ft2	\$1.50/ft2
Typical Payback	Under 3 years	3-5 years	5-10 years	10+ years
Incremental Construction Cost				
Small Buildings	3%	7%	10%	15%
Large Buildings	1%	3%	5%	8%

Source: Enermodal Engineering. *LEED™ Green Building Rating System 2009 Explained*. [Accessed electronically](#) on November 21, 2012.

Based on a quick review of LEED projects in the National PCP Measures Database, LEED certification for new buildings can result in GHG reductions ranging from 15 tonnes to over 500 tonnes. The potential GHG reduction varies depending on the size of the facility, the energy types that are used in the province, the green building features that are incorporated, etc.

⁵ In 2005 the Town of Ajax produced 3,741 tonnes of GHG from buildings (Ajax Community Greenhouse Gas Emission Inventory, 2010). Assuming a 25% reduction from implementation of the Energy Conservation and Demand Management Plan = ~935 tonnes/year

⁶ In 2010, the City of Thunder Bay installed a ‘Nightwatchman’ program at City facilities to turn off computers left on at the end of the day. During the day the program also puts monitors that have not been used for one hour into sleep mode. This initiative has been coupled with the installation of new energy efficient servers. The program has resulted in annual electricity savings of 102,768 kWh, annual cost savings of \$10,332, and an annual GHG reduction of ~13 tonnes. Implementation costs were minimal. Source: PCP National Measures Report 2011.

⁷ In 2011, the City of Saskatoon installed solar hot water systems at two of its pools (90 solar collector panels at one pool and 72 at the other). The panels supply approximately 20-25% of the energy needed to heat the pools. Total implementation cost was \$452,363. Natural gas savings are approximately 53,360 m³ per year, resulting in an annual GHG reduction of 100 tonnes. The City of Burlington installed 90 solar collector panels at one of its pools; the system supplies ~ 25% of the energy needed to heat the pool. Total implementation cost for this project was \$116,970.

⁸ According to the [Alberta Solar Showcase](#), a solar PV system costs about \$10,000 per kilowatt of installed capacity. Based on the solar PV projects in the PCP Measures Database, a reasonable estimate of the costs is likely \$7,000 - \$11,000 per kilowatt of installed capacity. Sample projects include:

- City of Ottawa - Rooftop Solar Pilots (2010) - Installed 2 x 10 kW solar PV systems for \$220,000. Cost per kW = \$11,000.
- City of Ottawa - Large Rooftop Solar Energy Program (2011) - Plan to install 5,450 kW for \$42,000,000. Cost per kW = \$7,706.
- City of Toronto - Solar PV program for City facilities (2011) - Plan to install 2,000 kW for \$16,000,000. Cost per kW = \$8,000.
- City of Markham - Rooftop solar array at 8100 Warden Avenue (2010) - Installed a 250 kW system for \$1,766,000. Cost per kW = \$7,064.

⁹ See Endnote 1.

¹⁰ High-pressure sodium (HPS) fixtures can range in wattage from 70 W to 400 W. Assuming the average HPS fixture in Ajax is 150 W, and that average operating hours are 12 hours/day, baseline electricity consumption data would be somewhere around 5,913,000 kWh per year ($12 \times 365 \times 150 \times 9000 / 1000$). LED fixtures have wattages around 56 W = annual electricity consumption around 2,207,520 kWh, a reduction of 3,705,480 kWh, or 482 tonnes GHGs per year.

The City of Hamilton has done several LED street lighting pilot projects. Energy savings range from 57% to 68%. Additional information is available on the [LightSavers Canada website](#).

¹¹ According to BC Hydro, decorating “with LED lights could reduce holiday lighting energy use by up to 90%. A typical 50-bulb incandescent strand of lights uses 250 watts and an equivalent 70-bulb LED strand uses only three watts.” Source: BC Hydro. Switch to LED Holiday Lights. [Accessed electronically](#) on November 21, 2012.

130 sets of incandescent lights @ 250 W each, operating all night (15 hours) for the entire month of December = $31 \times 15 \times 250 \times 130 / 1000 = 15,113$ kWh electricity consumption. 130 sets of LED lights @ 3 W each, operating the same amount of time = $31 \times 15 \times 3 \times 130 / 1000 = 181$ kWh. Electricity savings = $15,113 - 181 = 14,932$ kWh; GHG reduction = $14,932 \times 0.00013 \text{ t/kWh} = \sim 2$ tonnes.

¹² Average employee travel distance for work is about 21km (Town of Ajax Commuting Survey, Durham Smart Commute). Assumes an average employees would travel to work 250 days out of a year. Tonnes of CO₂e reductions = [average commute distance (km)]*[average fuel efficiency of a Canadian midsize vehicle: 9.1L/100km]*(emission factor for gasoline: 0.002299 tonnes of CO₂e/L).

¹³ In 2008, the Regional Municipality of Stanley, Manitoba, purchased a system called All-Net from a Manitoba-based company for \$8,000. The municipality pays an annual maintenance cost for All-Net of close to \$3,000. All-Net is a web-based hosting service that allows the municipality to store council meeting information and other documents virtually, rather than on-site. Rather than print council meeting packages – which can be up to 175 pages – all council meeting work is done in an electronic environment. Taking only council and committee meetings into account, Stanley has reduced its printing needs by at least 45,000 pages per year. This reduction equals 0.6 tons of avoided greenhouse gas (GHG) emissions (environmental impact estimates were based on Stanley’s use of non-recycled paper and were made using the [Environmental Defense Fund Paper Calculator](#)). Source: [PCP Greenhouse Gas Reduction Initiative of the Month \(March 2011\)](#).

APPENDIX D: COMMUNITY LOCAL ACTION PLAN

Note: All actions listed in this Local Action Plan table are actions identified in the Ajax Integrated Community Sustainability Plan that relate to greenhouse gas reductions. Additional actions are listed in this table from the Town of Ajax Official Plan that also relate to greenhouse gas reductions.

AIR								
Goal <i>In 2055, we will have good quality air that is clean to breathe and supports healthy ecosystems.</i> Strategic Directions Strategy 1: Proactively control air pollutants generated from all sectors, including commercial, industrial, institutional (ICI) and residential. Strategy 2: Reduce air pollution.								Legend Low = <100 tonne reduction Medium = 100 – 1,000 tonnes High = >1,000 tonnes reduction Non-direct = no direct GHG reductions from action, but supportive of activities that lead to GHG reductions
Sector	Potential Actions	Timeframe		Responsibility		Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)	Lead	Potential Partners			
All	Advocate for stronger regulations to reduce air pollution.	✓		Town of Ajax	Other levels of government	Non-direct	Nominal	
All	Participate in inter-municipal clean air initiatives.	✓		Town of Ajax	Other levels of government	Non-direct	Nominal	Link to Official Plan (2.1.3a)
ICI	Develop strategies to invest in energy efficient vehicles and low emissions equipment for private sector applications (e.g. purchasing plan or equipment replacement schedule).	✓		Community groups, institutions, businesses		Approx. 50% reduction compared to non-green vehicle ¹	Nominal to develop strategy	
ICI	Encourage businesses to provide incentives to their employees for employees to purchase green vehicles.	✓		Institutions, businesses		Approx. 50% reduction compared to non-	Incentive dependent on level.	The Province of Ontario offers an EV incentive program that can provide \$5,000 to \$8,500 towards the purchase or lease of a new plug-in hybrid electric

						green vehicle ²		or battery electric vehicle.
Trans	Assess existing Anti-Idling By-laws and level of compliance (e.g. idling surveys) and determine areas for improvement.	✓		Town of Ajax		Non-direct	Nominal	
Trans	Implement awareness campaign regarding the Town's Anti-Idling program and the negative environmental impacts of vehicle idling.	✓		Town of Ajax	Community groups, institutions, businesses; other levels of government	Low (~200Kg/vehicle/year) ³	\$25,000/year	
Trans	Develop partnerships with Durham Transit and Public and Separate School Boards to institute Idle-Free Zones.	✓		Town of Ajax	Durham Region; community groups, institutions, businesses	Low (~200Kg/vehicle/year) ⁴	Nominal	Link to Official Plan (4.1.1f)
Trans	Create preferred parking spaces at Town facilities for visitors that drive hybrid and electric vehicles.	✓		Town of Ajax		Non-direct	Nominal	
Trans	Investigate the feasibility of installing electric vehicle charging stations at Town facilities.	✓		Town of Ajax	Plug'nDrive Ontario	Non-direct	Charging station approximately \$5,000	Link to Official Plan (2.1.3i)
Trans	Investigate the feasibility of installing electric vehicle charging stations at select locations around Ajax.	✓		Community groups, institutions, businesses	Plug'nDrive Ontario	Non-direct	Charging station approximately \$5,000	
Trans	Promote 'car-free' special events or festivals.	✓		Town of Ajax	Community groups, institutions, businesses	Non-direct	Nominal	
Trans	Advocate for the transition of Durham Region Transit to hybrid or fuel efficient vehicles where feasible.	✓		Durham Region; Town of Ajax	Community groups, institutions,	10-20% reduction ⁵	Nominal to advocate; Hybrid	Link to Official Plan (4.3l)

					businesses		model buses are ~\$150,000 more than convention diesel	
Trans	Continue to provide incentives to taxi companies that use eco-friendly vehicles.	✓		Town of Ajax		Medium (~400 tonnes) ⁶	\$100 fee/licence/year	
Other	Create a policy to restrict the use of gas powered lawn and garden equipment on smog days.	✓		Town of Ajax	Community groups, institutions, businesses	Non-direct	Nominal	
Other	Implement the Urban Forest Management Plan to enhance the urban forest in Ajax: • Municipal arboricultural standards and practices, • Tree establishment and urban forest enhancement, • Urban forest pest management; • Through the planning and development process; • Developing a Private Tree By-law; • Protecting and enhancing wooded natural areas, • Awareness, engagement and partnerships.	✓		Town of Ajax	Community groups, institutions, businesses	Low-Medium 1 tree captures ~ 0.734 t GHGs over an 80 year lifecycle ⁷	\$50,000/year	
Other	Develop education packages about the Town's urban forest that offer information to homeowners and the business community.	✓		Town of Ajax	Community groups, institutions, businesses	Non-direct	\$25,000/year	Link to Official Plan (2.1.3)
Other	Define urban heat island action areas for targeted greening.	✓		Town of Ajax	Community groups, institutions, businesses	Non-direct		Official Plan (2.1.3c)

ENERGY								
Goal <i>In 2055, we will conserve the amount of energy we use and will generate most of the energy that we do use from clean and renewable sources.</i> Strategic Directions Strategy 1: Reduce the amount of electricity and gas that residents use in their homes. Strategy 2: Reduce the amount of energy that the Town, businesses and institutions use in their operations. Strategy 3: Meet more of the community's energy needs through renewable sources. Strategy 4: Use vehicles that are energy efficient and that use alternative fuel sources.								Legend Low = <100 tonne reduction Medium = 100 – 1,000 tonnes High = >1,000 tonnes reduction Non-direct = no direct GHG reductions from action, but supportive of activities that lead to GHG reductions
Sector	Potential Actions	Timeframe		Responsibility		Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)	Lead	Potential Partners			
All	Work with all segments of the development sector to encourage and promote 'green' or sustainable building practices through design and retrofit of development and site alteration.		✓	Town of Ajax	Community groups, institutions, businesses	Medium – High (15 – over 500 tonnes) ⁸	Nominal	Link to Official Plan (2.1.2, 2.1.5, 2.5.1i, 2.5.3)
ICI	Continue to redevelop the Steam Plant as a district energy facility that promotes energy efficiency and reduced greenhouse gas emissions.	✓		Community groups, institutions, businesses	Town of Ajax	High (~7,800 tonnes) ⁹	Private information	Link to Official Plan (2.1.9d) 25 megawatt – enough energy to power 6,000 households annually and will produce and distribute steam and hot and cold water
ICI	Partner with Durham Sustain Ability on the delivery of Durham Partners in Project Green (DPPG) program: - Referral services for energy efficiency assessments and financial incentives - Procurement assistance - Education, training, resources	✓		Durham Region	Town of Ajax	Medium (~200-300 tonnes) ¹⁰	Durham Region: \$25,000/ year; Ajax: \$5,000/ year	Durham Region LAP Program run by Durham Sustain Ability

	Networking							
ICI	Continue with initiatives that encourage business energy conservation and efficiency: - Demand Response - Small business energy-efficient lighting and equipment incentive program - Energy-efficient retrofit incentive program - peaksaver Plus program - Audit funding incentive program - Existing Building Commissioning funding program for Chilled Water Systems - High Performance New Construction design assistance and funding program - Process and Systems program for funding toward major energy-saving upgrade projects - Training and support initiatives	✓		Veridian	Town of Ajax, Boards of Trade	Low – Medium (100 tonnes/year) ¹¹	~\$100,000/year	
ICI	Implement measures to reduce the energy consumed in evenings including advertising signage and overnight lighting.	✓		Utilities; community groups, institutions, businesses	Town of Ajax; other levels of government	Low	-	
ICI	Continue to provide support and incentives to social and assisted housing to improve energy efficiency.	✓		Upper tier governments – Provincial and Federal	Enbridge; Veridian	Low (~100 tonnes/year) ¹²	Included in cost estimate for ICI program above	
ICI & Res	Work with senior levels of government to enhance requirements for building construction, as well as greenfield/brownfield development to meet energy performance targets.		✓	Provincial government	Town of Ajax; Durham Region	Non-direct	Nominal	Link to Official Plan (2.1.5)
ICI & Res	Work with Durham Region to develop and adopt a Durham Green Building Guideline/Standard for all new construction with promotes a higher level of energy	✓		Durham Region	Town of Ajax	25%-60% energy reduction	\$65,000	Durham Region Local Action Plan (LAP) Link to Official Plan (2.1.2,

	efficiency than the current Ontario Building Code.					depending on standard ¹³		2.1.5)
ICI & Res	Promote renewable energy incentive programs from utilities and other levels of government.	✓		Upper tier governments	Town of Ajax	Non-direct	Nominal	
ICI & Res	Encourage/support Durham Region to create an offshore wind farm in Lake Ontario, sponsored by the Region and funded through private partnerships.		✓	Durham Region; Institution/ business	Town of Ajax	High (~31,886 tonnes) ¹⁴	\$68,000,000 (entire project)	Durham Region LAP Link to Official Plan (2.1.5g) 100MW of electricity generation
ICI & Res	Work with Durham Region on the creation of a Smart Grid Initiative to demonstrate key components of smart grid technology.		✓	Durham Region	Town of Ajax	Unknown	Unknown	Durham Region LAP
Res	Continue with initiatives that encourage home energy conservation and efficiency: • Fridge and freezer pickup • Heating and cooling system upgrade incentives • peaksaver PLUS program • Coupons for energy efficient products • Equipment exchange events			Utilities – Veridian/ Enbridge	Town of Ajax	Medium (~175 tonnes/year) ¹⁵	~\$110,000/year	
Res	Continue with Home Weatherization Retrofit incentive program to improve energy efficiency of homes.	✓		Enbridge	Town of Ajax	Medium ¹⁶	Included in cost estimate for residential program above	
Res	Develop an information package for homeowners to identify opportunities to conserve energy (smart meters, LED lighting, tree planting, geothermal heating/cooling, renewable energy, appliance selection).	✓		Community groups, institutions, businesses	Town of Ajax	Non-direct	Nominal	
Res	Work with Durham Region on the development of a comprehensive residential energy retrofit program:	✓		Durham Region;	Town of Ajax	Medium (~200-300	Unknown	Durham Region LAP Link to Official Plan (2.1.5e)

	• Energy audit and investment plan (building envelope, HVAC, appliance, lighting, water heating, renewable energy retrofits) • Financing plan – grant programs and financing mechanisms • Assistance with contractor selection • Repayment of loans via property taxes or other mechanisms • Home energy label			Toronto Atmospheric Fund; Clean Air Partnership		tonnes) ¹⁷		
Res	Continue with Time-of-Use billing for electricity use to encourage conservation.	✓		Veridian	Town of Ajax	Low	Nominal	
Res	Continue and expand program to make Watt Reader monitors available at public libraries to help residents understand how much energy their products consumer and manage use accordingly.	✓		Veridian	Town of Ajax	Non-direct	Nominal	
Trans	Promote the purchase of energy efficient vehicles.	✓		Community groups, institutions, businesses	Town of Ajax; other levels of government	Non-direct	Hybrid sedans: \$25,000/vehicle Hybrid SUVs: \$40,000 Hybrid pick-up trucks: \$45,000/vehicle	The Province of Ontario offers an EV incentive program that can provide \$5,000 to \$8,500 towards the purchase or lease of a new plug-in hybrid electric or battery electric vehicle

TRANSPORTATION

Goal

In 2055, we will have an integrated, efficient, and accessible transportation system that has sustainable options available for the movement of people and goods within the community and beyond.

Strategic Directions

Strategy 1: Create complete streets in Ajax to allow multiple modes of transportation.

Strategy 2: Design neighbourhoods to facilitate walkability and other active transportation opportunities as convenient alternatives to the use of private automobiles.

Strategy 3: Enhance public transportation opportunities to make public transportation convenient and a feasible alternative to the private automobile.

Strategy 4: Reduce congestion and commute times.

Legend

Low = <100 tonne reduction
Medium = 100 – 1,000 tonnes
High = >1,000 tonnes reduction
Non-direct = no direct GHG reductions from action, but supportive of activities that lead to GHG reductions

Sector	Potential Actions	Timeframe		Responsibility		Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)	Lead	Potential Partners			
Trans	Implement complete streets through retrofits to existing roads as provided within the Pedestrian and Bicycle Master Plan.	✓		Town of Ajax	Durham Region, MTO, Metrolinx	10 - 15% reduction in auto traffic – shift to alternative modes of transportation (increased transit ridership, walking, cycling)	\$25,000 - \$75,000/year	Link to Official Plan (4.4)
Trans	Expand and connect the trails and pathways network.	✓		Town of Ajax; Durham Region	Community groups, institutions, businesses		\$250,000 - \$1,000,000/year	Link to Official Plan (2.1.3g, 4.4)
Trans	Provide maps of cycling routes to the public.	✓		Town of Ajax			\$2,000/year	Link to Official Plan (2.1.3g)
Trans	Investigate appropriate major intersections for the installation of bike boxes.	✓		Town of Ajax; Durham Region			Nominal	
Trans	Install biker lockers and/or canopies on bike racks at Town facilities.	✓		Town of Ajax			\$1,200-\$1,600 for 2 bike storage locker	Link to Official Plan (2.1.3g)

Trans	Investigate the establishment of a bike rental program.	✓		Community groups, institutions, businesses	Town of Ajax		Nominal to explore; cost to implement depends on application	Link to Official Plan (2.1.3g)
Trans	Continue promotion of bike safety for all riders.	✓		Town of Ajax Durham Region, Durham Regional Police	Community groups, institutions, businesses		Nominal – Ongoing	
Trans	Integrate active transportation with public transit (e.g., bike racks on buses).	✓		Durham Region, Metrolinx	Town of Ajax		-	Link to Official Plan (2.1.3g, 4.1.1)
Trans	Continue to and enhance implementation of Transportation Demand Management initiatives as outlined in the Town of Ajax Transportation Master Plan Update.	✓		Town of Ajax	Community groups, institutions, businesses		Funded through the annual budget process	Link to Official Plan (4.1.1i)
Trans	Ensure that all development applications for major commercial, employment or institutional development include a TDM strategy.	✓		Town of Ajax	Community groups, institutions, businesses		Nominal	Link to Official Plan (4.1.1j)
Trans	Continue and enhance promotion of transit, carpooling, and active options for commuting (e.g., through Smart Commute Durham).	✓		Other levels of government	Town of Ajax		Funded through the annual budget process	Link to Official Plan (4.3)
Trans	Improve local connections with other transit systems (e.g., GO Transit, TTC, etc.).		✓	Durham Region, Metrolinx	Town of Ajax		-	Link to Official Plan (4.3)
Trans	Improve bus route coverage (e.g., by providing stops in		✓	Town of Ajax,			-	Link to Official Plan (4.3)

	convenient locations, running Durham Transit on a grid network, increasing schedule frequency for local events and attractions, etc.).			Durham Region, Metrolinx				
Trans	Encourage transit ridership (e.g., by increasing bus frequency, reducing transit fares, occasionally offering free service, etc.).	✓		Durham Region, Metrolinx			-	Link to Official Plan (4.3)
Trans	Explore use of smaller buses on routes with lower ridership.	✓		Durham Region			-	Link to Official Plan (4.3)
Trans	Explore service provision opportunities beyond buses.	✓		Durham Region			-	Link to Official Plan (4.3)
Trans	Implement shuttle services for inter-municipal transit.		✓	Durham Region	Town of Ajax		-	Link to Official Plan (4.3)
Trans	Conduct Truck Route Study to determine best routes for truck traffic and restrictions in certain parts of the Town.	✓		Town of Ajax		Non-direct	\$100,000 - \$200,000	Link to Official Plan (4.2j)

WASTE								
Goal <i>In 2055, we will use materials wisely, maximizing the lifecycle of materials and reducing the amount of waste generated.</i> Strategic Directions Strategy 1: Reduce the consumption of material things. Strategy 2: Provide education and awareness relative to waste management practices. Strategy 3: Facilitate reuse and recycling of goods and materials in all sectors that are currently identified as waste. Strategy 4: Reduce the amount of waste generated in manufacturing processes.								Legend Low = <100 tonne reduction Medium = 100 – 1,000 tonnes High = >1,000 tonnes reduction Non-direct = no direct GHG reductions from action, but supportive of activities that lead to GHG reductions
Sector	Potential Actions	Timeframe		Responsibility		Potential GHG Reductions	Estimated Cost	Additional Information
		Immediate (<5 yrs)	Longer-term (>5 yrs)	Lead	Potential Partners			
Waste	Work with producers and retailers to reduce packaging and increase take-back initiatives.	✓		Provincial government	Town of Ajax; community groups, institutions, businesses	Non-direct	Nominal	
Waste	Develop incentives for residential waste reduction.		✓	Durham Region	Town of Ajax	Low	Nominal	
Waste	Generate greater awareness around littering, illegal dumping, composting and recycling.	✓		Durham Region	Town of Ajax	Non-direct	\$5,000/year	
Waste	Develop an awareness program to promote residential composting.	✓		Town of Ajax	Durham Region	Low ¹⁸	\$25,000/year	
Waste	Develop campaign to encourage the use of reusable mugs, water bottles and reusable lunch containers.	✓		Town of Ajax	Durham Region	Low	\$10,000/year	
Waste	Develop and institute a Waste Management Leadership Program for businesses.		✓	Community groups, institutions, businesses	Town of Ajax; Durham Region	Non-direct	\$5,000/year	
Waste	Implement programs targeted at the re-use of materials (e.g., Freecycle, swap meets, drop off sites, etc.)	✓		Town of Ajax	Durham Region	Low	\$5,000/year	Durham Region LAP

Waste	Continue to divert electronic waste, hazardous waste, pet waste and other items not captured by regular collection (e.g., batteries, printer cartridges, light bulbs, styrofoam, mercury thermostats, etc.).	✓		Durham Region, Province of Ontario	Town of Ajax	Low	Nominal	Durham Region LAP
Waste	Offer residents additional blue bins.	✓		Town of Ajax	Durham Region	Non-direct	Blue bins: \$6/each Green bins: \$15/each	
Waste	Utilize thermal mass burn technology to dispose of residential waste and generate energy in a joint York Region and Durham Region Energy From Waste Facility.		✓	Durham Region		Low (~14 tonnes/year) ¹⁹	~\$280,000,000 (entire project)	
Waste	Create eco-business clusters where there are efficiencies through shared resources.		✓	Town of Ajax	Community groups, institutions, businesses	Non-direct	Unknown	
Waste	Conduct waste audits of commercial and industrial facilities.	✓		Community groups, institutions, businesses		Non-direct	Depends on application	
Waste	Develop program/policy to encourage responsible disposal of construction waste.	✓		Durham Region	Community groups, institutions, businesses	Low	Nominal	



NOTES

¹ The average light-duty gasoline vehicle in Canada has a fuel efficiency of 10.7 L/100 km and travels 15,400 km per year, consuming 1,647.8 L of gasoline and producing 3.8 tonnes of CO₂e per year. In contrast, a 2012 Toyota Prius has a fuel efficiency of ~4.0 L/100 km. Travelling the same 15,400 km per year, the Prius would consume 616 L of gasoline and produce 1.4 tonnes of CO₂e--an annual GHG reduction of approximately 2.4 tonnes.

An average light-duty gasoline truck (includes SUVs) in Canada has a fuel efficiency of 11.8 L/100 km and travels 15,400 km per year, consuming 1,817.2 L of gasoline and producing 4.2 tonnes of CO₂e per year. In contrast, a 2012 Ford Escape Hybrid has a fuel efficiency of 6.2 L/100 km. Travelling the same 15,400 km per year, the hybrid would consume 955 L of gasoline and produce 2.2 tonnes of CO₂e per year--an annual GHG reduction of approximately 2 tonnes.

Note that GHG reductions will vary depending on annual vehicle kilometres travelled.

² See Endnote 1.

³ The [BC Climate Action Toolkit](#) estimates that for the average vehicle with a 3-litre engine (e.g. 2000 Nisan Patrol) every 10 minutes of idling costs more than a quarter of a litre in wasted fuel or approximately 0.6 kg of carbon dioxide. Potential GHG reduction = (number of cars estimated to stop idling)*(the average number of minutes a car idles in a day)*(0.06 Kg/min)*365 days/year

⁴ See Endnote 3.

⁵ The City of Ottawa has purchased over 200 diesel-electric hybrid buses for use in its transit fleet. The City estimates that the hybrid models could improve fuel efficiency by 17-36% when used on low-speed routes with frequent stops and starts. The incremental cost of purchasing the hybrid model, when compared to a conventional diesel model, is estimated at \$165,000. The City of Saskatoon also purchased hybrid diesel-electric buses and found that these hybrid models save 11% in diesel consumption compared to the conventional diesel models.

⁶ A 2006 Ford Crown Victoria with a fuel efficiency of 14.0 L/ 100 km, traveling 100,000 km per year, would consume 14,000 L of gasoline and produce ~33 tonnes of GHG emissions. A 2007 Toyota Camry Hybrid with a fuel efficiency of 7.1 L/100 km, traveling the same distance, would consume ~7,100 L of gasoline and produce ~17 tonnes of GHG emissions--a reduction of 16 tonnes. If 25 taxi cabs were converted to hybrid vehicles, this would result in an annual GHG reduction of 400 tonnes.

⁷ Tree Canada methodology: 1 tree captures ~ 0.734 t GHGs over an 80 year lifecycle.

⁸ GHG reduction would depend on type of green building standard/practices adopted and the extent to which these practices are applied throughout the municipality. The table below summarizes typical energy savings for LEED buildings.

	LEED Rating			
	Certified	Silver	Gold	Platinum
Energy Savings	25-30%	30-50%	50-60%	>60%
Annual Utility Savings	\$0.75/ft2	\$1.00/ft2	\$1.25/ft2	\$1.50/ft2
Typical Payback	Under 3 years	3-5 years	5-10 years	10+ years
Incremental Construction Cost				
Small Buildings	3%	7%	10%	15%
Large Buildings	1%	3%	5%	8%

Source: Enermodal Engineering. *LEED™ Green Building Rating System 2009 Explained*. [Accessed electronically](#) on November 21, 2012.

Based on a quick review of LEED projects in the National PCP Measures Database, LEED certification for new buildings can result in GHG reductions ranging from 15 tonnes to over 500 tonnes. The potential GHG reduction varies depending on the size of the facility, the energy types that are used in the province, the green building features that are incorporated, etc.

⁹ The Steam Plant primarily uses biomass for fuel (CO2 emissions are therefore considered to be carbon neutral). Assuming the plant is able to produce enough power for 6,000 households, and that the average household consumes approximately 10,000 kWh of electricity per year, the steam plant will provide approximately 60,000,000 kWh of electricity from a renewable source, which would reduce GHG emissions by ~ 7,800 tonnes if assessed against the current grid mix. Further GHG reductions would also be achieved as a result of the district heat/cooling provided by the plant, however, more details are needed to quantify these amounts.

¹⁰ Durham Region. *From Vision to Action – Region of Durham Community Climate Change Local Action Plan 2012*. Ajax provided \$5,000 funding in 2012.

¹¹ Veridian reported a reduction of 107 tonnes of GHGs in 2011 in Ajax through Business and Industrial Conservation Demand Management programs. Program delivery costs were approximately \$500,000 for the entire service area, which is approximately \$100,000 in Ajax. Source: Veridian Connections Inc. Conservation and Demand Management 2011 Annual Report.

¹² See Endnote 11.

¹³ See Endnote 8.

¹⁴ According to the [IESO](#), wind power connected to the IESO-controlled grid had an average yearly capacity factor of 28 per cent in 2009. Using this capacity factor of 28%, we can assume that a 100 MW wind farm would produce 245,280,000 kWh a year (100 MW x 0.28 x 24 hrs/day x 365 days/year x 1000 kW/MW conversion). Since the wind turbines produce this electricity from a renewable source, it would reduce GHG emissions by ~ 31,886 tonnes if assessed against the current grid mix.

¹⁵ Veridian reported a reduction of 177 tonnes of GHGs in 2011 in Ajax through the Residential Conservation Demand Management program. Program delivery costs were approximately \$375,000 for the entire service area, which is approximately \$110,000 in Ajax. Source: Veridian Connections Inc. Conservation and Demand Management 2011 Annual Report.

¹⁶ According to [Natural Resources Canada](#), 154,100,000 GJ of electricity and 329,300,000 GJ of natural gas were consumed by 4,950,700 households in Ontario in 2009, and the share of electricity and natural gas use was 29.2% and 62.4% respectively. The average electricity and natural gas consumed per household is 31 GJ and 67 GJ respectively.

Enbridge's [Home Weatherization Retrofit program](#) states that the program can lower energy use up to 30%. Assuming homes only use electricity and natural gas, this would result in an 8.76% and 18.72% reduction in electricity and natural gas use respectively i.e. a 2.7 GJ and 5.8 GJ of electricity and natural respectively. In total, this results in a GHG emissions reduction of 0.97 tonnes of CO₂e/household.

Total potential GHG emissions reduction = (number of homes expected to use this program)*(0.97 tonnes of CO₂e/household)

¹⁷ Durham Region. *From Vision to Action – Region of Durham Community Climate Change Local Action Plan 2012*.

¹⁸ A well-used backyard composters can divert between 0.12 and 0.25 tonnes of organic waste per year. 500 units could divert between 60 and 125 tonnes of organic waste from landfill per year. GHG reduction would be ~50-100 tonnes in terms of avoided landfill emissions.

¹⁹ In 2011, Durham Region disposed of 107,670 tonnes of residential garbage, 14,438 tonnes of which were from the Town of Ajax. Since 1 tonne of waste processed by EFW = 1 tonne of GHG avoided, approximately 14 tonnes of GHG can be avoided per year through energy-from-waste processing.

