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# Green Municipal Fund



**Leadership in Brownfield  
Renewal Program**

**2015–2016  
achievements:**

**Working together for  
a revitalized future**

**“The LiBRe program has provided useful resources and great opportunities to share best practices across Canada. The best part of the program is knowing that other municipalities across the country are implementing similar programs to revitalize brownfield sites, and that we can help each other overcome the diverse challenges that we each face.”**



**Peter Ellis,**  
**Principal Planner**  
Region of Waterloo, ON



The Government of Canada endowed FCM with \$550 million to establish the Green Municipal Fund™. The Fund supports partnerships and leveraging of both public and private sector funding to reach higher standards of air, water and soil quality and climate protection.

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**Federation of Canadian Municipalities**

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# The Leadership in Brownfield Renewal program: A look back at Year One

Brownfield redevelopment plays a critical role in improving the environmental, social and economic health of municipalities across Canada. Cleaning up contaminated sites not only restores soil and groundwater quality, it also minimizes risks and liabilities and allows for site redevelopment. Redevelopment is key to creating jobs, expanding the tax base and revitalizing local economies.

However, brownfield redevelopment initiatives can be complex and risky. Municipalities often require new knowledge, tools and connections to get their projects going and ensure success. To respond to this need, FCM's Green Municipal Fund (GMF) launched the Leadership in Brownfield Renewal (LiBRe) program in June 2015.

## Goals

### LiBRe seeks to:

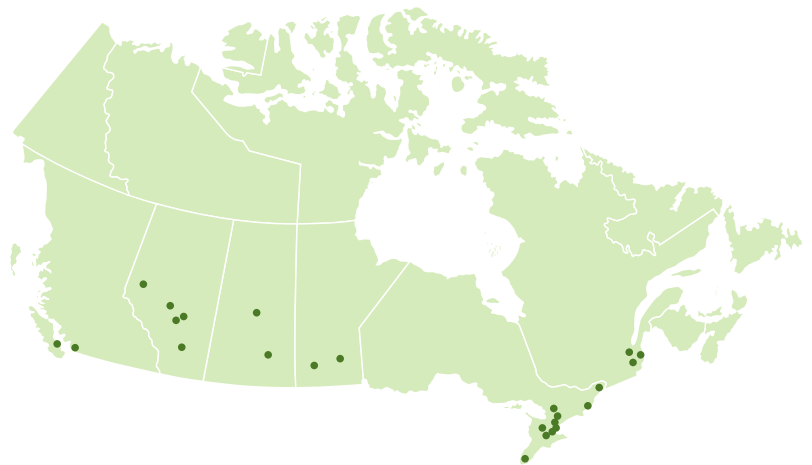
- help municipal practitioners develop the knowledge and skills necessary to become facilitators of brownfield redevelopment
- promote knowledge sharing and peer networking among municipal brownfield practitioners
- build a national network of municipalities committed to brownfield redevelopment
- track progress and recognize achievements of member municipalities

LiBRe aims to help municipalities better understand, navigate and reduce barriers to brownfield redevelopment. The program connects communities committed to bringing brownfield sites back into productive use, and provides them with:

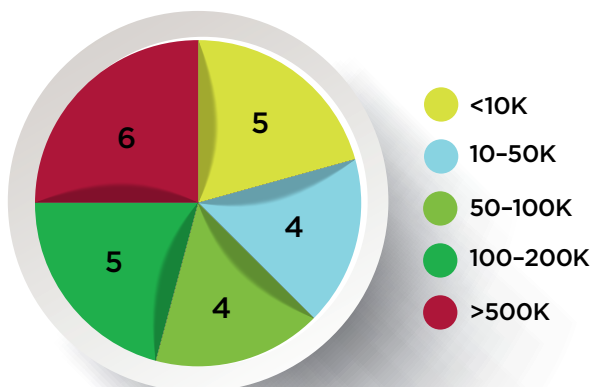
- valuable networking opportunities
- free learning activities (online and in-person)
- guidebooks, roadmaps and other useful resources

## Who is LiBRe? 2015-2016 members

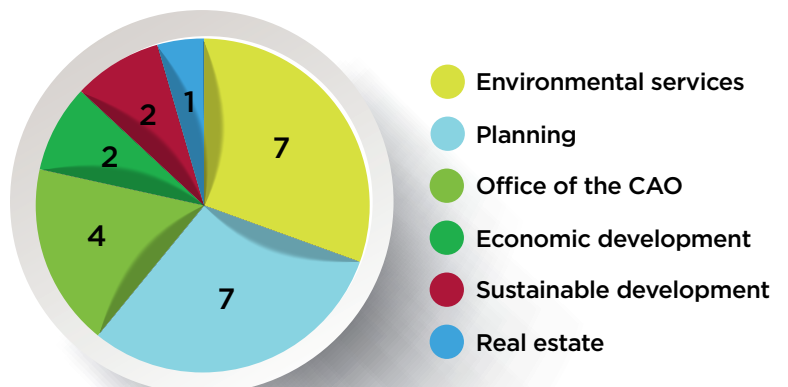
In its first year, the LiBRe network expanded to a wide-ranging, pan-Canadian group of 23 members. Participants come from six provinces and represent a variety of municipal departments and municipality sizes. Their diversity highlights the multidisciplinary nature of brownfield redevelopment, as well as the pervasiveness of brownfield challenges throughout all provinces and communities.



LiBRe members by municipality size



LiBRe members by municipal department



## How LiBRe works: Seven steps to success

The LiBRe program is structured around a seven-step framework that reflects best practices for becoming a municipal leader in brownfield renewal. The program's learning materials and activities support members' progress through each of the seven steps.

LiBRe members commit to participating in the program's learning activities, making strides through the seven steps of the LiBRe framework and reporting annually on their progress.



### **Commit to action:**

Raise awareness and secure a formal municipal commitment to support brownfield redevelopment



### **Understand the landscape:**

Conduct a detailed analysis of brownfield sites and the local context



### **Build partnerships:**

Build relationships with key brownfield stakeholders



### **Devise a strategy:**

Develop a formal policy and programs for facilitating brownfield redevelopment



### **Promote programs and opportunities:**

Build awareness of brownfield issues, programs and redevelopment opportunities



### **Manage programs and projects:**

Foster the redevelopment of local brownfield sites



### **Evaluate, improve and celebrate:**

Assess and improve brownfield redevelopment policies, programs and processes, and celebrate success

## LiBRe achievements: Brownfield success stories across Canada

A broad range of brownfield initiatives got underway in municipalities across the country in 2015–2016. Whether it was taking the initial step to commit to action or refining and improving long-standing brownfield policies and programs, LiBRe members made progress toward achieving all seven steps of the LiBRe best practices framework. Here are some of the successes they reported.





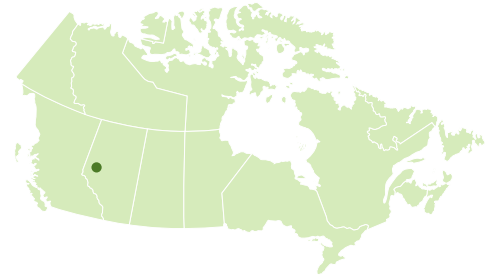
## Commit to action City of Grande Prairie, AB

In response to an increase in brownfield sites within the community, Grande Prairie City Council passed a resolution in December 2014 directing staff to develop a program to encourage brownfield remediation, with a specific focus on former gas station sites. Since making that formal commitment to action, Grande Prairie has made progress toward the next steps in the LiBRe best practices framework. In 2015–2016, the city developed an inventory of its brownfield sites and began to examine possible brownfield incentives that would appeal to community stakeholders. Grande Prairie also created an interdepartmental working group that is meeting regularly to develop a brownfield strategy, which will be presented to city council in the fall of 2016.



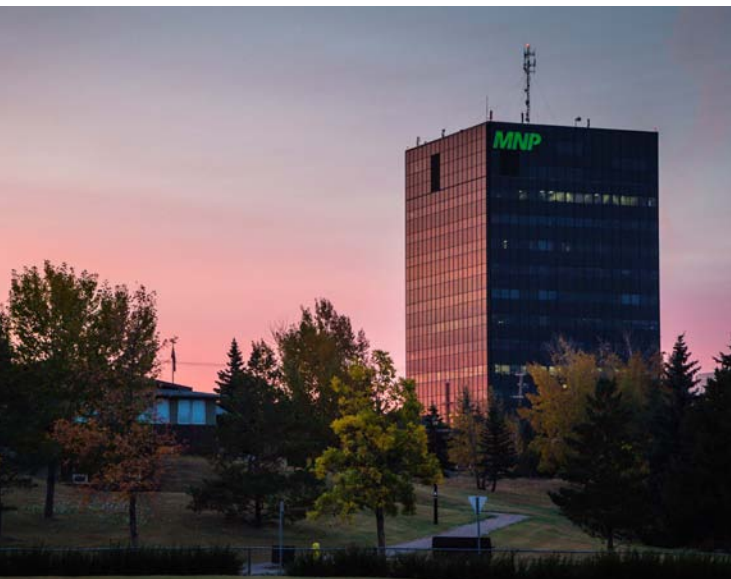
**“LiBRe has helped immensely to provide an understanding of all the components required to develop a successful brownfield strategy. The city is somewhat limited in our brownfield experience, so having a network to tap into for assistance has been very beneficial. We look forward to growing this relationship in 2016–2017.”**

**Kase DeVries, Sustainability Coordinator  
City of Grande Prairie, AB**



### **Other notable achievements in 2015–2016**

Municipal councils in the Town of Mayerthorpe, AB, and the City of Orillia, ON, officially committed to brownfield redevelopment as a municipal priority.





## Understand the landscape City of Nanaimo, BC

Nanaimo has been working hard to unlock the potential of a strategically located property in the city’s downtown core: a 26.7-acre waterfront parcel located at 1 Port Drive. Revitalization of this area was previously halted because of environmental risks from long-ago coal mining and filling operations, fragmented property ownership and rights-of-way granted in perpetuity. To overcome these issues, Nanaimo purchased the property from CP Rail in March 2013.

With funding support from GMF, Nanaimo spent the past year conducting a detailed analysis of the site’s contamination and developing a remedial plan for the area. With a better understanding of the local context and environmental risks, the city set about readying the site for redevelopment. Nanaimo has terminated short-term leases and demolished derelict buildings and docks. It is also in the process of removing rights-of-way and is preparing a master plan for the future subdivision of the site, which will provide public access to the waterfront, as well as a strategic location for a transit hub.

Want to know more about Nanaimo’s waterfront redevelopment project? Watch this [webinar](#).



**“The LiBRE program has connected us with a national network of brownfield practitioners. It is reassuring to know that we are not working in isolation and can draw on best practices from across the country to identify solutions that will work in our community.”**

**Bill Corsan, Manager, Real Estate  
City of Nanaimo, BC**

### Other notable achievements in 2015–2016

Several municipalities developed brownfield inventories — the Town of Mayerthorpe, Town of Devon and City of Grande Prairie, AB, the City of Nanaimo, BC, and the City of Winnipeg, MB.





## Build partnerships Town of Oakville, ON

To meet the new and more stringent reporting requirements of the Public Sector Accounting Board (PSAB) standard on liability for contaminated sites (Section PS 3260), the Town of Oakville established an internal working group to streamline data collection and improve information sharing between key departments (e.g., financial operations, realty services, development engineering, planning and environmental policy). The working group has been instrumental in enabling the town to:

- better mitigate environmental and financial risk and liability
- improve decision-making related to public and private lands
- better plan for future redevelopment sites, including remediation, facility management and new facility construction
- promote economic development and optimize property tax recovery



**“We became more familiar with best practices in brownfield remediation and redevelopment by attending LiBRe peer learning meetings and by reviewing FCM’s online resources.”**

**Jeffrey Lee, Research Policy Analyst  
Town of Oakville, ON**



### Other notable achievements in 2015–2016

- The Town of Devon, AB, is exploring a brightfield project in collaboration with Imperial Oil.
- A regional brownfield working group meeting was held in the Region of Waterloo, ON.
- Several municipalities formed interdepartmental brownfield working groups — the Town of Olds, Town of Devon and City of Grande Prairie, AB; the City of Regina, SK; and the City of Brandon, MB.



## Devise a strategy City of Brandon, MB

With brownfield redevelopment being a relatively new priority in Brandon, the city knew it required direction and guidance. Brandon staff formed a cross-departmental steering committee to build internal capacity for developing and implementing an effective brownfield strategy and incentive program. Committee members consulted GMF resources, such as the LiBRe guidebook series, and participated in GMF events, including webinars and the 2016 Sustainable Communities Conference, to discover best practices in the sector. They also reached out to other LiBRe members for their expertise in specific areas, such as brownfield incentives.

Brandon aims to present a formal brownfield strategy to city council in 2016–17. Once approved, the city will promote its brownfield incentives to external stakeholders within the community, including developers.



**“The LiBRe program has been a great catalyst, moving the city forward in addressing brownfields.”**

**Lindsay Hargreaves,  
Environmental Initiatives Coordinator  
City of Brandon, MB**



### Other notable achievements in 2015–2016

- The Town of Mayerthorpe, AB, developed and adopted a new brownfield strategy.
- Brownfield strategies got underway in the City of Orillia and Town of Oakville, ON, and the City of Grande Prairie, AB.



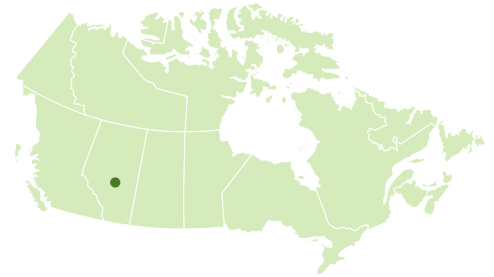


## Promote programs and opportunities Town of Mayerthorpe, AB

After comprehensive public consultation, Mayerthorpe adopted a municipal sustainability plan to protect the town’s long-range cultural, economic and environmental interests. When the Alberta Urban Municipalities Association (AUMA) called attention to LiBRe, Mayerthorpe embraced the opportunity to join the program and investigate brownfield strategies as part of its renewed commitment to sustainability. The town established brownfield redevelopment as a priority for its 2016 Strategic Directives Plan. This led to its first brownfield redevelopment policy and grant program, which funds Phase I and Phase II environmental site assessments on sites of former refuelling stations and dry-cleaning facilities.

To ensure grant uptake, the town promoted the program through its community newsletter and Facebook page, and sent letters to landowners who may own brownfield sites. The town’s mayor and chief administrative officer met with banking institutions, regional industry and local business representatives to introduce them to the program.

Any unused funds from the grant program will go into a new reserve for environmental site assessments of municipally owned brownfields, enabling Mayerthorpe to identify contaminated sites, determine the extent of liability and establish remediation and redevelopment options.



### Other notable achievements in 2015-2016

- The City of Edmonton, AB, actively promoted brownfield programs and priorities to key stakeholders.
- The Region of Waterloo, ON, and the City of Edmonton, AB, applied for and received Sustainable Communities Awards for outstanding brownfield initiatives.



**“Participating in the LiBRe program has provided me with new knowledge and tools, an increased peer base and access to best practices. With these essential tools, the Town of Mayerthorpe is able to work towards improving the environment, creating new opportunities for redevelopment and achieving compliance with fiscal policies.”**

**Karen St. Martin, Chief Administrative Officer  
Town of Mayerthorpe, AB**





## Manage programs and projects Cities of Brantford, Kingston and Windsor, ON

The cities of Brantford, Kingston and Windsor, ON, have had brownfield programs in place for several years and have been working diligently to catalyze the redevelopment of long-standing brownfield sites in their communities.

In March 2015, Brantford began a two-year remediation of a municipally owned 20-hectare brownfield site. The city used GMF funding to test and apply a variety of innovative remediation techniques, including bioremediation and recycling more than 1 million litres of oil. The city has now completed 80 per cent of the soil remediation program and will launch a groundwater remediation program in mid-2016, if required.

Kingston saw the successful redevelopment of two former brownfield sites, yielding 115 condo units, 140 student apartments, \$1 million in annual property taxes and \$70 million in property valuations. The city also approved two new brownfield projects, slated for redevelopment in 2018. Combined, these initiatives will yield a total of 400 residential units as well as ground-floor commercial space on a main street that will benefit greatly from revitalization.

After 10 years of hard work, Windsor finally sold an 11-acre former chrome-plating facility that had been vacant for more than 20 years. The new owner, U-Haul, will transform the property into a storage and vehicle rental facility, aligning with its corporate goal of reducing carbon emissions through infill development. The sale can be attributed to a number of smart moves on the part of the municipality. The city appointed an experienced city planner to champion and spearhead the project from beginning to end. Windsor used GMF funding to carry out an environmental site assessment in advance of the sale, thereby reducing uncertainties for prospective buyers. The city also offered a suite of incentive programs to help fund the site remediation.



**“The FCM LiBRe program provides a forum for communication and sharing of best practices among municipal brownfield professionals. Participation in the program has saved many hours of individual research and potential missteps for the City of Windsor. In-person training and networking has improved the quality of Windsor’s brownfield program.”**

**Greg Atkinson, Senior Planner,  
Local Economic Development  
City of Windsor, ON**



### Other notable achievements in 2015–2016

- The Town of Mayerthorpe, AB, and the City of Nanaimo, BC, completed environmental site assessments.
- The City of Mississauga, ON, received provincial funding to do detailed environmental and technical studies for access to a major waterfront site.
- Several brownfields were redeveloped in the City of Vancouver, BC — primarily former service stations.
- Sixteen brownfield sites benefited from financial incentives in the Region of Waterloo, ON.

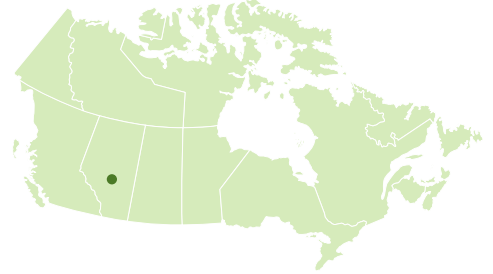


## Evaluate, improve and celebrate City of Edmonton, AB

Since 2010, Edmonton has been providing grants to catalyze the redevelopment of underused sites throughout the city. More than \$5.8 million has been committed to date. Initially developed with funding from GMF, the program first targeted contaminated gas stations and was later expanded to include all refuelling sites within Edmonton. A multidisciplinary task force of city councillors and staff devised the program, drawing on best practices and consultations with local brownfield stakeholders. A municipal brownfield coordinator acts as a single point of contact for any brownfield-related inquiry.

The city continually refines the brownfield program, now in its sixth year of operation, to respond to the needs of a wider range of developers and brownfield property owners. By maintaining clear communication with key brownfield stakeholders, Edmonton has been able to better assess and improve brownfield redevelopment policies, programs and processes and celebrate local successes. Edmonton's exemplary efforts were recognized at FCM's 2016 Sustainable Communities Awards, where the city received the Brownfields Program award.

Want to learn more about Edmonton's brownfield program? Watch this [video](#).

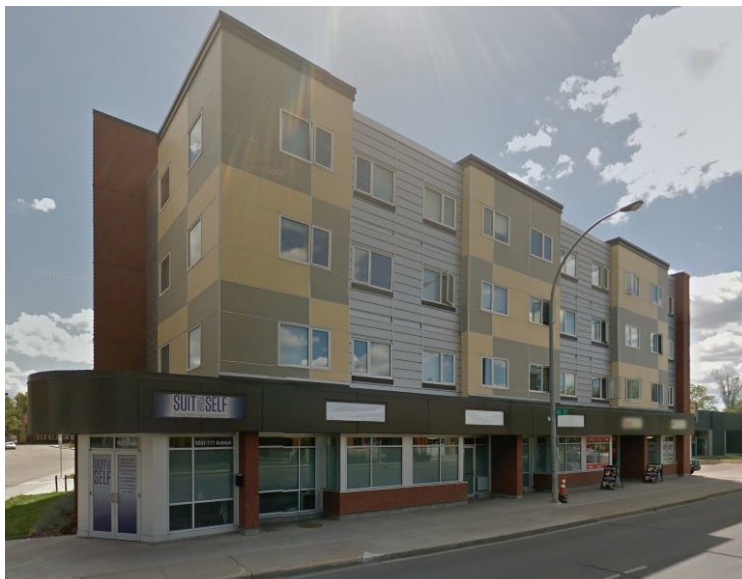


**“The LiBRe network has contributed valuable information that has prompted us to add services, upgrade our training and modify our programs.”**

**Barbara Daly, Senior Project Manager  
City of Edmonton, AB**

### Other notable achievements in 2015–2016

The City of Kingston, ON, presented its council with a progress report on its brownfield program, in preparation for a more in-depth review in 2016–2017.





## Looking ahead to 2016-2017

LiBRe members are committed to continually advancing their brownfield redevelopment goals and making progress through the seven-step LiBRe framework. Over the coming year, they will take on a wide range of exciting initiatives, laying the groundwork for more brownfield redevelopment projects in their communities.

These initiatives will include:

- improving internal capacity to support brownfield redevelopment by educating and hiring new staff, expanding interdepartmental brownfield working groups and improving internal processes and knowledge sharing
- building better relationships with local brownfield stakeholders, and proactively informing them of municipal brownfield programs and redevelopment opportunities
- conducting environmental studies on brownfield sites and developing or renewing brownfield strategies and incentives

Veteran municipalities that have been taking action on brownfields for nearly a decade will explore innovative new ideas to tackle their sites. These include:

- Brightfields: implementing renewable energy generation on brownfield sites
- Interim use: allowing temporary land use on brownfield sites until redevelopment becomes feasible.
- Sustainable remediation: using low-carbon approaches to remediate brownfield sites
- Clean soil banks: implementing a soil exchange program to promote sustainable soil recycling and address soil management issues
- Natural assets inventories: taking inventory of the ecological services provided by natural assets to create a disincentive to greenfield development
- Brownfield bus tours: conducting bus tours of brownfield sites to generate developer interest

## Ongoing support from GMF

Moving forward, GMF will continue to offer learning activities and develop resources to support LiBRe members in their brownfield endeavours. A new series of online and in-person activities are planned for Year Two, and two new guidebooks will be published: one on promoting brownfield programs and redevelopment opportunities, and another on developing brownfield inventories.

In LiBRe's inaugural year, the program attracted a strong cohort of anglophone municipalities. For 2016-2017, a main focus will be on expanding LiBRe membership among francophone municipalities and offering French-language learning activities tailored to their needs.

### LiBRe resources published to date:

- [LiBRe Best Practices Framework](#)
- [Taking Action on Brownfields case studies](#)
- [Committing to Action guidebook](#)
- [Devising and Implementing an Effective Brownfield Strategy guidebook](#)



# LiBRe 2015–2016: At a glance

## Key activities

**JUNE 2015**

- The LiBRe program launched on June 17, 2015, at the annual conference of the Canadian Brownfields Network in Toronto
- FCM's Green Municipal Fund released new brownfield resources: the *Committing to Action* guidebook, *Taking Action on Brownfields* case studies and the *LiBRe Best Practices Framework*

**SEPTEMBER 2015**

- GMF hosted the first online LiBRe group meeting, to discuss municipal brownfield inventories and new PSAB reporting requirements (Section PS 3260)

**OCTOBER 2015**

- GMF released its second LiBRe guidebook: *Devising and Implementing an Effective Brownfield Strategy*
- A LiBRe member (City of Edmonton, AB) won a 2015 Canadian Urban Institute (CUI) Brownie Award for its Brownfield Redevelopment Grant Program at CUI's Inve\$table City conference in Toronto

**NOVEMBER 2015**

- The LiBRe group met online to learn about promoting municipal brownfield programs and redevelopment opportunities

**JANUARY 2016**

- The LiBRe group met online to prepare for its first face-to-face meeting in February

**FEBRUARY 2016**

- LiBRe members gathered in Ottawa for a full-day workshop on redeveloping petroleum brownfield sites (special guests: representatives from the British Columbia and Ontario provincial governments, the Alberta Urban Municipalities Association, Atlantic PIRI, the Canadian Fuels Association and Windmill Development Group)
- A dozen LiBRe members participated in full-day training on sustainable approaches to brownfield redevelopment as part of FCM's 2016 Sustainable Communities Conference
- Two LiBRe members won a 2016 FCM Sustainable Communities Award in the Brownfields category:
  - the City of Edmonton, AB, won for its Brownfield Redevelopment Grant Program
  - the Region of Waterloo, ON, won for its contribution to the Breithaupt Block project, in partnership with the City of Kitchener, ON, and Perimeter Development Corporation

**MARCH 2016**

- The first year of the LiBRe program was officially completed

## LiBRe members 2015-2016

Prov.	Municipality	Pop.	Name	Title
AB	Town of Devon	6,510	Tony Kulbisky	Chief Administrative Officer
	Town of Olds	8,235	Larry Wright	Strategy and Technology Officer
	City of Edmonton	812,201	Barbara Daly	Senior Project Manager
	City of Grande Prairie	55,032	Kase DeVries	Sustainability Coordinator
	Town of Mayerthorpe	1,398	Karen St. Martin	Chief Administrative Officer
BC	City of Vancouver	603,502	Jennifer Mayberry	Manager of Environmental Services
	City of Nanaimo	83,810	Bill Corsan	Manager, Real Estate
MB	City of Brandon	46,061	Lindsay Hargreaves	Environmental Initiatives Coordinator
	City of Winnipeg	663,617	Valdene Lawson	Senior Planner
ON	City of Brantford	93,650	Tara Tran	Policy Planner
	City of Hamilton	519,949	Judy Lam	Senior Business Development Consultant
	City of Kingston	123,363	Nathan Richard	Project Manager, Brownfields
	City of Mississauga	713,443	Lorenzo Ruffini	Strategic Leader
	Town of Newmarket	79,978	Michelle O'Brien	Infrastructure and Environmental Coordinator
	Town of Oakville	182,520	Jeffrey Lee	Research Policy Analyst
	City of Orillia	30,586	Andrew Schell	Director of Environmental Services
	Region of Waterloo	507,096	Peter Ellis	Principal Planner
	City of Windsor	210,891	Greg Atkinson	Senior Planner, Local Economic Development
QC	City of Plessisville	6,688	Justine Fecteau-Fortin	Director, Sustainable Development Services
	City of Saint-Zotique	6,773	Anick Courval	Director - Planning
	City of Trois-Rivières	131,338	Julien St-Laurent	Environmental specialist
SK	City of Prince Albert	35,129	John Guenther	Director, Planning and Development Services
	City of Regina	193,100	Charlie Toman	Senior City Planner





**“The knowledge services and programs offered through FCM’s Green Municipal Fund provide the expertise that local governments can call upon for trusted assistance.”**

**Grant Walsom, Vice-President**  
Canadian Brownfields Network





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# Green Municipal Fund

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- ▶ We build municipal capacity with training, tools and resources.
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Canada

Discover how LiBRé can help your municipality take action on brownfield redevelopment by visiting [www.fcm.ca/libre](http://www.fcm.ca/libre) today.