

imagine **edmundston**

Municipal
Development
Plan

2019
2029

Municipal By-law no 32R2019
Edmundston
Public Presentation





The Municipality's main
reference for the
planning and development
of the territory.

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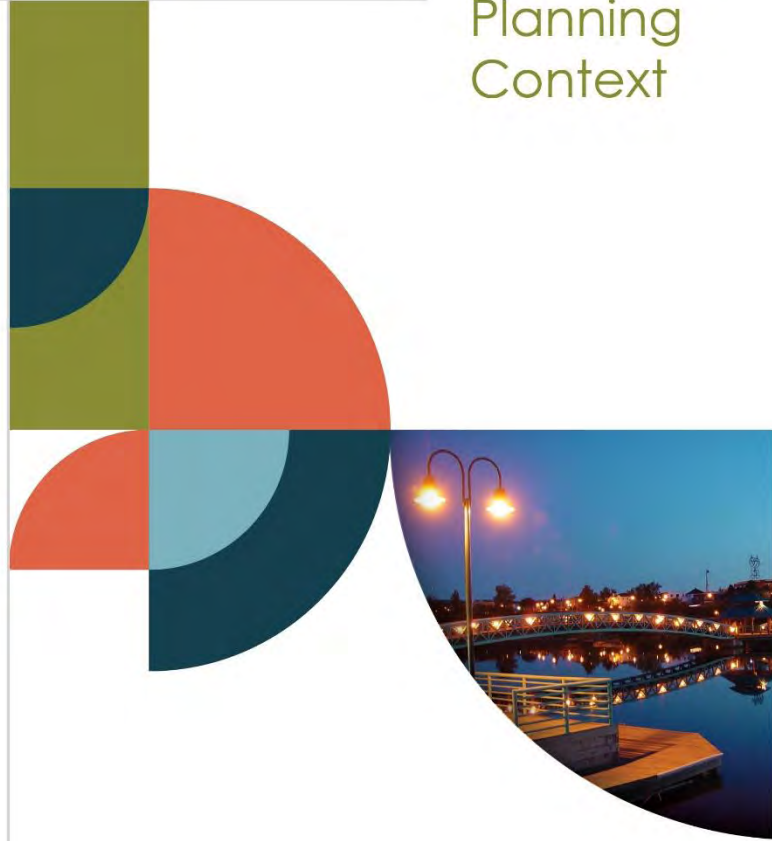
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A.

Planning
Context



A. Planning Context

1- Introduction

The Municipal Development Plan

The development of a new Municipal Development Plan, or Urban Plan, is above all an opportunity to refocus on the orientations of the Municipality towards a vision that better meets the realities of the population and especially their future aspirations. New lifestyles, environmental, economic, sociological, cultural, technological and theoretical realities cannot be ignored as they exert a profound influence on the planning of the territory. It is a matter of putting in place a tool that is better suited for the aspirations of our people and is based on best practices in terms of urban planning.

The Plan is the Municipality's main reference for the planning and development of the territory. As an analytical tool it presents the environmental, social and economic issues facing the community. As a tool to assist in decision-making, the development plan specifies the Municipality's planning and develop-

ment vision, the main directions taken to facilitate its implementation and the means of action proposed. Finally, as a management tool, it sets policies, programs and intervention measures to be preferred and outlines the intentions in regulatory matters.

The Provincial Legislative Structure

The *Community Planning Act* (2017, c. 19) holds the Municipality responsible for adopting a Municipal Plan. The Law defines the division of powers between the City Council, the Planning Advisory Committee, the Planning Director and the Citizens. The law defines several tools that make it possible to outline the development of the municipal territory, whether by plans or by-laws. It also establishes the structure for adopting and modifying the Plan in addition to methods of public consultation.

Adopted by the City Council it receives final approval from the Minister of Environment and Local Government before it is registered and applied. The Minister's role is to ensure the compliance of the Plan with the principles of the Law but also with the intentions of the Regional Plan and the statements of provincial interest (where they exist).

The Plan includes statements of policies covering all matters affecting the territory and municipal government, proposals for implementing policies, a five-year capital budget and a map showing the zones into which the municipality is proposed to be divided by the zoning by-law.

The adoption of a Municipal Development Plan does not engage the Municipality in implementing each of the proposals but rather prevents the undertaking of arrangements incompatible with a proposal or a statement that is included therein.

The by-laws resulting from the Plan must also be consistent with the Plan's statements and proposals.

How to Read the Plan

The document first presents a portrait of the development issues affecting the municipal territory. The theoretical diagnosis is shared by the various citizen engagement exercises that are used to identify the values and interests of the community to define the Development Guidelines within a 10-year horizon.

The Plan then proposes a vision that illustrates the shape that Edmundston will take by the various municipal projects. Edmundston's artist Sébastien Bérubé achieved the important mission of defining the com-

mon place between the Community, its realities, and above all, its ambitions.

The interventions are specified by the *Land Use Plan* which proposes a new organization of the municipal territory. It is intended to be a geographical and conceptual interpretation of all statements of policies and proposals. It will be a reference for the division of the territory in the zoning by-law.

Management and Implementation

The content of the Plan is established to serve as a reference for the entire decision-making process of the Municipality. Targets will be set in order to evaluate our success when, in 10 years, this document will be reviewed in accordance with the requirements of the Law.

The vision that emerges from the document should remain the same for the entire 10-year period. However, it must be sufficiently flexible so that the ways of achieving the objectives can be reoriented and calibrated if necessary.

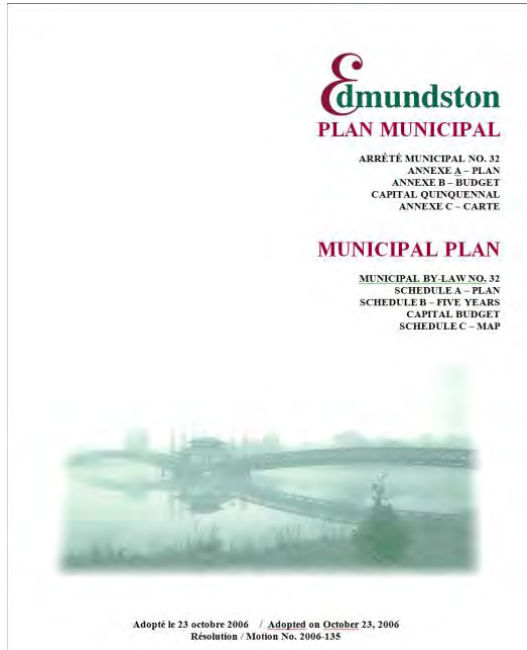
Previously for the citizens the daily application of the Plan was based on the resulting projects and by-laws of the city council. Now it is imperative that the citizens play a permanent role in the implementation of

the Plan, but also in the assessment. The deep commitment to citizen participation ensures the implementation of the tool that becomes the foundation

for continued involvement of our citizens in our development.

2- Review and Perspectives

Edmundston Since 2006



To promote Edmundston as a dynamic city filled with opportunities;

This was the vision of the 2006 Edmundston Municipal Plan. The primary objective was to standardize regulations by confirming the then current uses on the

territory. The exercise followed the creation of the new city in 1998 and considered the dominant vocations of each municipality prior to the amalgamation and aimed at economic development for the well-being of the community.

The very classic regulatory orientation of the Plan favoured the recognition of existing and uniform treatment of sectors according to usage. The regulatory approach focused almost exclusively on the uses. Few rules were provided for the physical development of the properties.

Since 2006, many economic, social and environmental changes have transformed our community. The Municipality has invested boldly in new infrastructure in order to improve services to citizens. The Police Station, the Sports Pavilion, the Arts Centre, the Mgr-J.-Eymard-Desjardins Community Center, the trail networks, the creation of Petit-Sault Park, the new Madawaska Dam turbine, the Berceau Park, the Principal Street upgrade in the Saint-Jacques sector, the Jean-Daigle Centre and all the concertation regarding the Edupôle Campus; that helped to enrich the City with amenities and attractive places.

Consultation and Planning

Edmundston has also adapted its organization to the needs of its population and to the new economic,

environmental and social realities. Several policy documents have been created to complement the Municipal Plan, such as strategic plans, the City Centre Vision Plan, the Green Plan, the Green Spaces Management Plan, and the Urban Forestry Management Plan. Evidence shows that efforts have not only been limited to infrastructure projects, such as the consolidation of the various Fire Stations, the establishment of a Development Department, taking the responsibilities in local land use planning, the creation of a Youth Secretariat, the establishment of an Entrepreneurial Community, the creation of a service entirely dedicated to the arts and culture, and increased concern for the planning of emergency measures have all helped to create the necessary guidance for the growth of the City to enrich our living environments.

Since 2014, municipal strategic planning has focused on a new vision that relies on a concerted strategy of direct intervention on the territory and the creation of a distinctive brand image. Two major orientations for the future of the City have been identified: development and wealth creation as well as organizational performance. This strategy is based both on support for private initiatives and on the community involvement. The City becomes a partner in achieving ob-

jectives emanating from the population. Since then, Edmundston has been "strong in nature" and its vision is to be more and more "open, prosperous and sustainable".

The citizens committees' great achievements have enabled our community to gain expertise in terms of mobilizing and citizen engagement. This desire to achieve great things is still very much alive. The new Development Plan intends to benefit greatly from the population to carry out projects and intends to extend the list of project achievements initiated by our community.

Environment

The events of heavy rainfall, invasive plants and insect pests have locally shown that the pace of climate change is accelerating. Planning is at the forefront of efforts to counter the adverse impacts of these changes. Mitigation measures are now needed in order to protect the population and infrastructure from direct threats of change. The topography and the presence of many streams require us to think of ways to reduce the impacts of extreme weather events that are likely to increase. Our choices in terms of infrastructure design, but also in the direction to be taken for real estate development will have conse-

quences that will be felt in a shorter term than anticipated. It is important for the Municipality to develop its territory in accordance with good risk mitigation practices related mainly regarding the flow of surface water.

Economy

From 2006 to this day, the economic context has gradually shifted from a job creation dynamic to a talent recruitment dynamic. Rather than attracting new businesses, employers and municipal governments must now compete to attract production and



Images of **floods** of June 2016 in the Boucher-Office sector (photo : G.Roy)

creative labour forces. It becomes even more fundamental for cities to provide a living environment of choice for businesses seeking to attract the best candidates. These individuals prefer to be in a living environment that matches their aspirations and those of their children.

To finance these initiatives, the City obviously needs to rely on its tax base. Since 2006, it has been increased through renovation of the residential sector

and a certain commercial renewal. Slow but steady growth also becomes a challenge in the context of asset management. The Municipality's ability to pay must increase if it wishes to continue to improve the quality of life for its citizens. We already know that the infrastructure replacement burden will take up a large part of the budget, while the population will continue to want to improve the quality of its living environments. It is time to make important choices!

Evolution of municipal tax base and tax rate
Edmundston (2010-2019)
SNB data, 2019

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total residential property (\$)	804,973,900	844,603,700	893,371,200	916,941,200	951,877,200	1,007,615,200	1,033,391,500	1,045,126,400	1,049,778,860	1,089,362,000
Total non-residential property (\$)	242,010,500	243,351,700	248,118,900	248,405,700	214,128,700	214,985,800	217,482,600	220,438,200	220,637,344	231,098,200
Municipal tax base for rate (\$)	1,167,748,344	1,208,286,634	1,264,144,883	1,286,350,658	1,270,242,796	1,330,093,900	1,359,615,400	1,375,783,700	1,380,734,876	1,436,009,300
Tax base increase	2.1%	3.4%	4.4%	1.7%	-1.3%	4.5%	2.2%	1.2%	0.4%	3.8%
Tax rate (per 100 \$ of evaluation)	1.567	1.586	1.593	1.615	1.635	1.635	1.635	1.635	1.635	1.635

The 2014 decline is due to a reassessment of the major industrial properties by the Government of New Brunswick. In 2018, the provincial government imposed a freeze on the tax base increase.

Preliminary Analysis and Consultations

Reflection on this new Plan really began in 2013 following the completion of the *Economic Development Plan for the Municipality of Edmundston* presented by an economic development action committee newly formed by the City Council under the Mayor's proposal. This committee made up of business people and economic stakeholders made observations on the state of our economy and proposed 14 potential solutions. The report has already guided several municipal initiatives that should with the Municipal Development Plan support valid proposals to achieve the intentions of the citizens' economic committee.

Solutions to face the municipalities' economic challenges

- Development of a clear vision on economic development for the Municipality
- Revaluation of grants awarded to organizations and infrastructure sponsored by the Municipality
- More support for local businesses by providing subcontracting
- To improve wayfinding and signage within the Municipality
- To create unique incentives to support start-up of new businesses
- To ensure greater consultation with the various organizations in the region
- To establish a one-stop shop for businesses
- To increase support for any new businesses or contractors coming to Edmundston
- Development of the tourism sector based on current strengths
- To have a specific land development plan oriented for retail businesses
- To support and encourage successful businesses and contractors
- To better access to transport infrastructure (air, bus, train, etc.)
- To use Édupôle as an axis of development for the region
- Odour reduction in city centre

(Source: Economic Development Plan for the Municipality of Edmundston presented by the Economic Development Action Committee)

presented by the Economic Development Action Committee)

(Source: Economic Development Plan for the Municipality of Edmundston pre-

The Five Citizens' Committees (2016-2018)

- Commitment, Communication and Open Data
- Sustainable Development and Green Energy
- Family Policy
- Renewed Partnership in Sports, Recreation and Culture
- Planning and Management of Infrastructures and Assets

In early 2016, again on the Mayor's proposal, the City Council set up five strategic committees including citizens, municipal employees and members of City Council to improve the municipal tool for the benefit of the Community. This public consultation allowed the population to be surveyed and identified guidelines and actions that inspired statements of policies and proposals of the Municipal Development Plan. The committee's reports were filed in the spring of 2018 and will be used to guide the new strategic plan.

Also in 2016, the Development Department appointed the firm BC2 to carry out the study *Les aires de paysages*, regarding the existing land uses were first updated, along with a breakdown of distinctive and refined built form that will guide the regulations recasting exercise. This review has highlighted the

characteristics of the built form as well as specific environment peculiar to our territory in order to establish the requirements regarding the physical layout of properties.

L'étude de mixité commerciale pour la ville d'Edmundston, carried out by Demarcom, was presented in the winter of 2018. The mandate given jointly with the CBDC Madawaska was to assess the value of the current and potential commercial use in Edmundston. The outcome of the commercial offer and identification of business opportunities will also be at the heart of the Municipal Development Plan's statements of policies and proposals.

In spring of 2018, the Municipality of Edmundston together with the Edmundston Central Business Corporation Inc., also known as Downtown Edmundston, has mandated Stantec to provide an update of the Edmundston Vision project from 2008. The *City Centre Development Plan* identifies urban issues in the downtown area and illustrates practical projects to enhance its development potential and help revitalize the city centre through the creation of attractive, connected and unifying zones.

In order to coordinate the development of bicycle access in Edmundston, the Municipality and its partners mandated Nova to establish an action plan to

make Edmundston a bike destination. *L'avenir du vélo à Edmundston, une ville forte de nature* establishes many directions that affects the development

of the public realm to make it more accessible to cycling in all its forms.



Les Halles de la cathédrale (Project Proposal, Stantec, 2018)

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The citizen participation that led the Plan's development process would benefit from the capacity of our community to conceptualize and propose solutions to complex issues. The process also had to use a max-

imum of platforms to reach people and encourage participation.

Imagine Edmundston was therefore proposed to the citizens to inform them about the reviewing process

of the Development Plan, but above all to offer them a platform where they could propose their own development initiatives for our territory. The invitations to ponder have been renewed throughout the year. The temporary public square, the Youth Secretariat's school tour, the *Brainstorm Ideas* event, the mini-ambassadors' camp and neighbourhood surveys helped show how citizens' ideas can be realized and how the Municipal administration was listening.

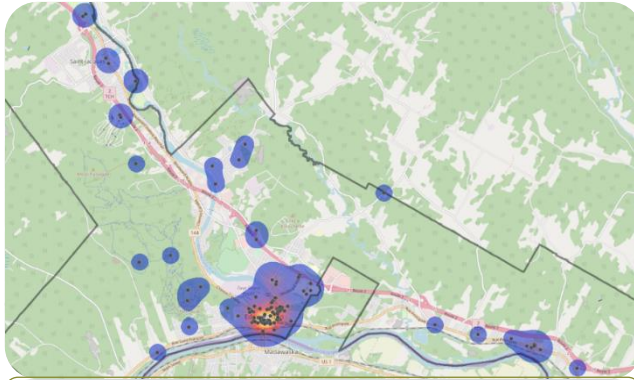
The first exercise identified more than 150 project ideas that the population hopes to see in the next 10 years (see map on next page). Citizens were able to use a web platform and express themselves on a postcard. They expressed themselves specifically and humbly to see their city beautify itself, to see their city lighten up, be more colourful and specially to become an entertaining destination throughout the

year. A sign that the heart of the city really counts for the citizens and that they wish to be offered a complete and pleasant living environment, it is mostly in the city centre where the projects were proposed.

During the **Brainstorm Ideas** event the population was able to experiment with the temporary realization of several projects proposed in the first exercise. The Youth Secretariat continued to support the process by ensuring the participation of young people for this event. The mini ambassadors travelled the city centre to entertain and embellish it with colours and amenities, including fire hydrants and a public piano. The whole initiative culminated on a day with foam in all its forms, enjoyed by the whole family. People were also able to express their views on their favourite projects and the strategic directions that the Municipality should take.



At the same time, the Youth Secretariat surveyed almost all students in our elementary schools and asked them how they wished to see the City in 10 years' time.



Project locations proposed during the citizen participation. (Edmundston, 2019)

With **imagine your neighbourhood**, coffee shop tours then took place in different neighbourhoods of the Municipality. Almost a dozen meetings were held to discuss issues that directly affect the population daily, such as traffic, local services, street design, parks and green spaces, maintenance, and municipal supervi-

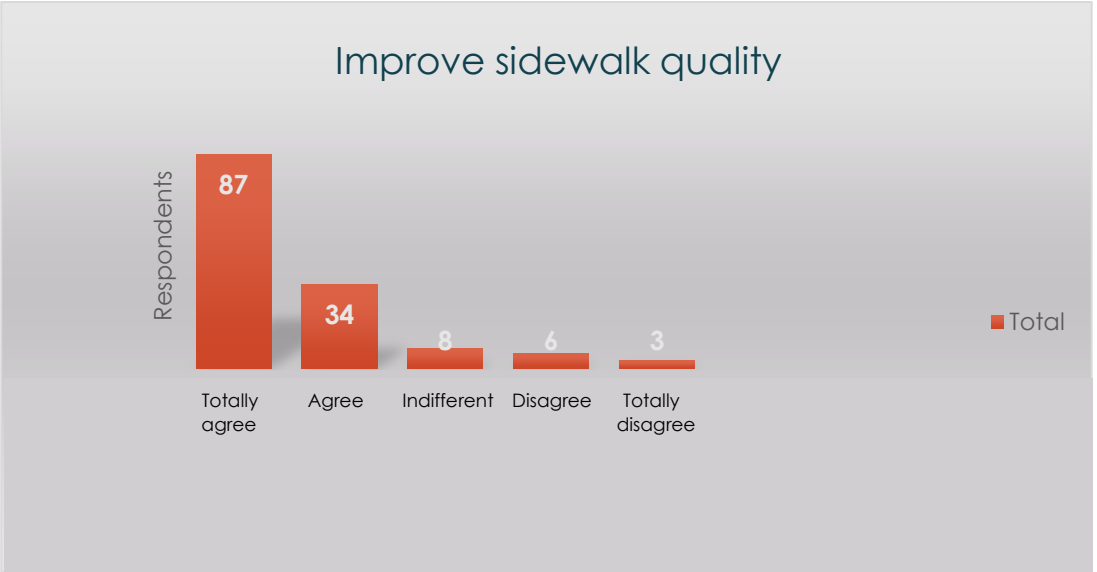
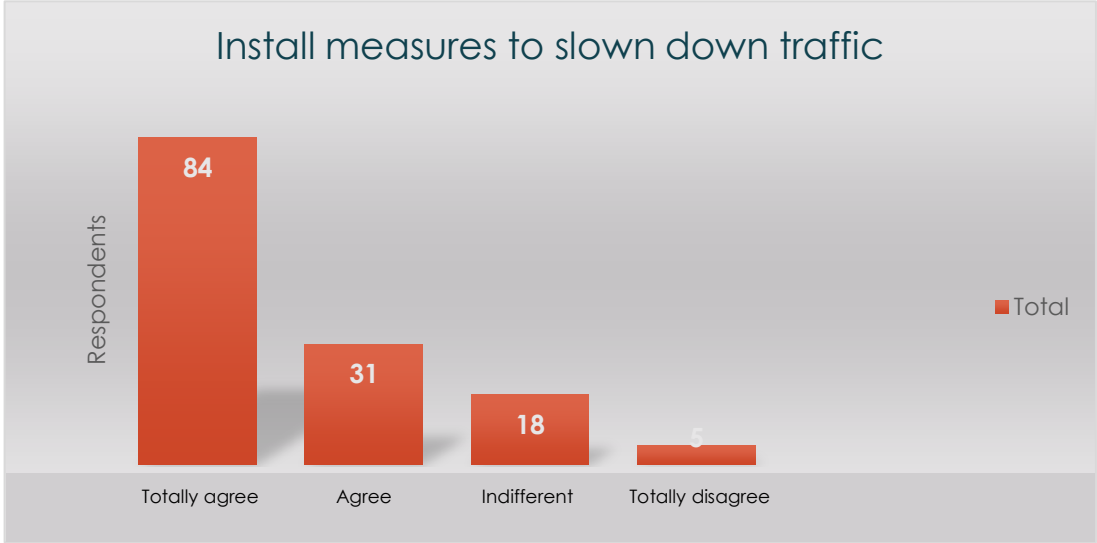
Issues raised by *Imagine your neighbourhood*

- Provide measures to slow down traffic
- Prioritize cycling and pedestrian in planning for public infrastructure
- Increase the level of sidewalk maintenance
- Improve access and equipment for green and public spaces
- Encourage the planting of trees, mainly in front yards
- Provide adequate street lighting
- Beautify and brighten

sion. The same survey was available online to the entire population.

Public consultations have established that it is not necessary to duplicate resources simply so that each of the living environment is recognized. Rather, it is about giving them their own essence, relying on the distinct elements. Citizens recognize and understand municipal responsibilities.

Examples of distribution of answers concerning measures to slow down traffic and improve sidewalk quality.



A renewed invitation was launched to consult the population around the City and the winter season. **Imagine Edmundston in Winter** has thus proposed atmospheres such as outdoor fires, hot chocolate, lighting, a series of sporting and cultural activities (snowboarding, hockey, snowmobiles, ATVs, shows, creative workshops) to encourage citizens to come out and tell us how our City could benefit even more from our Winter.

Demographic Perspectives

The reality of demographic challenges is experienced by cities like Edmundston mainly in their role as service providers and their potential development. The Municipality cannot act on all the structural factors of depopulation, but it can certainly act to improve the quality of life for its citizens with tax benefits

People have expressed themselves strongly for ice skating, especially with the development of icy trails, animated public squares, streets that offer a place of choice for pedestrians and urban art. The strong majority asked for colourful buildings, everywhere in the City. The City of St. John's served as an example where the most visible buildings were coloured to enrich the winter landscapes. They also suggested a slope for sliding.

for families, local service improvements, improving access to active transportation, or by supporting the inclusion of older people.

Edmundston experienced a population growth of 3.4% from 2011 to 2016. This increase was mainly in the 0 to 14 years age group. Although the number of inhabitants increased according to the 2016 Census,



Service Canada foresees a slow but steady decline in the number of households. Planning must meet this forecasted decrease responsibly by limiting the expansion of infrastructure.

The 65 years old and older group remains the most predominant. The ageing population existing in Edmundston and other rural poles are higher compared to urban centres. In the face of this low-mobility population, automobile dependence is one of the most important burdens for our ageing population. By consolidating local services and offering affordable housing in all sectors, we multiply our chances that people will be able to stay in their living environments. Since it is a population that is not very mobile and in the absence of public transport, there is still more to be done to centralize service areas to accommodate this clientele.

The result is an active population that decreases, but also influences the choice of housing. Edmundston households remain occupied mostly by owners (70% vs 30%). 59% of the dwellings are detached single-family households. This is a slight decrease which will continue with the ageing of the population. Single-family households are less in demand; people are looking to reduce their living space and seeking proximity to services.

Economic Development

Perspectives

Challenges related to the search for a sufficient and competent workforce are shared by all North American Cities. This reality is even more alarming in a rural context and away from the major centres. On the other hand, the limited size of our market facilitates the implementation of solutions benefiting from the proximity and flexibility of our supporting tools. The Municipality also has an active role in proposing an attractive and affordable living environment for new workers. It can do this in three ways: by first proposing an attractive and affordable living environment, by playing a supporting role for businesses in their implementation and investment projects, and by ensuring the mobilization and concertation of socio-economic stakeholders through a population growth strategy that takes into account the retention of young people and the repatriation of families and immigration.

Business Support

Since 2015, Edmundston proposed various economic development initiatives. The main purpose of the municipal management is to increase its tax base. It focuses on building community equipment, playing an active real estate role and directing businesses to

locations that have an attraction capacity. Through the municipal incentive programs, more than 50 companies received a helping hand and approximately 10 real estate projects.

Trade and Industry

The challenges of the retail trade are well known. Changes in consumer behaviour and the socio-demographic profile of consumers are amplifying retail outflow through outside or online purchases. Cities will continue to play an important role in commercial offers, specifically offering an experience and the ability to meet daily needs (proximity and choice).

In Edmundston, current commercial sprawl limits the growth of municipal land values. The absence of commercial zones does not create an attraction effect and does not allow for pooling of business premises. The distribution of shops throughout the urban area affects the attractiveness of the City and its commercial image¹. Nevertheless, during the last five years, a return of investment in the commercial and industrial fields has been seen. This justifies the already undertaken approach to reposition the

¹ -Commercial mix study – City of Edmundston, Demarcom, p. 5

commercial realm. Recent data from Commercial Mix Study shows that this trend is expected to continue, noting the City's development potential as a hub of commercial activity.

The Grey Rock development at the limits of our Municipality on the Madawaska Maliseet First Nation Reserve also contributes to increasing the regional commercial retail offer.

Residential Construction

Over the past five years, the construction industry has been continuing its tangent to the addition of multi-dwelling units. Whether in the form of condos, apartments or homes for retirees, developers offer denser types of dwellings, closer to services. The construction of single-family homes has been keeping pace for the last few years. The data suggests a certain saturation of single-family homes offered on the market.

Data on construction and land use planning

Edmundston	2015	2016	2017	2018
Housing units created	37	30	45	44
New single-family households	12	7	18	15
Demolitions	16	14	11	13

This is a reality that directly impacts the data on subdivisions that is the number of lands created for the purpose of building which remains limited. The situation is due to the number of lots offered in excess of the demands or because current offers that do not meet the types of locations sought. Since 2005, it is the promoters and buyers who must invest in order to install all road infrastructure. Previously, the City subsidized this type of settlement by taking over the costs of asphalt. Long-term profitability simply did not justify subsidizing this typical form of development. New land development techniques, new types of subdivision and a complete reassessment of our way of designing infrastructure should be undertaken if we hope for a change of direction.

Future Challenges

Every city must balance the following three variables: the value of its tax base, the tax burden on its taxpayers, and the level of services offered to citizens. The Administration is already experiencing fiscal, technological, climatic and infrastructure challenges. These impacts are likely to weaken the three variables identified if nothing is done. Let's not forget that challenges are always a source of constraints but is also true that they are always a source of opportunity. It's about choosing your position.

Taxation

Municipal taxation which directly affects our ability to pay and therefore intervene on our territory is a challenge for all municipalities to meet. The economic realities that redirect business activities to online transactions no longer respond to the realities of mu-

municipal responsibilities. The Cities of New Brunswick are also too often confronted with a community-based role for all the communities that neighbour it, without the financial resources following. A review of taxation is necessary so that municipalities can continue to play their role as the driving force for economic, demographic, cultural, employment, and living environments.

Infrastructure

The City is responsible for the maintenance of more than 200 km of roads and 70 km of sidewalks. It also holds over 400 km of primary drinking water distribution, sanitary sewer and storm water evacuation infrastructure. The City stands out for its power generation service with more than 200 km of power distribution lines; 7 km of underground lines; 3 hydroelectric power plants; 3 dams; 4 substations and serves more than 9 000 customers. The City has 45 sewage rehabilitation stations; 6 wastewater treatment plants, including one mechanical (SBR) and five lagoons. Regarding drinking water, the City has a drinking water disinfection station; 8 wells; a refill; 6 drinking water suppressors; 10 drinking water tanks and 7 major control valves.

Asset management raises the challenges of managing and replacing infrastructure. The property tax

income collected as a result of development does not correspond to the cost of maintaining long-term infrastructure. The short-term profit withdrawn from development fails to create enough wealth to finance the infrastructure maintenance. The Municipal Plan must provide a way to reverse the trend and re-evaluate its service levels. Statements of policies and proposals will aim to strike a better balance between the high responsibilities exerted on developers and current residents. A magic solution does not exist. Policymakers and decision makers must respect the taxpayer's ability to pay. The common direction of the components towards long-term profitability i.e. sustainable choices in development is inevitably favoured.

The Environment

Climate changes have already severely impacted our current infrastructure and the way we occupy the territory. From a public safety and responsible infrastructure management viewpoint, we must consider the speed at which climate changes affect our operations and tackle issues through rigorous planning. Extreme weather events are becoming more common. The infrastructure management requirements are simply too high for a municipality of our size. If we do not want to be reactive, the best engineering and planning solutions need to be put forward as soon as

the opportunity arises. The challenge necessarily involves partnerships with senior levels of Government to ensure common risk management and mitigation measures.

Technology

The 10-year horizon may seem a long way off. The speed of technological developments forces us to foresee thoughtful interventions that will protect the achievements facing fiscal, environmental and infrastructure challenges that will be brought about in the coming years. For example, it is very likely that the arrival of the self-reliant cars will disrupt our travel habits and our infrastructure needs. Investment in infrastructure must consider the evolving needs that they will have to meet in the future. It is imperative that Edmundston register in the smart cities network so that its infrastructure and territory can be part of the new network that will be put in place.

Trends in Land Use Planning

This step proposes innovative approaches in addition to relying on and subscribing to the continuity of the most recent planning documents. This Development Plan considers the latest trends in planning and pro-

notes innovative interventions tailored to the characteristics of Edmundston.

The "Integrated" Approach

The traditional approach to neighbourhood planning is based on the grouping of functions of the same type (residential, commercial, industrial, institutional, etc.). It is a practice that, in addition to creating homogeneous neighbourhoods, it does not allow communities to predict how these different uses will fit into the peculiarities of neighbourhoods and streets. The result is neighbourhoods where the impact of the implementation of uses remains uncertain.

The approach of the *Form Based Code* favours the way in which the uses are implanted. The regulatory requirements are based on the type of morphological context of an area (history, parcel, identity, archi-



Although it can be interpreted that these two facilities have similar zoning, it is agreed that the two environments do not offer the same quality of living environment to their respective residents. (source Planetizen.com)

ecture, etc.) and not only by a classification of uses. Landscape areas are defined to be able to interpret the structure of the living environments, to supervise their improvement, and to adequately plan their development.

The proposed integrated approach also considers uses. However, its true foundation lies in the treatment of the entire interface between public and private realms. It is a matter of considering the interrelation between the street (right-of-way, pavement, sidewalk, street furniture, traffic) and private land (front, setback, development of unconstructed areas, volume and shape of building).

This integrated approach will improve the overall planning of the territory by considering the interrelation of the elements that comprise the urban form of the city. Thus the means of action proposed in this Plan are based mainly on the identity of the City and the respect of the elements of the existing urban form in:

- Unifying private and public spaces between them;
- Making these spaces more accessible and livelier;
- Incorporating morphological characteristics in regulation;

- Focusing on heterogeneous and complementary urban forms.

Placemaking Approach

Placemaking is an innovative approach to project planning and design. The focus is on improving the experience offered to users of a place or space. This approach is mainly based on small-scale improvements and interventions in public spaces. These interventions mainly aim to improve the urban landscape, the aestheticism and the conviviality of the facilities. It can also help express the local culture, define the identity of a neighbourhood and make the city more fun. Placemaking also relies on the involvement of local stakeholders and the population in the design process. It is a matter of bringing together various groups that might not interact otherwise. This collaborative approach makes it possible to rethink the built environment and the public realms by paying more attention to the physical, cultural and social identity that defines a space and its evolution.

The "Viable Community" Approach

The Plan draws on the principles of the sustainable communities that are being put forward by *Vivre en ville*. A viable community is a neighbourhood that meets the basic needs of its residents, supportive of their health, and ensures their quality of life. Its way of

development promotes fairness, respects the capacity of ecosystems, and saves natural energetic and financial resources: it can sustain itself in the long term.

A **viable community** ensures the protection of its natural, cultural and built heritage. Equipped on a human scale, it is characterized by the compactness of its urban form, the mix of activities, a diversified transportation offering and a good location of activities and equipment. Public spaces of quality and abundant green spaces, a variety of services and an environment rich in economic, social, recreational and cultural activities are made accessible to all.

(Translated from: Vivreenville.org)

(Translated from: Vivreenville.org)

Viable communities are safe, healthy and allow the choice of transportation to school, work, services, and other daily needs. Viable communities benefit from the strength and vitality of where the uniqueness that allows communities "the spirit of the place" emerges. The "Winter Design" Approach

If we subtract the concern for snow removal operations, winter has long been a forgotten component in the development of cities and especially public spaces. In recent years, the winter design has been a key and distinctive element on the plans of many major Canadian Cities such as Edmonton, Winnipeg, Ottawa, and Montreal.

The objective of these communities is to create a friendly and playful urban environment that puts the northern climate ahead and allows the people and tourists to enjoy the outdoor facilities during the winter period. Holding various types of events (outdoor shows, Christmas markets, fireworks, festivals, etc.), the development of recreational facilities (ice rinks, tube slides, etc.) or simply outdoor terraces that allow the population to take ownership of the public space and enjoy winter. The aim is to change negative perceptions of the cold season to create a favourable context for the continued use of public spaces throughout the year. The approach must be global

to achieve its main objective of bringing people outdoor in the winter. Comfort facilities are not only in recreative terms, but also in terms of transportation, snow removal methods, lighting, choice of colours, orientation, and looks of commercial buildings.



Cabane Panache et Bois rond Event, Wellington St., Verdun.

(photo : <https://www.ledevoir.com/vivre/523471/macabane-sur-macadam>)



Arctic Glacier Winter Park, The Forks, Winnipeg.
<https://www.theforks.com/events/skating-trail-and-park-conditions>

Prioritizing Active Design

Why encourage the development of active design? You could say it's healthy, it creates more attractive environments, but it's not enough, it's also because it's profitable. The real reasons are especially that it's better for businesses and that it's financially more profitable because it's more productive per acre and offers a better return on investment than automotive-oriented developments².

The approach is not just about sidewalks. Sidewalks are not enough to create an inviting place for the



Place Wellington, Montréal (photo : Ville de Montréal)



An example of Active Design (vivreenville.org)

pedestrian. The proximity of high-speed cars, the remoteness of the buildings and the oversized commercial signs do not present a comfortable environment for the pedestrian. A street that prioritizes the pedestrian is where you can walk and safely cross the street to spend at a clothing store and a coffee shop. It is an environment where all square feet are dedicated to economic productivity, not scattered in empty parking lots and unnecessary landscaping. Walkers spend on average more per month than motorists. You can create economically dynamic places by planning for pedestrians. When planning for the automobile, we create low-yielding developments.

2

<https://www.strongtowns.org/journal/2018/1/16/why-walkable-streets-are-more-economically-productive>

Adapting Ingredients to Our Recipe

These approaches will serve as reference and not dogmas to follow blindly. The community work is to make these principles their own and to apply its es-

sence to its own context. The pace of change will be dictated by our economic and social reality. Thanks to recent achievements, we can now build on a positive and active community that has achieved a great deal and wants to continue to do more.

3- Guiding Principles

The Guiding Principles of land development serve to circumscribe the major development issues and to mark the choices regarding the means available to the Municipality to manage public and private interventions of the territory. They also serve as a framework for understanding planning documents; they have a definite meaning and help define the specificity of our community.

If the vision is the destination to which the Plan directs us, the orientations represent the paths to be followed to reach the destination and the means we need to achieve our vision.

Beautifying the city with colour, with urban art, with illuminations, and more green spaces

It is to make the City more attractive by proposing amenities that emphasize bright colours, brightness, integration of urban art, and a choice of durable and noble material at the level of respect we give to citizens. Citizens are inspiring their own projects from those of the City and therefore complement our built environment.

Entertain With Formal and Informal Events

The streets and parks become places of artistic productions where the animation is inspired by the atmosphere created by the presence of adequate urban furniture and a distinctive urban art. Public spaces and the interaction of the private realm create an environment conducive to the exchange and development of stimulating urban life.

Embrace winter

We embrace our winter by guiding our facilities in order to give our citizens a City that vibrates all seasons which enjoys streets, buildings and public spaces encouraging outdoor life and all winter activities.

Protecting and valuing natural landscapes, from riverbanks to mountains

At the confluence of the Madawaska River and the St. John River, Edmundston developed from streams, peaks and valleys. Our unique landscapes and our fall panoramas distinguish us in our way of developing this territory by valuing this topography that creates the views, breakthroughs and perspectives so unique to our region. Its infrastructure and constructions embrace the curves engraved in the rock by a generous nature.

Provide the necessary support for the development of the best projects

Edmundston assumes its leadership to support the initiatives of business owners in order to encourage good projects (incentives) and by a regulatory framework to avoid settlements that go against the interests of the community and living environments (controls).

Engaging the community in planning and managing its living environments

Citizens are put at the heart of the process of planning and management of the living environments by putting forward the participation and the citizen commitment in the definition of interventions aiming at the improvement of the infrastructure, the development of public spaces and regulatory framework.

Downtown, at the heart of our identity, at the centre of our activities

More than just a concentration of jobs, Downtown is built and developed in respect of the historical identity components such as natural and distinct built environment, as a dynamic destination for commercial service, as a theatre of cultural events, as a place of recreation, but above all a complete and charming living environment.

To commit in sustainable solutions

A sustainable solution is a flexible solution where the considerations of tomorrow can be considered by the quality of the developments and the long-term investment. Building on sustainability also supposes doing it according to our means. Do less but do better. It also means reconciling the natural spaces and the built environment by focusing on the privileged relationship we have with our territory.

To strengthen multi-sectorial collaborations

Edmundston is the initiator and consolidator of partnerships between stakeholders in the various sectors (artistic, economic, environmental, institutional and others) in order to capitalize on the pooling of innovative forces of our community.

To recognize Edmundston's distinct scales

The Edmundston metropolitan area is more than just an administrative entity. It is a City; a Community. It is a community rooted throughout its territory that flourishes at all scales; from the neighbourhood to the street passing by the neighbourhood and the living environment.

4- Edmundston in 2030...

Why Not Now?

“A City ends up being a person” -Victor Hugo

How do you see your City in 10 years? The question is simple. Yet this is not where the real questioning should be. "How do you see **Your** City ". This is the vision of *Imagine Edmundston*. This will not only paint the picture of what the City should be in a few years, but rather rally the residents in seeing what they hope for **Their** City. For **Their** Future. For **Their** Community. A paradigm shift that is part of the desire to put them at the heart of the municipal project. To ensure that the future of Edmundston goes through a new approach: no longer simply inhabit the space but be inhabited by it. Building the solid foundations of a City where people invest time and money because the Municipality invests in them.

“It takes a whole village to grow a child, but it mostly takes a child to grow a village” -Fred Pellerin

A municipality is undoubtedly the result of its elements; i.e. its residents. That's why we must not leave out anyone in the equation. The elders have made the region what it is. To thank them, we must make it

As part of the planning exercise, the City asked author and artist **Sébastien Bérubé**, to propose his own vision of what Edmundston will be at the conclusion of this planning period. The community endorses this interpretation and thanks Sébastien for his contribution.

imagine edmundston

a point of honour to facilitate their access to the various services and activities available in the region, while increasing what's being offered to them. Edmundston will have to take a more family-friendly turn. We need to make Edmundston a city where you want to grow a family! In this sense, the municipality will walk hand in hand with family, youth and education. It will make of **Edupôle** a focal point for youth and professional development. It will move away from the simple term used to describe several buildings and instead, while truly become an educational campus worthy of its potential. The economic health that Edmundston will have tomorrows directly linked to the efforts shown to our young people and to their

future. We are here to succeed. We must show it. The enhancement of the Youth Secretariat and the support to other youth organizations will facilitate the realization of ideas and increase the attractiveness of the region for young families. We will make Edmundston a city where it's good to live, by encouraging everyone to participate in its development... no matter if you move with a cane or a stroller.

**"It is in today's utopias that the solutions of tomorrow."
-Pierre Rabhi**

The environment is our responsibility. It must be at the heart of up in our way of imagining Edmundston. It's indisputable. We must act now! Embracing the environment is mainly to build a city by aiming to achieve environmental objectives, but also to accept to work with nature rather than against it. It is choosing to make responsible decisions for the good of the citizens and the environment by evaluating, above all, the long-term impacts. It is no longer possible stay in the short term. We need to highlight our northern climate. We need to develop an economy that adapts to our different seasons; that celebrates it and benefits from it. This means celebrating the abundant snow, the Northern wind and the mountains of dead leaves. It is a natural and economical force rather

than just a reason to don a thick sweater. It is increasing the supply and making Edmundston a region brimming with life and experiences, no matter the season. Be it biking, snowshoeing or snowmobiling. It's loud and clear that Edmundston has a strong nature... all year long.

"Art is life, life is art" -William Blake

The people of Edmundston have their downtown area at heart and do not believe that it lives is up to what they imagine it should be. We can't keep our head in the sand. We must do something to ensure the vitality of this jewel. People don't need more parking spaces to believe in the vitality of Edmundston's downtown core. Instead, the city centre needs people who use its municipal parking spaces to give life to Edmundston! The city centre of tomorrow is colourful and caters to pedestrians. The city centre of tomorrow is experiential and culture-oriented. It contains gathering spaces where young and old meet and live their community. The city centre will move away from the grey hue we have known it to be and will invest in its green spaces, artwork, artists, colours and music. The city centre of tomorrow simply invests its living spaces! The city centre of Edmundston that people are imagining is an immense theatre where

culture takes root in order to give one the right to exist, to dream and to create. It's time to help raise the curtain and perform in the show.

"The important thing is not what the future holds for us, but what we do with the present"
-Grégoire Lacroix

Ten years seems far away, but really, it's just on the other side of the door. To be willing to turn towards the future, we must open this door today. Commit to acting now, for tomorrow. Not so long ago, Rino Morin Rossignol, an artist from the area, offered a vision for the future of Edmundston. A bit like other communities in the country, Morin Rossignol proposed to develop a tourism and economic future through local stories and legends. However, he proposed we put pedal to the metal and use the imaginary to define the city rather than invent barriers. It's a gam-

ble worth the risk; we must take the example of Les Brasseurs du Petit-Sault. They've been able to make their place by offering quality products, with a branding that is directly related to the area. Building a future through tourism, culture and heritage at the same time? We like it. Edmundston is a city filled with an imaginative heritage. It's never really known if something is true or exaggerated... that's exactly what we need to capitalize on! Tear down the boundaries between history and legend.

With all this, Edmundston will propel itself towards the future it deserves. Edmundston will be more than a stop for the traveller, more than a nursery for its talent and more than a slogan. Edmundston has a strong nature and will show it! I will be there to help. How about you?

Artistically,

Sébastien Bérubé

B.

Land
Use



B. Land Use

The *Land Use Plan* represents the cartographic ver-

Development Hubs 2019-2029

- A- Downtown; the essence of our identity
- B- The regional gateway
- C- The recreational and tourism network
- D- Faubourg Victoria
- E- Industrial parks and showcases

sion of the vision and the application of the guiding principles. This plan will then be used to define the zone designations of the zoning by-law. These assignments differ from the simple use of the land since their definitions are not limited to the nature of the uses, but are based on their distinctive context (buildings, development history, demographic composition, parcel morphology). More specifically, here is the presentation of the different sectors represented in the *Land Use Plan*.

1- URBAN BOUNDARY

The boundary establishes the development limits for the duration of this Development Plan. Considering the desire to consolidate the existing municipal infrastructure and make them more profitable, the boundary corresponds to the already established neighbourhoods where the networks of streets, drinking water and municipal sewerage are already in place. Urban development (i.e. residential, commercial or industrial subdivisions) should be contained therein.

2- DEVELOPMENT HUBS

Development hubs are defined to direct community development efforts. They are usually not limited to a single function but are strategic areas identified as the most capable of supporting the development of our community. Five poles are proposed for the planning period, and the *Assignment Plan* establishes a series of separate proposals for each of them. Note that the boundaries of these poles are intended to be flexible, in order to facilitate possible development initiatives that are consistent with the orientations of this Development Plan.

3- LIVING ENVIRONMENTS

Edmundston has residential neighbourhoods that are distinguished by their built environment and also by well-defined community structures. Predominantly residential, the main arteries of these living environments also offer shops and services dedicated to nearby services. These settlements are made in respect of the quality of residential life mainly through the management of constraints. Since each environment is specific, the zoning by-law will propose rules and standards that will highlight those defining characters.

4- COMMERCIAL SERVICES

In addition to the service areas and retail hubs, the Municipality has commercial-oriented concentrations in the different neighbourhoods. Different services developed for the citizens such as coffee shops, or small grocery stores are essential service components to the quality of the living environments within the proximity. They are places where neighbours mingle, where opinions are exchanged and where our communities are enriched.

5- COMMUNITY

The community sector groups the places such as schools and religious institutions, which are often the cornerstones of the living environment. Green spaces, cemeteries and public service facilities are also part of this sector. Each of these places responds to a unique implementation context. This uniqueness and identity role deserves to be highlighted.

6- INDUSTRIAL COMPLEX

This designation brings together the production, manufacturing and wholesale businesses mainly gathered inside our industrial parks. These are important centres of employment for the municipality which also respond to the logic of location of their own and it is equally important to ensure the current and future capacity for the expansion of our businesses.

7- TOURISM AND RECREATION

The designation is defined by recreational equipment whose range exceeds the local scale. The Edmundston Fraser Golf Club, the Republique Provincial Park, the New Brunswick Botanical Garden and the Mont-Farlagne Outdoor Centre are the foundation on

which several recreational activities benefit residents, as well as many visitors.

8- LAND RESERVE

The Development Plan identifies locations that are consecutive existing service networks where new developments of living environments can be accommodated. In addition to being consecutive to existing sectors, they are conducive to development and to strengthening existing living environments. These areas should be enough to meet the demand in terms of new land for the ten-year planning period.

9- RURAL

The rural sector is no less important for the development of the community than the sector included in the urban boundary. It is their interdependence that justifies distinguishing them in order to protect their assets. There are fragile functions that meet different development requirements than the urban sector, especially by the impacts on the loss of appreciated natural environments, envied natural landscapes and

resources essential to our growth. This varied sector brings together the production sites of resources (agricultural, forestry and quarries) for recreational deployment in a natural setting, in addition to constituting a land reserve for future developments of our municipality.

10- CONSERVATION

Edmundston is part of a unique natural setting, where mountains and streams meet. This nature has unique areas where development is not feasible, but where recreational or cultural activities can nonetheless flourish. The balance must be preserved from disturbances. Wetlands, flood areas and steep slopes are all located in this area.

11- QUARRY OPERATIONS

This assignment delimits the sectors suitable for the exploitation of quarries. It delimits the current holdings, the perimeter of expansion and attempts to identify locations with potential for exploitation.

C.

Development
Hubs
2019-2029



C. Development Hubs 2019-2029

The Municipal Development Plan proposes five strategic development hubs. These hubs are the most strategic locations for the achievement of the various development objectives set out. Without denying the intrinsic importance of all sectors of our City in achieving our objectives, the City takes a realistic approach to its means of intervention and targets its measures where it expects to get the most benefits. The Plan adopts a clear position to stimulate economies of agglomeration.

Each of the hubs is unique in its role in development. Some are even more spokes than hubs. They must, however, be considered complimentary. This section defines these hubs (and spokes), establishes their development objectives and then proposes statements of policies and proposals specific to these sectors.

A- Downtown; the Essence of our Identity

Issues

Public consultations have once again demonstrated the importance of the community's fundamental identity. Downtown was always and remains a unique composition of historic buildings and identity, a place of employment and entertainment. On the other hand, it has ceased to be a complete living environment, especially when you see the departure of local shops such as the grocery or hardware stores.

The business improvement area (BIA) managed by Downtown Edmundston, has been in existence since 1982. The consultations have shown that the perception of the people of the downtown boundaries exceeds that of this administrative definition. The development efforts will now adopt this geography to reinforce the complementary links between all parts of downtown.

Downtown has been formed first and foremost in terms of automobile travel. In general, places where there is a lot of room for cars where it is easy to park tend not to be of very high quality. The landscaped area is thus removed from vegetation, urban furniture and sidewalks that decorate the City. The challenge

of bringing it back to a human scale is a long-term one that needs to begin now. The public sector must favour the pedestrian by promoting its comfort. We must offer them open windows on the street, a commercial continuity, a variety in the built surroundings, a public sector where one can stroll, discuss or rest, and a commercial programming that meets the

Objectives

- To increase the number of dwellings.
- To reduce the footprint of automobiles.
- To increase vegetation.
- To increase commercial areas on the ground floor.
- To increase traffic and pedestrian travel.



needs.

Statements of Policies and Proposals

Statements of policies		Proposals	
A1	The city centre is a living environment where building forms establish a suitable environment to attract new residents.	A1.1	To establish reserved locations for residential development, especially on mixed project phases
		A1.2	To work to define a typical housing that will integrate with the existing morphology of downtown and meet the needs of a diverse population.
		A1.3	To provide an intervention area that is not limited to the definition of the BIA, but rather to the true landscape area of the downtown area that includes Petit Sault Park.
A2	Heavy transport constrains the development of the city centre as a destination and as a living environment.	A2.1	To build on the development of a bypass road project.
		A2.2	To circumscribe heavy transport when possible out of events and traffic hours.
A3	The city centre renewal invites and stimulates places that awaken all senses.	A3.1	To orient the development of streets and public spaces to define a real living environment; a true destination.
		A3.2	To guide the retail trade and restaurant services on the main commercial arteries to encourage the vitality of its streets and to make the city centre an ambient destination.
		A3.3	To encourage mix by directing retail trade to the ground floors, services and lodging at upper levels.
		A3.4	To reinforce the role of arts and culture through urban art and by providing creative venues for artists.
		A3.5	To encourage the development of projects that bring animation on the streets including street food and temporary shops or installations.
		A3.6	To illuminate city centre buildings and significant places.
		A3.7	To provide support for music diffusion on the main arteries to enhance ambience.
A4	Public spaces (green spaces, public spaces, streets) serve as a cornerstone for development by proposing facilities that allow to play a destination role throughout the day all year long.	A4.1	To evaluate the use of the Pavilion of the Place de l'Hôtel-de-ville to provide space for creation.
		A4.2	To redesign the Place de l'Hôtel-de-ville by promoting the flexibility of its space for artistic performances and passive activities.
		A4.3	To continue the redevelopment of the Petit-Sault Park by consolidating its interrelationship with the rest of the city centre as a place of recreation and cultural activities offering proximity to nature, streams and our history.

A5	The streets are hierarchized according to their function and their built environment in order to propose separate and adapted facilities.	A5.1	De L'Église Street and Canada Road are defined as downtown's main commercial axis. The regulations focus on the commercial destination activities such as restaurants, coffee, specialty and local shops.
		A5.2	Once the heavy transportation is diverted, to rearrange Canada Road will give a place of choice to the pedestrians, vegetation and to enhance ambience.
		A5.3	De l'Église Street is defined as a main place for offices for personal and business services.
		A5.4	To build on the Form Based approach to establish construction regulations for all new implementations in the downtown area.
		A5.5	To prescribe a minimum fenestration area and presence of doors providing direct access to the street.
		A5.6	To promote the use of traditional materials on the facade of new and existing construction.
		A5.7	To establish principles of implantation with visual divisions between shops (at street level) and dwellings (upper levels).
		A5.8	To set up a Design Review Committee to evaluate the value of renovation projects.
A6.	Sufficient services with no excess parking offered.	A6.1	To assess the management style of street parking according to the needs of the various users.
		A6.2	To assess the use and the actual needs of off-street parking before considering investing new amounts in parking facilities.
		A6.3	To eliminate angle on-street parking on main arteries to give space to vegetation, active transportation and the ability to create a pleasant ambience.
		A6.4	To keep angle street parking on secondary streets to compensate for off-street parking.
		A6.5	Limit off-street parking, especially on vacant lots and in front yards.
		A6.6	Eliminate minimum parking requirements and replace it with a ratio based on constructed, natural and paved spaces.
		A6.7	Establish minimum landscaping rules to avoid heat islands and strengthen the link with the public realm.

B- The Regional Gateway

Issues

Since the development of the Trans-Canada Highway in the Sixties, exit 18 represents the main entrance to the City. During our consultations, stakeholders agreed on the importance of this development hub. This gateway to a whole region is also the direct link to the main institutions, to downtown and to the neighbouring communities.

This space has never been treated as the entity it is. The creation of the cluster formalizes by proposing a global layout of the properties that surround Hébert Boulevard, both private and public realms. Recognizing this development hub, the Municipality intends to lead the deployment of a vision for the concerted development of this sector.



Objectives

- To implement a signature element at exit 18.
- Real estate growth along the Hébert Boulevard.
- To balance sharing of the public realm between motorized and active transportation.
- To develop Hébert Boulevard to make it a commercial regional destination.

Statements of Policies and Proposals

Statements of policies		Proposals	
B1	The facilities (public and private) serve as a showcase for what is best done in the region and demonstrate the willingness to coexist between tourism, institutional, commercial and residential activities.	B1.1	To implement a signature element at exit 18.
		B1.2	To beautify the street with urban furniture, illuminations, lights, colours, greenery and flowers.
		B1.3	To provide more space for pedestrians, bicycles, snowmobiles and ATVs.
		B1.4	The hill between Martin Street and the UMCE has a unique development potential due to its topography which deserves a highlight.
		B1.5	The city is a leader in establishing a dialogue between key stakeholders.
		B1.6	To review signage to clarify intentions and increase efficiency including directing to downtown or other important installations.
B2	To focus on the comfort of pedestrians to define the boulevard as more than just an entrance but as a destination.	B2.1	To establish implementation requirements that are oriented towards the interface with the public realm, especially by bringing buildings closer to the streets, by moving parking spaces on the sides or behind the buildings, by vegetating front yards, by controlling access to properties and commercial signage, and encouraging the use of coloured materials.
		B2.2	To allow a good variety of business-oriented uses to give free flow to investors.
		B2.3	To encourage residential construction on upper levels to create a clientele of proximity to the businesses.
		B2.4	To review road signage at the intersection with Victoria Street to secure active mobility.
B3	The Edupôle Campus deploys itself as a real entity connected to its surrounding reality.	B3.1	To reinforce the relationship between buildings and adjacent streets, especially by directing new constructions in front yards.
		B3.2	The City supports partners to complete the Campus Development Plan and collaborates in identifying new knowledge-oriented development opportunities.
B4	Hébert Boulevard extends as a destination of choice for residential, institutional and business locations.	B4.1	Provide specific and complementary uses to benefit from the main buildings already in place.

C- The Recreational and Tourism Network

Issues

The unique natural setting of Edmundston has allowed the development of tourist destinations, and recreational places for the population few cities can brag to offer. These places allow for Edmundston to shine everywhere and participate in making Edmundston a mandatory stop on the Trans-Canada Highway.

The Mont Farlagne Outdoor Centre, the Edmundston Fraser Golf Club, the République Provincial Park and the New Brunswick Botanical Garden are the network's main assets. These venues also offer a range of related activities that enhance the user's experience. Recently, other initiatives have been added to these sectors to strengthen their role as a recreational tourism destination. In this regard the Petit-Sault Park, the Madawaska cycling trails and Prospector walking trails are intended to be added value that could also benefit from enhancing the watercourse.



Objectives

- To consolidate, to diversify and to increase the traffic of existing components.
- To graft complementary uses.
- To bring back nautical activities to the Madawaska River.

Statements of Policies and Proposals

Statements of policies		Proposals	
C1	Edmundston is defined as a four-season recreational tourism destination.	C1.1	To develop tourism products related to snow and winter and provide adequate infrastructure to accommodate them.
		C1.2	To make Edmundston a cycling destination in all its components.
C2	The existing recreational and tourism components are fundamental to the quality of Edmundston as a living and visiting environment.	C2.1	To promote the networking of equipment through proper planning of trails and other movements.
		C2.2	To develop a series of stops and access points leading to our recreational and tourism facilities,
		C2.3	To support the efforts to consolidate and diversify the stakeholders responsible for the components of the recreational and tourism sector, especially by grafting secondary uses such as resort residences.
		C2.4	To secure funding for the "Prestige" Madawaska trail.
		C2.5	To consolidate and to protect the land where bicycles and pedestrians circulate with layered zonings.

In French, a faubourg defines a part of a city that overflows its enclosure, its limits (source: Le Petit

D- Faubourg Victoria

Issues

The Development Plan proposes the consolidation of commercial activities along Victoria Street between Mgr-Plourde and Laboissonnière Avenues. This hub already benefits from major commercial anchors (grocery stores, hardware stores, supermarkets) on which the City is set to attract new and complemen-

struction will structure the existing spaces with a better connection between the streets and the building to make it a living environment as much as a business environment.

"Faubourg Victoria" is the new name proposed to recognize this area. Its meaning derives from the history of the development of the City where the area first developed outside the municipal boundaries, and then was annexed successively in the early



tary commercial and residential activities. New con-

80s.

The City will play an active role in making this branding known and will work with existing merchants and owners to define its potential and make it known by prospective investors.

Objectives

- To propose, to publicize and to profit from a new branding for the sector.
- To accelerate the transformation of the sector to the retail trade.
- To encourage the development of mixed projects focused on the residential rental.

Statements of Policies and Proposals

Statements of policies		Proposals	
D1	The development of new opportunities is through the support of current owners and identification of new investment opportunities.	D1.1	To set up a committee of sector stakeholders to identify opportunities for development.
		D1.3	To orient larger scale retail in this area, following requirements of implementation true to our objectives of profitability of infrastructure and strengthening of the living environment.
		D1.4	To define a specific approach for the area and promote the sector.
		D1.5	To reduce opportunities for out-of-area commercial scatter to increase development potential in this sector.
D2	The residential densification of the sector will consolidate the existing commercial offer and create new needs especially in local shops.	D2.1	To encourage residential development of the sector with zoning requirements.

E- Industrial Parks and Showcases

Issues

Edmundston has three Industrial Parks. Two of the three are close to maximum capacity. The Edmundston-North Park is the only one that still has large areas and its land should be kept for the needs of high-tech companies. As spaces are scarce, it is important to target the permitted uses in order to preserve areas

as for the types of production that really need them.

The limited capacity to expand existing parks and the new realities imply a reorientation of the Municipality's role in supporting the industry. The role of the Municipality is also to ensure adequate access from industrial sectors to the major roads, both for logistics and visibility requests. Efforts have been made to improve the parks' visibility. This strategy will have to be supported by a presence on highways and care



for the streets to serve. The land with visibility from the highway should serve as an example of the vitality of companies with cared for facilities and buildings. By identifying the *Industrial parks and showcases* hub as one of the major development potential, Edmundston wants to continue its support by responding more adequately to the latest industry needs.

Objectives

- To reduce the implementation of companies outside industrial sectors.
- To increase the number of serviced lots in Edmundston-North Park.
- To densify the occupation of lots in existing industrial parks.
- To create an industrial showcase along Highway 2, on Acadie Boulevard / Isidore-Boucher Boulevard.

Statements of Policies and Proposals

Statements of policies		Proposals	
E1	The municipal territory must offer enough areas for the development of industrial sectors bordering the highway, in areas distant from the living environments to adequately manage supply and demand in this type of area.	E1.1	To define an industrial showcase along Highway 2, on the Acadie Boulevard and Isidore-Boucher Boulevard.
		E1.2	To plan the development of new industrial sectors near city limits, especially on the edge of Highway 2, in Saint-Basile and Saint-Jacques sectors.
		E1.3	The Edmundston North Park retains its vocation as a high-tech sector, and efforts will be made to improve the incomplete municipal infrastructure.
E2	The Municipality plays an active role in the development of a visibility strategy of our industrial sectors.	E2.1	To evaluate real estate interventions to protect development opportunities and to consolidate adjacent lands.
		E2.2	To continue the implementation of signage facilitating travel to the industrial sectors.

D.

Statements
and Interventions
Proposals



D. Statements and Interventions Proposals

Introduction

To become a reality, a vision necessarily goes through a series of actions (proposals) that are defined in accordance with the development intentions (statements of policies) derived from the guiding

principles. This structure imposed by the *Community Planning Act* is elaborated in accordance with the areas of intervention of the Municipality as defined by the powers given by the Provincial Government.

Remember that the *Community Planning Act* does not oblige the Municipality to carry out all the proposals. It requires, however, that the Council's decisions do not go against the expressed statements of policies. For citizens the proposals apply mainly through the development of regulatory tools.

Statement of policies: coordinates and directs City Council's programs on the economic and social development of the Municipality, its physical development and any other important issue for the City.

Proposal: a specific measure deemed desirable to implement a given policy (projects, practices, policies).

1- Citizen Participation

Preamble

More and more people are keen to have a say in land use planning. New technologies now make it easier and quicker to involve concerned citizens in the development of their living environment.

As a user of the public area, the citizen brings its experience of the territorial experience, knowledge of the problems and observations regarding the possible improvements. He or she contributes to the legitimacy of the whole process. Citizens, by being close to the challenges of their daily lives, bring a different

perception and knowledge to those of the stakeholders. Professionals are called upon to complement the experiential knowledge of residents. Listening and openness to each other's exchanges are key ingredients for mutual understanding of issues.

Objectives

- To increase the citizens' sense of belonging.
- To improve awareness of territorial planning.
- To involve citizens more in the definition of projects.
- To target the involvement of young people and elderly people.

Statements of Policies and proposals

Statements of policies		Proposals	
1.1	Equity, solidarity and democracy in management and decision-making to increase public expertise and create communities that are the image of their inhabitants.	1.1.1	To use ideas competition for the Municipal infrastructure improvements (participatory planning).
		1.1.2	To develop an application (virtual ideas box) on the municipal website and Facebook page and use notices in traditional media to invite citizens to share ideas or projects of community interest or initiatives that could improve municipal operations.
		1.1.3	To set up a development project mechanism for residents wishing to improve the quality of their living environment.
		1.1.4	To use transitional arrangements to better understand the transformation of a site or to settle an urban constraint.
		1.1.5	To devote a minimum of 10% of the annual income from building permits to carry out citizen engagement projects.
		1.1.6	To explore the avenues of taxation to fund initiatives of stakeholders in the same environment.
1.2	Transparency of data and decision-making processes.	1.2.1	To establish an open data policy and a timetable for its implementation.
		1.2.2	To make municipal data available and open.
		1.2.3	To improve the dissemination of information on zoning amendments and derogations using the latest technologies.
1.3	Edmundston is a community where young people and young adults take a leadership role in defining the territory's development.	1.3.1	To focus on the Youth Secretariat to coordinate youth-related initiatives in the pursuit of <i>Imagine Edmundston</i> .

2- Urban Form

Preamble

Our natural landscapes are undoubtedly one of our most beautiful assets. While it is true that topography creates constraints on construction, it also creates opportunities. We must pay attention to our landscapes in order to withdraw the benefits of each of our interventions on the territory to develop it. Our natural landscapes offer open perspectives, views, vegetation covers and built environment that define our identity. A planning error may have significant downstream impacts. Whether it's an implementation

of an unjustified infrastructure, deforestation or any ground disturbance work, they pose a risk to the balance of the landscapes with repercussions downstream.

This natural setting must be embellished by a diversified compact urban form concentrated around clusters of activities, favouring sustainable infrastructure and especially where one can walk. New development models will be offered to developers to provide a pleasant, but also profitable environment for the City and for contractors. Traditional standards requiring large rectilinear or triangular lots make it difficult to develop compact neighbourhoods suitable for pedestrian traffic with different types of households.



A house that is well integrated with its environment retains the natural characteristics of the site, retains a large vegetation cover, favors wood siding for the exterior walls, and provides a landscaping that highlights the land. (sources photos: terrassescapitale.com, Cargo Architecture inc., <http://ndarchitecture.net/#/refuge-des-hau->

Other methods can alleviate these disadvantages whether it's the alternatives of bare land, sustainable subdivision or eco-neighbourhoods.

Concentrations of commercial, institutional, recreational or industrial activities generate movements in these areas. They attract a varied and abundant clientele. These concentrations must serve as a cornerstone for the development of an urban form that promotes the creation of land wealth, the development of commercial supply and promotes active mobility.

In addition, it is the interface between the street and the buildings that defines the built environment, but also that defines whether a street is indeed a living environment. The street occupies a fundamental structuring place in the definition of the privileged urban form. The streets are now more of living environments than simple traffic lanes. They also generate centrality, quality of the living environment and economic opportunities.



Objectives

- To focus development in an urban boundary.
- To increase the profitability of our infrastructure.
- To propose new and compact development concepts at the scale of active mobility.
- To capitalize on the qualities of our topography and the beauty of our valleys.
- To develop with proximity scale services.

Statements of Policies and Proposals

Statements of policies		Proposals	
2.1	Urban sprawl is controlled.	2.1.1	To establish an urban boundary that includes the areas currently serviced by municipal water supply and wastewater systems.
		2.1.1	To capitalize on infill development to structure existing sectors and to make the existing infrastructure profitable.
		2.1.2	To limit development in non-serviced sectors.
		2.1.3	To review the existing general subdivision plans according to the criteria of profitability of the infrastructure and the sustainability of the facilities.
2.2	The interface between buildings and street defines the street as a living environment.	2.2.1	To recognize the role of the citizen in street layouts.
		2.2.2	To frame the streets with buildings and vegetation, especially by encouraging tree planting in front yards.
		2.2.3	To carefully design interfaces between public, semi-public and private spaces.
		2.2.4	To restrict width of driveway entrances.
		2.2.5	To recognize the structuring functions of the street that are socializing, playing and entertaining.
		2.2.6	To reduce the width of the streets.
		2.2.7	To align buildings along the streets by establishing maximum setbacks.
		2.2.8	To plan for shorter islands and pedestrian walkways to enhance interaction with the street.
2.3	Respect of the natural characteristics (relief and vegetation) of the sites to be built.	2.3.1	To regulate the setbacks, the volumetry of buildings including the shape of roofs, the coefficient of right-of-way and the conservation of mature trees.
		2.3.2	To adapt the construction to the requirements of the land.
		2.3.3	To plan the street layouts and the building locations in the lower slope areas to follow the rugged topography of the site and decrease the backfill/clearing operations.
		2.3.4	To ensure the conservation of steep wooded areas, which will help to reduce the risk of erosion, to ensure natural drainage and to preserve the landscape.
2.4	Original and sustainable subdivision practices are advocated for the development of new living environments and the requalification of existing ones.	2.4.1	To promote best practices in subdivision with developers.
		2.4.2	To provide flexible requirements with respect to the zoning and subdivision by-laws to encourage the emergence of a more sustainable neighbourhood.

2.5	An adequate environment to encourage the autonomy and development of the elders is ensured.	2.5.1	To provide recreation and meeting spaces for seniors.
		2.5.2	To focus on the proximity of nursing homes to seniors' living environments.
		2.5.3	To encourage inter-generational exchanges especially, within public areas.
2.6	The use of urban areas is optimized by a sustained concern for comfort.	2.6.1	To build on the <i>Placemaking</i> principles in the re-evaluation of the development of our public areas
		2.6.2	To optimize the use of surface parking lots (off-street and on-street) through better offer management.
		2.6.3	To eliminate the minimum requirements of parking spaces per building and assess the possibility of imposing a maximum number.
		2.6.4	To limit the area of land that can be dedicated to parking.
		2.6.5	To ensure the presence of quality sidewalks and limit the obstructions.
		2.6.6	To ensure the safety of pedestrians and people with reduced mobility when crossing the streets (sidewalks curb extensions, types of materials, narrowed pavement, elevated intersections, permanent signage and marking, etc.).
		2.6.7	To ensure a sufficient sidewalk width to meet the traffic and the needs of the activities that overlook the street.
		2.6.8	To use quality materials and urban furniture.
		2.6.9	To provide comfortable and safe accommodations throughout the year (weather protection, splash limitations, shade, nonskid paving, etc.).
		2.6.10	To vary and distribute the visual elements (urban furniture, sculptures, fountains, etc.).
		2.6.11	To provide information to visitors (neighbourhood map, advertisements of activities, etc.).
		2.6.12	To ensure quality lighting (sufficient, well-oriented and creating ambience).
2.7	Commercial hubs develop synergistically and in a complementary way.	2.7.1	To continue the classification of our arteries according to the built environment (subdivision, uses, property development and building design).
		2.7.2	The building positioning requirements are based on the zoning designation of the street it has a frontage on.
		2.7.3	To rely on a distinctive approach for major intersections.
		2.7.4	To guide commercial retail on ground floors and office areas and residences on the upper floors.

3- Environment

Preamble

Edmundston enjoys a natural environment of great richness. Much of its land remains undeveloped and houses forests and lands where many are benefiting from nature's resources for physical activities (snowshoeing, skiing, biking). Our valleys form unique natural landscapes which in fall have their finest colours. The protection of our vegetation cover is fundamental.

Such wealth implies many challenges. Some areas deserve to be highlighted and serve as a basis for attracting people for their discovery. Others, because of their sensitivity must be protected in conjunction with the responsibilities of Provincial and Federal Governments. Municipal watersheds are one of those areas that need to be protected. Located outside the municipality, they involve regional and provincial cooperation to ensure that protective measures are adequate.

The impact of climate changes is being felt in a more and more frequent way. The responsibility for good planning implies limiting developments in sensitive areas according to the best protection measures and the best scientific references. Adapting to cli-

mate changes is everyone's responsibility. Entrepreneurs will have to apply new ways of preparing the ground for development. Citizens will have to change their landscape preferences. The City must review its infrastructure practices to ensure that new developments align with existing sectors without risk to the public. The City needs to plan and supervise developments more rigorously if we are to make better profits from the territory.

Finally, the importance that farmlands play in the quality of our environment is not representative of their current surface areas. The Municipality must play an active role in the protection of local food sources and consolidate the agricultural presence on the territory.

Objectives

- To give importance to sensitive environments.
- To increase the percentage of vegetation cover / canopy.
- To control waterproof areas.
- To reappropriate waterways by increasing their use.

Statements of Policies and Proposals

Statements of policies		Proposals	
3.1	The maintenance of the tree cover has broad benefits that constitute an asset for the city.	3.1.1	To develop a natural landscape plan that will assess the most significant landscapes and develop protection and development techniques, in conjunction with other government agencies.
		3.1.2	To continue the forest land acquisition program by the Municipality.
		3.1.3	To continue to implement an urban forestry management plan.
		3.1.4	To value our build environment canopy by protecting mature trees and ensuring their renewal.
		3.1.5	To list and protect remarkable trees.
		3.1.6	To favour the greening of public spaces (parks and streets) by essences that improve the user's comfort (shading, heat islands)
		3.1.7	To include the Tree Code within the zoning by-law.
		3.1.8	To set up a planting program in front yards for new constructions.
		3.1.9	To include a clearing plan in the construction plan before work begins.
		3.1.10	To recognize the significant wooded landscape by an overlay zoning.
3.2	The Municipality works with its partners to improve and preserve air quality by governing production and transportation methods, energy sources and consumption habits.	3.2.1	To reduce dust in the vicinity of different businesses and industries by applying requirements targeting sustainable and permanent solutions.
		3.2.2	To reduce permeable surfaces and heat islands, including establishing requirements for the development of commercial parking lots and restricting the development of parking lots and driveways in front yards.
3.3	The facilities promote the use and protection of waterways.	3.3.1	To develop a Blue Plan that would guide the protection measures and enhancement of our waterways.
		3.3.2	To provide minimum distances to watercourses for constructions to protect water quality, physical access to water bodies and the visibility of the watercourse.
3.4	Edmundston's water resources provide a healthy and reliable supply for the long-term needs of the community and ecosystems.	3.4.1	To continue interventions aimed at consolidating the quality of the watershed network through partnerships with intervention agencies (Northwest Regional Service Commission (NWRSC), <i>Comité de l'aménagement rural du Nord-Ouest (CARNO)</i> , <i>Société d'aménagement de la rivière Madawaska (SARM)</i>).
		3.4.2	To encourage the recovery of rainwater and residential greywater.
		3.4.3	To evaluate setting up a program for the purchase of goods that reduce water consumption.
		3.4.4	To educate the public about the importance of preserving drinking water.
		3.4.5	To define an approach to complete the installation of water meters throughout the territory.
3.5	Agricultural production spaces are at the most fragile areas and the heart of the richness of a community.	3.5.1	To protect current agricultural activities and encourage new settlements in potential sectors.

		3.5.2	To showcase the municipality's natural public areas to cultivate a wide variety of fruits, edible flowers, herbs and vegetables.
		3.5.3	To allow small gardens in front yards and courtyards.
		3.5.4	To establish appropriate regulatory measures to manage constraints that may prevent cohabitation
3.6	The City demonstrates resilience and adaptability to cope with natural and climatic hazards.	3.6.1	To design facilities and infrastructure whose design considers the winter climate and uses materials adapted to the four seasons.
		3.6.2	To design facilities and infrastructure whose design and materials allow adaptation to extreme climatic events.
		3.6.3	To undertake a study on the effect of climate changes.
		3.6.4	To prohibit any development in wetlands, ecosystems of interest to vulnerable species and protected natural habitats.
		3.6.5	To avoid construction in flood-prone areas, on unstable soils or near banks.
		3.6.6	To list and preserve sensitive natural environments.
		3.6.7	To set minimum elevation standards for construction to protect against risks related to climate changes.
		3.6.8	To promote the development of the water runoff management plan for tree cutting and soil for new constructions.
3.7	Odour, visual and noise pollution constitute limits to the development that the Municipality oversees according to its responsibilities, and supports strengthening at other levels of power.	3.7.1	To manage nuisances by updating the by-law on noise, dust and other nuisances considering new technologies and in partnership with the citizens affected.
		3.7.2	To continue efforts to reduce and eliminate industrial odours, mainly in the downtown area.
		3.7.3	To make air quality data accessible.
3.8	Good practices are encouraged to reduce waste to landfill sites.	3.8.1	To encourage the use of quality, local and sustainable materials. To avoid encouraging non-recyclable materials, polluting and generating building waste, plastic bags, etc.
		3.8.3	To educate citizens on what is allowed in blue and green bins.
3.9	Access to wooded and natural areas is ensured by the different networks of private and public trails.	3.9.1	To participate in the networking of trails.
		3.9.2	To supervise volunteer support programs for the development and maintenance of different trail systems.

4- Winter Design

Preamble

Edmundston lives through four seasons. For this purpose, activities are organized on a complete year calendar in order to take advantage of its privileged location for winter activities. Snow conditions, a temperate climate that is not too rigorous, the development of regional winter travel networks and recreational activities related to snow make it a destination with great potential. During the winter, offering more welcoming and comfortable spaces. The population will be encouraged to be more active. Social interaction and physical activities are excellent remedies for winter blues.

Our environment, buildings, public areas and all facilities must now improve user comfort and bring citizens and visitors to experience the city outdoors during all seasons. The City will therefore put forward measures to consolidate Edmundston in its role as a winter des-

Statements of Policies and Proposals

Statements of policies		Proposals	
4.1	Edmundston takes advantage of winter to improve its quality of life.	4.1.1	To develop a strategy to recognize Edmundston as a winter destination (event and landscaping) using existing and potential offerings and resources.
		4.1.2	To develop a plan to highlight the main municipal facilities and important places and propose a guide to highlight the private sector.
		4.1.3	To capitalize on the use of contrast or living colours especially

tination. The population will benefit from an environment that encourages it to enjoy the city in the winter. The City must offer infrastructure that supports the will to live in winter and improve our comfort and access to the cold conditions.

Objectives

- To optimize Edmundston as a winter tourist destination.
- To showcase the four seasons with their distinctive features.
- To integrate winter comfort in all interventions and facilities.

			during the winter period, on buildings, signs and structures to increase visual interest.
		4.1.4	To promote the implementation of external infrastructure and equipment for the practice of winter sports and for the comfort of the users: ice rink, shelters, outdoor fireplaces, etc.
		4.1.5	To optimize snow removal operations to ensure the safety and comfort of pedestrians and people with reduced mobility.
4.2	The streets are vibrant and attractive areas for the population during all seasons.	4.2.1	To consider winter conditions in street and building designs, and landscaping of green spaces.
		4.2.2	To use conifer planting for colour and to improve the comfort for the user of public areas.
		4.2.3	To promote sidewalks with planted islands to create spaces for storing snow and to protect users.
		4.2.4	To encourage the installation of terraces and windows facing south.
		4.2.5	To vary architectural details to strengthen the pedestrian scale and to distinguish the different buildings, their volume and their use.
		4.2.6	To orient lighting to create ambience and to enhance safety before road traffic.
4.3	Vibrant colours to enhance our environment all year round.	4.3.1	To manage colour choices for buildings and developments in order to create a unique identity to Edmundston, in addition to the colours of our environment.
		4.3.2	To capitalize on the colours of fall and the advantages of that season.
		4.3.3	To develop a city-specific colour palettes.
4.4	Highlighting our finest places and lighting to encourage the creation ambience.	4.4.1	To develop a plan for highlighting our main locations and buildings.

5 - Mobility

Preamble

Edmundston is strategically located on the American border and along the Trans-Canada Highway and has always been at the intersection of different modes of transportation, including rivers and rail links. Links with neighbouring communities are to be protected and an adequate transportation system promotes trades, either through the International Bridge or by designated provincial highways.

Road Network

The road network must facilitate the movement of people and goods in an affordable and efficient way to optimize general mobility. The need for a safe road network must not be at the expense of the quality of life of residents and the safety of people who choose other types of transportation. The streets are no longer only reserved for motorized vehicles, but must now give place to pedestrians and cyclists encouraging active transportation. It pays to arrange the streets for the pedestrian.

It is currently difficult to make daily trips without a car. The distance and route quality are the two main determinants of choice for means of transport. When distances are shorter walking and biking can be-

come an alternative. When the environment is adequate (comfort, security, animation, interest) people are encouraged to opt for active travel. Our form of development simply made this task more difficult.

The car traffic speed is one of the main challenges for users' safety and comfort. Our consultations have shown that this is an issue that affects all our living environments. There are now several ways to manage speed rather than regulating speed or installing mandatory stops. Signage can accompany these issues but not replace them. Citizen participation is imperative to any solution for traffic calming.

Transportation of Goods

Heavy transport remains a challenge to achieve our objective of stimulating living environments and the vitality of our downtown. Citizens have waited long enough, and a permanent solution must be put in place to move this type of transport away from downtown for the good of our economy and the safety of our citizens. The designation of roads for heavy trucking has serious consequences on the quality of the living environments. A reassessment is required.

SOME EXAMPLES OF TRAFFIC CALMING MEASURES

- To reduce pavement width.
- To lay out streets with buildings, vegetation or urban furniture.
- To develop car loops to divert transit traffic while ensuring and maintaining permeability for pedestrians and cyclists.
- To make curved pathways by installing bumps and curb extensions at intersections.

Rail

Our businesses are enjoying an enviable position in terms of rail service. The infrastructure is in place, but the access is probably not optimal. The asset represented by the presence of railways must serve as a cornerstone for a strategy of mobility of goods and intermodality in transport of goods.

Airport

The Madawaska Airport (CYES) is situated on the Northwest of the City and at the border with the Québec province. It is a custom clearance public airport used exclusively for general aviation aircraft (private or business) whose flights are non-scheduled and do not carry more than 15 passengers.

Since 2014, the airport has been under the guidance of the non-profit organization Madawaska Airport Inc., which seeks to make the region accessible by air with the addition of equipment available for all types of passengers.

Public Transit

Edmundston has no real public transit network. The only networks available are of community nature such as the "Auto-nomie" program. With our low population density distributed over a territory of 106.9 km², it is normal to think that a bus transport network is not adaptable to the characteristics of the territory. New practices and new technologies should provide new opportunities for the development of efficient and profitable public travel options. Meanwhile, the Municipality can improve its links with the transport companies in order to increase the services.

Parking

The location of off-street parking lots directly defines the quality of the urban environment. The multiplication of parking spaces and driveway entrances has indeed split up the area in the front yards and on public realms leaving little room for trees to overlook the street in addition to interrupting the pedestrian's routes several times and reducing parking spaces.

Objectives

- To increase pedestrian travels by enhancing their comfort and safety.
- To increase number of students who use active transportation to school.
- To develop a bike culture in daily commuting.
- To increase intermodality opportunities in the transportation of goods.
- To reduce the space devoted to transport infrastructure and parking (asphalt).
- To ensure the continuity and efficiency of the cycling network.
- To eliminate heavy transport from downtown transit.
- To establish sufficient and efficient parking spaces.

Statements of Policies and Proposals

Statements of policies		Proposals	
5.1	Streets lay outs prioritize pedestrians and cyclists.	5.1.1	In narrow streets, consider the layout of sidewalks at the height of the pavement, in a different material, in order to secure the pedestrian.
		5.1.2	To ensure pedestrian safety at intersections with adequate landscaping (curb extensions, beacons, markings, adequate crossing time, overpasses, etc.).
		5.1.3	To provide sidewalks in sufficient quantity and adequate quality by favouring sustainable coverings and establishing implementation criteria to encourage walking and active transportation.
		5.1.4	To establish students corridors near all elementary schools.
		5.1.5	To avoid uneven elevations caused by driveways and curbs that are too high.
		5.1.6	To develop a template for upgrading the sidewalk network.
		5.1.7	To review turning radius practices for intersections to reduce the distance to be crossed and the speed of right turns.
		5.1.8	To allow crossing diagonally at major intersections.
5.2	Street design is based on street classification that is based on the context and not just on the amount of traffic.	5.2.1	To develop a traffic plan as a guide to street layouts based on the prioritization of arteries, collector streets and local streets.
		5.2.2	To work with the Provincial Government to ensure that provincial designated highways improvement practices follow local requirements for active transportation, safety and aesthetics.
		5.2.3	To assess the forbidden left turns and signage in downtown.
		5.2.4	To evaluate the incorporation of comprehensive street principles in the heart of our communities.
		5.2.5	To allow street closure to turn into seasonal or temporary pedestrian streets.
		5.2.6	To establish the major traffic arteries projected in order to structure the future development of the city.
		5.2.7	To identify network cuts and establish an action plan to prioritize solutions most likely to improve the network.
5.3	Excessive speed is one of the major challenges that diminish the appeal of our living environments and traffic mitigation measures are the best way to deal problematic situations.	5.3.1	To review the management approach in terms of automobile traffic.
		5.3.2	To prioritize the quality of living environments against the fluidity of traffic.
		5.3.3	To assess the possibility of limiting speed to 30 km/h on residential streets.
5.4	Traffic mitigation measures are used according to	5.4.1	To support original citizen initiatives in terms of relieving traffic.

	the specific context and the living environment that welcomes it.		
		5.4.2	To establish a procedure for the use of traffic calming measures to involve citizens.
		5.4.3	To propose interim measures to assess the effectiveness of the proposed measure.
5.5	Local circulation and quality of living environments are prioritized in relation to transit movements.	5.5.1	In the predominantly residential areas, promote local destination traffic through signage and consequent developments.
		5.5.2	To adopt a traffic moderation program on local streets through traffic calming techniques.
		5.5.3	On designated provincial highways, implement transit traffic relieving measures in consultation with the Department of Transportation.
5.6	Cycling is a central part of the active transportation and tourism development strategy.	5.6.1	To ensure the continuity and efficiency of the bicycle network to make cycling trips convenient and safe and allow easy access to destinations.
		5.6.2	To ensure the safety of cyclists at intersections (bicycle lock, priority fire, prohibition of right turn at red light for automobiles, signage, marking, etc.).
		5.6.3	To maximize the presence of bicycle parking lots.
		5.6.4	To ensure bicycle facilities maintenance is at least equivalent to that of the roadway.
		5.6.5	To prioritize routes leading to major destinations such as schools, parks, groceries and community places.
5.7	The aesthetic nature of the city's arteries strengthens the attractiveness of our communities and encourages the creation of vibrant living environments.	5.7.1	To propose the development of tree alleys on both sides of the street.
		5.7.2	To process bridges as a distinctive part of the city.
		5.7.3	To incorporate the requirements for universal design into the road planning guide.
5.8	Spaces dedicated to car parking respect the will to create strong and living communities.	5.8.1	To eliminate minimum parking requirements for the commercial sector to replace them with percentages of landscaped areas.
		5.8.2	To establish requirements for the development of parking spaces that respect the environment (vegetation, permeability, island, access, etc.).
		5.8.3	To integrate the requirements of parking spaces for people with reduced mobility within the standards of the zoning by-law.
5.9	Parks and trail networks' operations are maintained and improved for bike, ATV and snowmobile safety.	5.9.1	To continue efforts to trail networking by a development plan identifying particularly network cuts and suggesting long-term solutions.
		5.9.2	To improve signage to and from trails and parks.
		5.9.3	To evaluate and improve the system of motorized and non-

			motorized trails.
5.10	Edmundston rail service serves as the basis for the intermodal transport.	5.10.1	To consolidate the role of the Edmundston railway network and develop an intermodal distribution area.
5.11	The City is aware of the evolution of technologies that will allow the autonomy of vehicles and will prepare its infrastructure as a result of its impact.	5.11.1	To deploy the necessary efforts to make Edmundston a smart city so that the infrastructure will be ready to assume the probable changes in transportation.
		5.11.2	To encourage the use of electric vehicles.
5.12	The need for public transportation adapted to our territory will be consolidated by the implementation of favourable conditions for this type of transportation (density, proximity, efficiency, profitability).	5.12.1	To assist and evaluate the taxi service offer so that it can accommodate part of the public transport function.
		5.12.2	To evaluate the implementation of carpooling and car-sharing approach with large employers.
		5.12.3	To assess the feasibility of viable and adapted transit models for our actual needs.
5.13	The transportation of goods must be done in such a way as to respect the quality of the living environments and to minimize the impact on the quality of life.	5.13.1	To work with the Department of Transportation and other stakeholders to establish traffic routes to avoid dense residential neighbourhoods and proximity to institutions.
		5.13.2	To continue efforts to implement the bypass road to restrict heavy transportation in the heart of the city.
		5.13.3	To prohibit parking and heavy truck traffic in residential areas.
		5.13.4	To reinforce regulations regarding motor vehicles to counter noise nuisance.
		5.13.5	To review road classifications designated for heavy transport.
5.14	More than a bridge, the international bridge is an inseparable infrastructure of downtown and of our economy.	5.14.1	To reflect the importance of the bridge by its architecture, its symbolic, its historical and economic importance for the two cross-border regions.
		5.14.2	To enhance the international bridge's recreational tourism link function.
5.15	The role of the Edmundston Airport is consolidated.	5.15.1	To support upgrades of airport facilities and the search for a regular carrier for the region.
		5.15.2	To review for the potential renewal of the air service agreement in Edmundston.

6- Areas, Infrastructures and Municipal Services

Preamble

To meet citizens' demands in terms of services is increasingly demanding for the Municipality. In addition to services to the properties, services to residents are more and more required especially in a context where Edmundston acts as a regional pole, close to many unincorporated residential areas. The Fire and Safety Department, Police Force, emergency measures, Energy Edmundston, Sports and Recreation Department, Arts and Culture Department, Public Works Department and control of unsightly and dangerous premises were joined in by Development Department, just as fundamental to the Municipality's development.

Edmundston has many buildings and infrastructure that are dedicated to the services to citizens. Several investments have been made recently in upgrading its locations. The Police Station, the new turbine of the Madawaska dam, the Arts Centre and the arenas are good examples. Proper management of its locations implies a continual upgrade process in order to achieve an adequate level of performance and efficiency.

These spaces, buildings and infrastructure are important financial challenges for the Municipality. Asset management is needed to ensure that budget choices meet the most pressing needs and distinguish the essential from the optional. The financial challenge implies constant choices between the level of services and the citizens' ability to pay.

The City is one of the major property owners of its territory. Its properties serve different types of services to citizens, ranging from green spaces to pumping stations, from sports facilities to sewage ponds. The City also has several hectares of land dedicated to forest production protecting much of the nearby resource. The City also intervenes in real estate development through the purchase of strategic land, the consolidation of development opportunities or to offer locations for business owners. The City is an active and decisive player in the development of the territory.

Objectives

- To be effective in responding to citizen requests.
- To take an active role in real estate development.
- To deploy intelligent asset management.

Statements of Policies and Proposals

	Statements of policies		Proposals
6.1	Equipment and infrastructure are optimized to reduce construction, use, maintenance and replacement costs.	6.1.1	To encourage maximum use of equipment and infrastructure at any time of the day all year round through multipurpose facilities, good location and sharing of needs and resources (parking sharing, mix of activities, etc.).
		6.1.2	To use the asset management plan to guide land use planning choices.
		6.1.3	To enroll the City as leader in small municipalities in the application of smart cities principles.
6.2	The City offers a solid waste recycling and regulated composting service that meets the strict requirements of efficiency and cost control.	6.2.1	To fight against illegal dumps and regulate recovery sites to minimize the impact on neighbouring properties.
		6.2.2	To set up a composting project throughout the territory.
		6.2.3	To consolidate partnership with NWRSC for collection and landfill.
		6.2.4	To improve garbage collection with better containers and allow better recycling management.
6.3	Growth goes through consolidation and requalification before expansion.	6.3.1	To identify areas for consolidation and to provide incentives to maximize existing infrastructure.
		6.3.2	To evaluate the breakages in the networks (infrastructure, roads) and establish plans to be put in place to complete the networks.
		6.3.3	Any extension of networks will have to demonstrate its long-term profitability, respond to the intentions of densification of the living environments, sustainability of developments and not increase the Municipality's financial burden.
		6.3.4	To review subdivision requirements to ensure the profitability of infrastructure through responsible residential land management.
		6.3.5	To increase municipal capacity to acquire strategic properties.
		6.3.6	To identify surplus properties established by the Province and opportunities to acquire properties that are in default of tax payment.
6.4	Our parks and green spaces are constituents of our living environments and offer evolving equipment that meets the needs of the population.	6.4.1	To review and re-evaluate park facilities in relation to demographic data and how they meet the population's needs.
		6.4.2	To optimize the quality and attractiveness of parks and green spaces while ensuring that the total number of these spaces throughout the municipality does not exceed the needs.
		6.4.4	To plan an upgrade of Boucher-Office Park and secure its access.

		6.4.5	To oversee animation and use of Berceau Park.
		6.4.6	To increase the number of free Wi-Fi zones in municipal facilities and public places.
		6.4.7	To elaborate the new plan and coordinate the relocation of the Skate Park with the Youth Committee.
6.5	Recreational facilities serve as pillars for deploying our efforts to attract new residents and tourism development.	6.5.1	To capitalize on the recreational and tourism assets of the Fraser Edmundston Golf Club, Mont-Farlagne Outdoor Centre, trail networks (bicycles, walking, ATVs and snowmobiles), République Provincial Park and the New Brunswick Botanical Garden.
		6.5.2	To recognize Petit-Sault Park as a regional recreational facility. Develop and implement a long-term development plan within a five-year horizon.
		6.5.3	To improve signage of public places.
6.6	The Municipality offers various recreational areas, indoors and outdoors, to encourage physical activity throughout the year.	6.6.1	To make a complete feasibility study for all new sports facilities' projects or major upgrades to existing facilities.
		6.6.2	Always improve and facilitate access to recreational and sporting activities and facilities for people with reduced mobility.
6.7	Energy Edmundston establishes itself as a reference in the approach of its service to the citizen and in the stability of its network.	6.7.1	To pursue network stabilization and management development initiatives.
		6.7.2	To seek and enforce best practices for network maintenance and service to its citizens.
		6.7.3	To apply asset management principles for infrastructure.
		6.7.4	To provide incentives to reduce energy consumption.
6.8	The energy sector is sustainable, reliable and Edmundston becomes a leader in production and conservation of green energy.	6.8.1	To continue and to enhance the municipal energy efficiency program.
		6.8.2	To explore the energy production possibilities with biomass, solar or wind.
		6.8.3	To acquire measurable objectives to compare in terms of energy efficiency.
6.9	The Edmundston Police Force is characterized by a community approach focused on proximity and plays a decisive social role.	6.9.1	To continue partnerships with different organizations to ensure prevention.
		6.9.2	To assess capacity and profitability of extending the police service to a regional reach.
6.10	The Fire and Safety Department ensures its community roles and responsibilities to the region.	6.10.1	To support the evaluation of the different fire stations in order to optimize services.
		6.10.2	The Fire Department continues to develop leading-edge training infrastructure for firefighters and its staff.
6.11	Public safety is committed to the prevention and implementation of adequate attenuation.	6.11.1	To continue to upgrade the Emergency Measures Plan and event readiness measures including playing the lead role with

		our regional neighbours.
	6.11.2	To continue efforts on non-aesthetic and dangerous places by working on alternative projects to make it profitable for demolition or cleaning operations.
	6.11.3	To introduce cycling and foot patrols.

7- Economy

Preamble

The city is the place where trade flows, where local market is deployed and where workforce chooses to establish itself in order to meet company needs which are fundamental to economic development. Our enviable geographical position as the gateway to the Maritimes makes it a privileged place for companies particularly geared towards the transport of goods and natural resources related to wood and for visitors benefiting from the tourism industry.

The intention is to better link the territory development potential with the business owners' opportunities. Instead of relying on the simple flexibility of our planning tools, Edmundston intends to orient the development of different divisions and so create agglomeration economies around service areas defined by attractive companies and consolidated by complementary companies.

The Municipality also has a consulting role with its companies in their various projects. Since 2014 with the creation of its Development Department Edmundston is committed to supporting businesses and business owners. The City wants to be a City of

opportunity and intends to play a decisive role in the creation of opportunities.

The City must ensure that the land-use planning decisions reconcile the need for economic development with the community's desire to further enhance its quality of life. Offering a meaningful quality of life is one of the best ways a municipality can help its businesses meet their workforce needs.

Objectives

- To focus on activities of economic nature.
- To provide a sufficient workforce for its businesses.
- To develop industrial parks in clusters.
- To create industrial clusters.

Statements of Policies and Proposals

Statements of policies		Proposals	
7.1	Edmundston provides the necessary guidance for business owners in partnership with all economic contributors during start-up and business expansions.	7.1.1	To provide professional guidance to business owners and businesses through the Development Department like a one-stop shop.
		7.1.2	To provide leveraging incentives and added value for construction and start-up projects.
		7.1.3	To strengthen relations with businesses and business owners through the establishment of consultation support on issues affecting them.
7.2	The Municipality protects and values potential development sites according to its territorial development policies.	7.2.1	To orient the development of industrial parks to meet business location needs.
		7.2.2	To establish development hubs defined by separate orientations and able to meet neighbourhoods' needs by consolidating local markets.
		7.2.3	To provide prime locations where niche is identified to assist in the creation of industrial clusters.
7.3	At the municipal level is where most opportunities for economic growth, culture, well-being and main institutions develop.	7.3.1	To support provincial municipal associations to recognize the role of municipalities in the economy and continue the search for new structure funding.
		7.3.2	To provide an inviting living environment for the new workforce.
		7.3.3	To counter the shortage of manpower by assuming a role of guidance to businesses in the search for employees and in their integration.
		7.3.4	To develop and to implement a municipal strategy for population growth.
7.4	The industry is and remains an important component of the City's development	7.4.1	To develop an industrial development strategy.

8- Art and culture

Preamble

Edmundston is driven by the wide variety of artists and artisans giving it a distinct cultural image and makes it an unparalleled cultural, artistic and patrimonial crossroad.

Cultural heritage is present through buildings and artisans. By focusing on the territory's cultural development, it protects, enhances and reinterprets its quality identity by inducing innovation and creation.

Its cultural policy, its program of integration of art with architecture, the Arts Centre, the Madawaska Museum, the Galerie Colline (Centre of diffusion in contemporary art), Edmundston en musique, the Edmundston Jazz and Blues Festival, the Foire Brayonne, the Salon du livre, and its cultural and historical societies are examples of the components to promote arts and culture for the benefit of the citizens.

The territory is a privileged place to stimulate creativity and to serve as a venue for arts. In an era where advertising invades or even dominates the urban landscape comes the importance of inscribing im-

ages and free thoughts of any commercial idea in the city that are not directed to consumers but rather to citizens in an approach that dramatically improves visual and spiritual relationships to the environment while reinforcing our sense of identity.

The intention of urban planning is to inspire the creation of new sustainable and memorable places within the municipality that will be the heritage to the next generation. The City demonstrates its leadership by supporting local creativity and also by extending the interest in culture in all its forms.

Objectives

- To increase participation in cultural and artistic life among the public and stakeholders.
- To develop our territory into a creating and diffusing space for the multiple artistic disciplines.
- To consolidate and to develop the role of our broadcasting infrastructure.
- To position Edmundston as an artistic city.

Statements of Policies and Proposals

Statements of policies		Proposals	
8.1	The built environment is defined by a visible presence of art in the living environments and is the showcase of artistic creations.	8.1.1	To rely on the territory to make art accessible to all.
		8.1.2	To establish a cultural development plan for the territory that values our identities, artists and heritage.
		8.1.3	To develop communication/interpretation tools that value our cultural identity and history.
		8.1.4	To identify and educate the public and visitors about existing art work.
		8.1.5	To work with community art stakeholders who have real expertise in arts and culture to support municipal initiatives that connects with artists.
		8.1.6	After assessing the needs and means, to assure that it meets the demand for support and for areas for artistic production.
		8.1.7	To position the Arts Centre as a living, welcoming, easy-to-access and inspiring place for everyone including city centre users.
8.2	Urban art is a central identity element of our territory and structures the development of public sectors.	8.2.1	To aim on the 1% policy to vary creations.
		8.2.2	To apply the 1% policy of capital projects affecting the public sector.
8.3	Edmundston is proud of its history as well as the heritage that is attached to it and makes it so that future generations can enjoy it.	8.3.1	To develop a heritage by-law.
		8.3.2	To develop a planning guide and architectural standards in enhancing the public realm.
		8.3.3	To illuminate the Cathedral of the Immaculate Conception
		8.3.4	To create a committee on vacant buildings to assess renovation opportunities, potential projects and conservation efforts.
		8.3.5	To add various artistic projects throughout the neighbourhoods to raise awareness on our history and values.
		8.3.6	To propose regulatory measures to ensure that new residential constructions are inspired by our historic buildings, especially by proposing projections in front yards.
8.4	The toponymy is used in a way to enrich our history's past, builders, women and families.	8.4.1	To continue the work of the Toponymy Committee to enrich our toponymy.
		8.4.2	To provide new communication tools on our history, especially with dynamic street history maps.

9- Commercial Retail and Services

Preamble

The commercial function is fundamental of city existence. Here, this function is still under-exploited. This weakness must be an opportunity for economic development. Establishing structuring commercial activity centres and providing commercial streets with a pleasant atmosphere can potentially change the resident's consumption habits and make Edmundston a true commercial destination.

It is true that the commercial function is evolving rapidly. The development of online business is one of the vectors of this evolution and is not the only one. The ageing of the population, the cap on personal income, debt increase, the stagnation of purchasing power and lifestyle patterns further determine recent trends. Retail is now more oriented towards services (restaurants, gyms, spas, etc.). A reality we see here also.

Many similar communities to Edmundston benefit very well from this evolving situation. What do they have in common? They turn their priority towards the pedes-

trians. They develop streets and buildings in order to create ambience and experiences. They are oriented towards local services. They rely on the strength of their customer service. But above all, they ensure an agglomeration of commercial offer in order to create intrinsic agglomeration savings to business vitality.

Our survey of the commercial area demonstrates a surprising scarcity for available places. It's a great opportunity to support new real estate projects and target appropriate business structures for various service areas.

Objectives

- To make Edmundston a shopping destination.
- To create new commercial areas in development hubs.
- To ensure access to local services for each living environment.
- To reduce the number of vacant premises on targeted commercial streets.
- To reduce visual pollution by controlling commercial display.

Statements of Policies and Proposals

Statements of policies		Proposals	
9.1	The development of Edmundston as a commercial destination is connected to our ability to focus our business activities towards defined and distinct centres.	9.1.1	To define, in the zoning by-law, distinct business development hubs with specific implementation criteria for their living environment.
		9.1.2	To define downtown as a privileged location for services, professional offices, retail trade and regional restaurants.
		9.1.3	To define the Boulevard Hébert area as a privileged location to accommodate a commercial composition focused on supra-regional servicing, tourism, on the presence of Édupôle and on transition/entrance to the city centre.
		9.1.4	To define the Mgr-Pichette Boulevard and Victoria Street area, Faubourg Victoria, as a place for commerce of regional reach with orientation on current trade.
		9.1.5	To define the Saint-Jacques centre area to consolidate service offering and local trade.
		9.1.6	To define the Saint-Basile centre area to consolidate service offering and local trade.
		9.1.7	To direct commercial incentives to areas more beneficial for the business establishment minimizing retail outflows.
		9.1.8	To consolidate commercial sites around the Faubourg Victoria development hub.
		9.1.9	To establish minimal requirements to ensure that they will be constructed in a way that will create a significant impact and take advantage of the open spaces that already exist.
9.2	Personalization, experience, environment and authenticity are the keys for the development of local offers.	9.2.1	To promote the implementation of daily services close to citizens and their living environments to strengthen the heart of living environments.
		9.2.2	To focus activities that are incompatible with the quality of living environments outside these areas.
		9.2.3	To avoid the commonality of the landscape by regulatory management focused on what distinguishes us.
		9.2.4	To focus, in commercial prospecting, on recoverable retail outflows and prioritizing local businesses to strengthen proximity service.
9.3	Edmundston intends to take responsibility for real estate opportunity development and to share the risk associated with land investment.	9.3.1	To balance the risk in the creation of commercial spaces on the ground floor to encourage construction of the necessary areas for commercial development.
		9.3.2	To favour high-value added project development through the entrepreneur's support (incentives, access to professionals, guides and partnerships).
		9.3.3	To guide efforts on business development to small, local, specialized and well-located businesses.

		9.3.4	To focus on mixed-purpose projects mainly on upper floors in commercial sectors.
9.4	Structuring facilities are and will remain centrally implanted at the heart of living environments.	9.4.1	To consolidate with institutional usage and high daily flow circulation, development at the centre of living environments and to orient the deployment of related uses.
		9.4.2	To focus arteries development towards user comfort (climate, heat islands, etc.)
		9.4.3	To restrict office space and retail sales in out of bounds locations.
9.5	Businesses and services established in territories outside commercial sectors contribute to commercial sprawl and deprive the Municipality of the advantages associated with business development.	9.5.1	To manage commercial businesses located outside the primary commercial areas with non-compliant use rules.
		9.5.2	To provide support to companies wishing to relocate within commercial areas with financial and support partners.
		9.5.3	To limit commercial establishment growth within industrial parks in order to protect the main vocation.
		9.5.4	To manage home business by limiting the nature of businesses, protecting the residential landscape and limiting the visibility of existing commerce.
9.6	Exit 18 is the City's main entrance because of its role, position, traffic and potential.	9.6.1	To propose an overall development plan specific for Hébert Boulevard as a whole.
		9.6.2	To implement a significant layout at the exit 18 entrance in order to distinguish it with a well-kept and distinctive esthetic.
9.7	Commercial display contributes to the creation of pleasant ambience for commerce and its multiplication and low quality weakens the benefits.	9.7.1	To establish specific rules on location, area, content and type of sign depending on the context.
		9.7.2	To use the design review committee to enhance the commercial landscape.
9.8	Highway 2 is a unique display of our landscapes and main assets.	9.8.1	To review the requirements for construction, development and installation of commercial signs on the visual corridor of Highway 2 to showcase our main strengths.
		9.8.2	To ensure quality implementations on the Highway 2 corridor by an overlay zoning on the properties along the highway.
9.9	Home-based professional activities are harmful risks and are incompatible with commercial development objectives.	9.9.1	To define the professional home activities services to personal services in the next zoning by-law.
		9.9.2	To restrict the display of professional home activities to protect the constructed landscape from residential areas.
		9.9.3	To encourage commercial home activities to move to commercial locations (sales, representation, etc.).

10- Housing

Preamble

Lodging in a comfortable place is a fundamental human need. The City plays an important active role in permitting everyone to live and grow in a safe and healthy environment close to most essential services. The territory must offer a variety of housing types to cater a wide clientele. The population needs evolve at the same time as demographic changes and market preferences. The variety of housing types is also part of a logic of profitability of infrastructure, service provision and being able to create a pleasant environment for the citizens. The relatively low cost of residential areas protects against the harms of speculation or the displacement of more vulnerable population.

The most recent census has already shown that the dwelling conditions in Edmundston are improving. The City must rely on a residential park in good condition and intends to continue its efforts to supervise citizens in renovations and constructions. The emphasis is on building performance that must meet the most demanding construction criteria. Today's construction must be sustainable, energy efficient, efficient and enjoyable.

New construction must also be better integrated into the context in which they are implemented. The shape of surrounding built structures, street relationship, respect for natural topography, architectural diversity, the choice of noble materials will be managed by the applicable by-laws. Special attention will be given for construction preparation impacts in order to better manage the nuisances caused by the unnecessary soil disturbances.

The residential densification of business hubs is one of the most effective ways to ensure its growth. This densification should not be at the expense of quality of life and the disintegration of these environments. The consolidation of dense buildings deserves to be privileged if the Municipality wants to create the dynamics inherent in the commercial development, the proximity of the services and the profitability of the infrastructure.

Objectives

- To increase the number of new families.
- To reduce the number of undeveloped serviced land.
- To increase the number of dwellings within development hubs.
- To consolidate the traditional workers sectors.
- To improve the state of the residential rental park.
- To encourage sustainable building and energy efficiency practices.

Statements of Policies and Proposals

Statements of policies		Proposals	
10.1	The City promotes diverse residential choices to answer all clienteles.	10.1.1	To support existing build environment renovations by ensuring that rental costs remain accessible.
		10.1.2	To establish renovation support guides that promote awareness of environmental architecture.
		10.1.3	To ensure new homes for seniors are located within the neighbourhoods.
		10.1.4	To allow emerging solutions deployment for the older people in their homes like multi-generational homes and accessory units.
		10.1.5	To orient citizens towards professionals to establish their construction plans, establish requirements for information accuracy and necessary document quality (surveying, architectural plans, views, etc.).
		10.1.6	To prioritize, by regulation, the types of construction that demonstrate the best performance in terms of energy efficiency.
10.2	New constructions help to make the existing infrastructure profitable and to consolidate the service areas.	10.2.1	To implement new constructions consecutively with existing sectors, close to service areas.
		10.2.2	To encourage densification projects, including multi-unit building projects in the vicinity of development hubs.
		10.2.3	To target areas for urban renewal and provide financial incentives for their development.
		10.2.4	To implement conservation/eco-village subdivision principles as a development orientation for new rural areas.
		10.2.5	To incorporate, in the zoning by-law, provisions on the built environment that will address the factors of location and urban development, including the adoption of appropriate standards for the height and dimensions of buildings, the relationship between buildings, the street and other public spaces, as well as for landscaping.
		10.2.6	To ensure universal access in all designs.
		10.2.7	To prevent the effect of heat islands by increasing the number of trees required on residential land.
		10.2.8	To ensure a comfortable ratio between the height of the buildings and the distance between them.

11- Health and Social Services

Preamble

The importance of the built environment into the determinants of health is increasingly publicized, noticeably by the New Brunswick Health Council. The urban environment is the most conducive to strengthen people's health by proposing active transportation, concentration of activities and community closeness that benefit the health of social links.

Cities offer interactions and strongly contribute to good mental health. They play a decisive role in the protection of territory production and food distribution thus allowing the population to enjoy the provenance of food consumed and to access fresh healthy food.

Citizens deserve to be able to eat, to educate themselves and to be served by public services in their residence vicinity. Land development must be based on maintaining the autonomy of its population. Edmundston intends to strengthen its active role in the health of its population by supporting various services towards its development hubs, by facilitating the

protection of the environment where to find healthy food, by supporting agricultural production, and by encouraging active mobility and physical activities in a safe environment.

Objectives

- To increase the number of children who walk and use bikes to go to school.
- To make Edmundston an age-friendly community.
- To increase the number of people who use active transportation to work.
- To improve access to healthy eating and fresh food.

Statements of Policies and Proposals

Statements of policies		Proposals	
11.1	The built environment is the main determinant for health on which the City can intervene.	11.1.1	To continue efforts to develop access to active transportation (utility cycling and adequate sidewalks).
		11.1.2	To encourage employers to promote active transportation for their employees.
		11.1.3	To assess the municipality's ability to restrict the supply of fast food in the vicinity of schools and recreational facilities.
		11.1.4	To encourage the installation of a grocery store in the heart of downtown.
11.2	The agricultural use is fragile, and its protection is fundamental for the development of local production and the developing of soil type products.	11.2.1	To demonstrate a bias in favour of urban agriculture by advocating culture and livestock best practices in the urbanized sector.
		11.2.2	To support farm animal breeding while favouring combined agricultural production sectors.
		11.2.3	To establish reciprocal limiting distances in order to protect the right to raise, to produce and to harvest by our farmers, but also to protect the functional composition of neighbourhoods and real nuisances related to soil cultivation.
		11.2.4	To establish rules governing permission to raise laying hens in residential areas.
		11.2.5	To support the development of local agriculture in particular through the protection of sectors in production or high potential areas for cultivation by integrating supply into our public market and in community facilities and events.
		11.2.6	To allow the development of community gardens on under-exploited municipal properties.
		11.2.7	To offer a versatile, flexible and central facility to our public market.
		11.2.8	To allow gardens in the front yards of living environments.
11.3	Health-related services are structuring elements of neighbourhood developments and their success is based on customer proximity.	11.3.1	To promote the establishment of health-related services to the areas defined by the Municipal Plan and the zoning by-law.
		11.3.2	To consolidate and to develop the area surrounding the regional hospital by focusing and increasing new settlements linked to the health sector.
		11.3.3	To work together with the Vitalité Health Network for parking areas development and management to encourage car-pooling and active travel.
11.4	Schools and childcare services are fundamental identity elements for our living environments and serve as a basis for their development.	11.4.1	To work in conjunction with school management and school districts to facilitate access to school facilities, including outdoor parks.
		11.4.2	To consolidate the residential function close to schools by encouraging dense constructions.

		11.4.3	To provide street facilities close to schools to reduce speed and to encourage active transportation to school.
		11.4.4	To establish limitative distances for high-throughput uses or contrary for the educational institutions' vocations.
		11.4.5	In the event of new real estate projects, the Municipality directs the concerned departments towards projects that reinforce its intentions of consolidating living environments and improving access to active transportation.
		11.4.6	To establish, in accordance with the department's practices, daycare establishment requirements according to the safety criteria, accessibility and neighbourhood.
		11.4.7	To encourage daycares to settle in strategic neighbourhood areas as a way to enhance the neighbourhood's attractions.
11.5	Science must prescribe the use of pesticides in urban and rural areas.	11.5.1	The Council will continue to examine ways to reduce the use of pesticides on municipal and residential properties in order to protect human health and the environment.
11.6	The Council recognizes the responsibilities of federal and provincial governments in the cultivation, sale and consumption of cannabis and alcohol.	11.6.1	Industrial cannabis-scale production projects require an amendment to the by-laws and an agreement under section 59 of the <i>Community Planning Act</i> .
		11.6.2	The retail sale of cannabis must respond to the same orientations as other types of retail sales, by focusing on the centrality and polarization of commercial activities.
		11.6.3	Retail alcohol is geared towards development hubs focusing on downtown.

12 – Regional Collaboration

Preamble

Edmundston takes on a technical support role and shares information with neighbouring communities. The Municipality intends to continue to play its role as a regional centre for cultural, economic and institutional activities. This enviable position comes with a share of responsibilities that materialize through the

multiple collaborations with regional agencies and neighbouring communities, including municipalities, the Madawaska Maliseet First Nation reserve of Madawaska and local service districts.

Objectives

- To support regional initiatives.
- To multiply exchange opportunities with our neighbours.

Statements of Policies and Proposals

Statements of policies		Proposals	
12.1	Edmundston assumes its role and responsibilities as a regional hub.	12.1.1	To develop partnerships with all its neighbours, including the Rural Community of Haut-Madawaska, Madawaska, Maine, and the Madawaska Maliseet First Nation in their development efforts.
		12.1.2	To identify productivity gains, efficiency and service improvements to citizens through collaboration with neighbours.
		12.1.3	To continue to collaborate on service sharing, planning and land use issues with the Madawaska Maliseet First Nation.
		12.1.4	In the field of Arts and Culture business development and programming, to create links with neighbouring municipalities to facilitate consultation.
		12.1.5	To continue the development of agreements with regional partners (RSC, LSD, MMFN, municipalities, businesses) on mutual assistance and sharing of fire safety resources.
		12.1.6	To plan a study on the organizational structure and the total cost of a possible service regionalization.
		12.1.7	To pursue collaborative initiatives from the Acadian of the lands and forests region with our partners in Maine, Témiscouata and Madawaska.
12.2	The Council supports the North West Regional Services Commission (NWSRN) and its regional decision-making forum.	12.2.1	To play a leadership role in NWRSC initiatives, including emergency measures, climate changes and watercourse management.
		12.2.2	To support NWRSC as the responsible entity for surrounding

		local service districts to coordinate service agreements between Edmundston and these communities.
	12.2.3	To support NWRSC in efforts to develop and to implement a regional land use plan.
	12.2.4	To continue collaborations with NWRSC on solid waste services.

13- Management of Constraints Related to Special Soil Uses

Preamble

Areas of Edmundston exhibit anthropogenic constraints (results of human activity) specific to the territory occupation. In order to limit the nuisance of the neighbouring uses and to ensure the good coexistence of these uses with the living environments, normative provisions will be included in the regulations.

The dominant function nuisances (noise, car traffic, parking, etc.) must be controlled by adequate management integration in the living environment and must respect the commercial composition and always respect the environment.

Activities incompatible with living environments should be directed to specialized areas capable of

managing and containing risks and nuisances such as industrial areas located in the periphery. The diagnosis of incompatibility of the activities should be based on a risk threshold (explosion, spill) and nuisances (smells, dust, trucking, noise).

For existing activities, legislative measures relating to operations and accommodations are proposed in the various by-laws for these nuisances with the aim of encouraging their displacement to places where nuisances will be less noticeable.

Objectives

- To reduce the nuisance caused by anthropogenic constraints.
- To increase the supervision of the uses deemed to be the most generators of a nuisance.
- To support the redeployment of non-compliant uses.

Statements of Policies and Proposals

Statements of policies		Proposals	
13.1	The Council recognizes protections for non-compliant uses.	13.1.1	To set procedures for expansion projects with non-compliant uses according to operating and management criteria and the quality of life and its environment.
13.2	Uses whose operations generate strong sources of stress are incompatible with living environments and development hubs.	13.2.1	To encourage moving to industrial parks and sectors at the limits of the municipal territory uses deemed harmful to the quality of living environments.
		13.2.2	To support, through the <i>Community Planning Act</i> tools, the implementation of new uses deemed to generate strong anthropogenic constraints.
		13.2.3	To define as non-compliant the most harmful nuisance uses with zoning by-law designation, to orient their development and to encourage their displacement.
		13.2.4	To define as non-compliant industrial uses within living environments that are no longer compatible with the quality of living environments required by residents.
		13.2.5	To direct the most important sources of nuisance to the industrial sectors and to orient services and sales to commercial sectors.
		13.2.6	To consolidate uses related to automobile maintenance, heavy processing industries and uses related to treatment of aggregates.
		13.2.7	To prohibit new industrial activities in predominantly residential areas.
		13.2.8	Adult entertainment establishments require an amendment to the zoning by-law.
13.3	The consequences of anthropogenic constraints diminish the attractiveness of living environments.	13.3.1	To propose a by-law relating to the nuisance caused by dust, as permitted by section 10 of the <i>Local Governance Act</i> .
		13.3.2	To identify the noise constraints and to establish adequate setbacks in the zoning by-law and operating rules in the nuisance management by-law.
		13.3.3	To recognize existing cemeteries and to establish dialogue with religious communities if any expansions are necessary.
13.4	The absence of rules concerning quarries and sand pits diminish the quality of our natural landscapes. The regulations should guide the rehabilitated and inadequate treatment for slopes created.	13.4.1	To protect all designated sectors capable of extracting high quality aggregates and industrial mineral production, and consider protecting sectors containing valuable minerals.
		13.4.2	To ensure the establishment of meaningful processes for the protection of the public and the establishment of mechanisms for quarries and gravel pits once the resources have been exhausted.
		13.4.3	To integrate mining and mineral extraction programs in a

			stable environmentally safe and harmonious state rather than in conflict with the surrounding landscape.
		13.4.4	To encourage the Government of New Brunswick to recognize quarries as a land use like that of open-pit mines and to establish strict regulations on quarry development, extraction methods, transformation and public safety, as well as all the environmental impacts of the sites and surrounding areas.
13.5	The City assumes its role in responsible management for private and public snow removal.	13.5.1	To provide more restricted snow storage locations with sunshine to ensure rapid melting.
		13.5.2	To develop tools to prevent recklessness by the private sector for obstructing our roads and sidewalks with snow.

E.

Implementation



E. Implementation

1. Transitional Measures

The adoption of the Municipal Development Plan commits the Municipality to adopt a new zoning by-law within a maximum of one year, or two years if the Environment and Local Government Minister allows. It is through the adoption of by-laws that the content of the Plan becomes directly applicable to citizens.

If the Municipal Development Plan prevails in the case of an inconsistency with a zoning or subdivision by-law, it is to be anticipated that the transitional period will result in situations where the zoning by-law violates the proposals of this Plan. For these situations,

the Council establishes the following guidelines in the transitional period prior to the adoption of a new zoning by-law.

In case of a conflict, the Council relies on the Planning Advisory Committee to assess compatibility with the guidelines, statements of policies and proposals in the Development Plan. The recognized powers of the advisory committee are aligned with possible situations brought by the Planning Director. In this regard, approval may be given or denied in accordance with the criteria of paragraph 55(1)(b) of the *Community Planning Act* regarding compatibility with the Plan's general objectives.

Proposals	
M1.	In the transition between the adoption of the new Plan and zoning by-law, the PAC and the Planning Director are responsible for evaluating the compatibility between the Plan and the zoning and subdivision by-laws.
M2.	The new implementations respect the principles of compatibility of the built forms by contextual management of the interface with the street, setbacks, height and building volume.
M3.	The uses related to motor vehicles and other uses of industrial nature in living environments are deemed to be non-compliant.
M4.	To favour the establishment of businesses or services within the development hubs and along the corridors for local services.

2. Implementation

It should be recalled that the adoption of the Plan does not have the effect of engaging the Municipality to implement any of the proposals contained therein. Adoption precludes any development being undertaken in a manner inconsistent with a proposal or policy as set out or described. However, its success is based on the implementation of the proposals.

The interest of the Municipality and the community is to see the achievement of the intentions of the Development Plan. It is imperative that the citizens can appreciate the level of achievement of the Plan once adopted. Measures will therefore be proposed. They will be available for the population who wants

to follow the Municipality's progress through a Web platform accessible in real time.

Not all objectives are measurable either by their nature or by the necessary cost to monitor evolution. An annual follow-up will allow to monitor that municipal actions are in accordance with the Plan.

An accurate picture of the current state will be used as a reference for the evolution of all evaluation criteria. Public surveys and consultations will also help to verify the perception of people in general about the City development.

Proposals	
M5.	Citizens will be able to track municipal performance in real time from a municipal dashboard available on the Web.
M6.	City Council prepares an annual overview of the evolution of the implementation of the Municipal Development Plan and provides necessary reviews.
M7.	Municipal Departments establish their annual plans according to the objectives set out in the Municipal Development Plan.
M8.	Adjust decision criteria in the development of investment in capital projects to include the guidelines of the Municipal Development Plan.

3. Regulatory Interventions

Land use as represented on the *Land Use Plan* must be interpreted according to a composition of dominant functions and complementary functions. This principle of dominance must, however, be considered at the level of the uses permitted by the planning regulations in order to reflect the classification of the use and the dominant functions authorized therein.

The regulatory structure introduced will follow an approach inspired by the Form-Based Code that focuses on the creation of coherent, animated and aesthetic living environments, respecting the characteristics and identity of existing urban areas. This approach draws its essence in the analysis of the built environment and analysis of the landscape that requires good knowledge of all information relating to

a premise, its history, its urban surroundings, its heritage, its evolution, and generally more to the urban structure. The idea is to concentrate the efforts of promoters, local stakeholders and municipal officials in the objective of carrying out quality architectural projects that integrate in the environment the identity and its context.

The *Local Governance Act (2017, c. 18)* also offers interesting tools that can contribute to the improvement of citizens' quality of life. Resulting by-laws must be used to fulfill the objectives mentioned in the document.

Propositions	
M9.	The zoning by-law will follow an approach inspired on the Form-Based Code.
M10.	The conditions and requirements of zoning amendments according to by-law no. 32 are sustained unless the new standards reinforce the requirements already issued.
M11.	The municipality will use the tools of the <i>Local Governance Act</i> to support the control measures under the <i>Community Planning Act</i> .

4. Non-Compliant Uses

The Council recognizes the intention of the *Law* that the by-law may make existing uses non-compliant. In its intention to strengthen commercial hubs, many commercial or industrial facilities will then be non-compliant. The Council recognizes that it can be costly and penalizing for homeowners to comply with

the new requirements. A flexible and accessible derogatory process will therefore be proposed in the zoning by-law to allow the use to be maintained and sometimes even enlarged if in accordance with the intentions of the Plan and the *Law*. It will be up to the applicant to demonstrate its implementation with the quality of the proposed facilities.

Proposals

M12. The Council expects to support a flexible and accessible derogatory process within the zoning by-law to allow the use to be maintained, sometimes even enlarged, in accordance with the intentions of the Plan and the *Law*.

5. Amendments to the Plan

Since it is impossible to predict everything that can happen within the time frame of the Plan, amendments to the Plan will be necessary and sometimes even advisable. The vision and orientations will have to remain the same, unless there is a complete revision of the document.

A partial revision every two years must be carried out by the Municipality in knowledge of an analysis of the measures. As required by the *Law*, City Council must undertake a complete review of this Municipal Development Plan within 10 years.

Proposals

M13. The Council provides for a partial review every two years and will undertake a full review of the Municipal Development Plan within 10 years maximum.

F.

Action
Plan



F. Action Plans



G. Glossary

Active transportation: the various means of human-powered transportation other than motorized, especially bicycling, walking, running and skateboarding. (*transport actif*)

Affectation: attribution of a territory or part of a territory for a particular use, function or a determined dominant purpose. (*affectation*)

Affectation area: part of the territory intended to be used according to a determined purpose by the functions authorized (*aire d'affectation*)

Communities: the territories corresponding to the former municipalities that now form Edmundston since 1998. (*communautés*)

Community Planning Act (Law): the provincial law that establishes the jurisdiction and responsibilities of the municipalities of New Brunswick regarding urban planning and related activities. (*loi sur l'urbanisme*)

Council: means the City Council of Edmundston. (*conseil*)

Density: the residential density gross target with respect to the existing volumetry of the built environment. This is a representative interval of the maximum ground-area coefficient (GAC) in the landscape area that is the total ground area of the buildings divided by that of the land. (*densité*)

Development hub: concentration of urban activities including business, employment, institutions, residences, services, and any other activity that generates movement which benefits from the agglomeration of its activities. (*pôle de développement*)

District: electoral districts as defined by provincial regulations. (*quartier*)

Dominance: the notion of dominance implies that a minimum percentage of the total area of a zone usage is affected by the dominant function (or functions) permitted in the zone usage. This principle is valid unless a contrary specification is mentioned for a usage area. (*dominance*)

Form-based code: a regulation that focuses on the link between development (urban) and its context of spatial and social insertion: especially the interactions between buildings and streets, pedestrians and vehicles and public and private realms. The code responds to these concerns by regulating site design, the circulation and overall shape of the built environment. It favours predictable results and high-quality public realm using physical form (rather than separation of uses) as an organizing principle. (*form-based code*)

Imagine Edmundston: a planning process initiated by the City to develop a new Municipal Development Plan to guide Edmundston's development over the next 10 years. (*imagine edmundston*)

Infill development: type of planning practiced in the established areas of the City that can be carried out on vacant land. (*aménagement intercalaire*)

Landscape area: sectioning according to the natural environment components, to the buildings' architectural characteristics and the territory morphology (*aire de paysage*)

Municipal Development Plan (plan, urban planning): By-law adopted and enforced pursuant to sections 21 and subsequent of the *Community Planning Act* (2017, c. 19). (*plan d'aménagement municipal*)

Planning Advisory Committee: Committee appointed by the City Council in accordance with section 3 of the *Community Planning Act* that is responsible for providing advice on development applications and on issues related to urban planning. (*comité consultatif d'urbanisme*)

Placemaking: a process of citizen assumption of public spaces by the community from their notion to their management. (*placemaking*)

Proposal: a specific measure deemed desirable to implement a given policy (projects, practices, policies). (*proposition*)

Public realm: all exterior locations, links and built environment elements that are physically or visually accessible regardless of their owner. These include streets, pedestrian walkways, bicycle lanes, bridges, squares, parks, shores, natural elements, scenic lanes, points of interest, and building interfaces. (*domaine public*)

Sectors: living environments with a residential concentration, a supply of services and local businesses with a significant employment basin. (*secteurs*)

Service area: name given to the area of origin of the clientele. It can be described as the following terms: proximity, neighbourhood, district, community, urban, regional and supra-regional. (*desserte*)

Statement of policy: coordinates and directs City Council programs on the economic and social development of the municipality, its physical development and any other important issue for the City. (*énoncé de politique*)

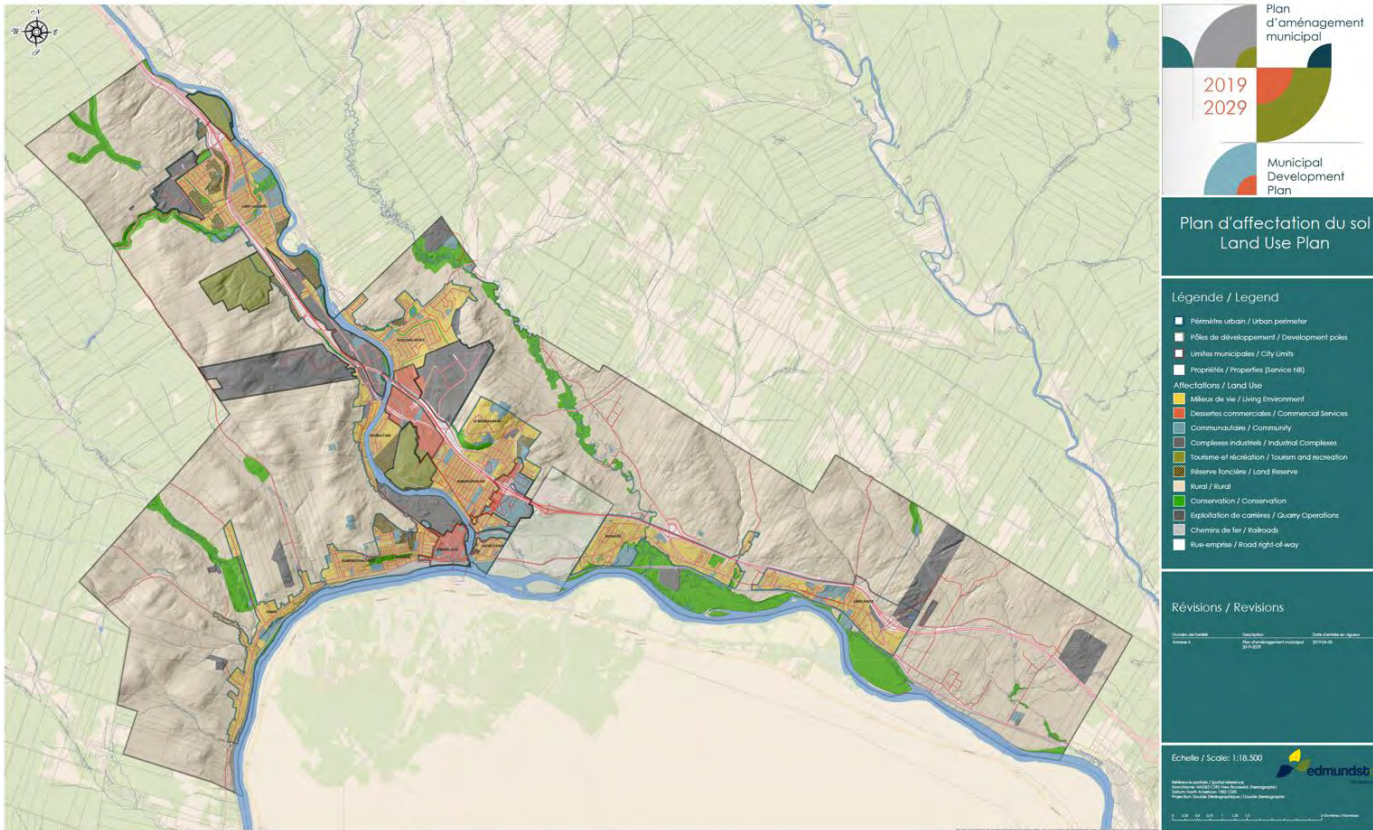
Urban boundary: the boundary between designated areas for potential urban development and areas where long-term rural use is planned. (*périmètre urbain*)

Urban landscape: road structure general form. It can be curved, straight or orthogonal. (*tissu urbain*)



Appendix A

LAND USE PLAN



Appendix B




MUNICIPAL DEVELOPMENT PLAN 2019-2029 AMENDING BY-LAWS

By-law number	Description	Effective Date	Registration number

Appendix C

FIVE-YEAR CAPITAL BUDGET AND INVESTMENTS

 Plan quinquennal 2019 - 2023						
Fonds général pour immobilisation						
Titre du projet	2019	2020	2021	2022	2023	TOTAL
Services d'administration générale						
Bâtements	\$ 20 000	\$ 3 500 000	\$ 75 000	\$ 75 000	\$ 65 000	\$ 3 735 000
Mobilier et équipement	\$ 93 000	\$ 49 000	\$ 250 000	\$ 50 000	\$ 87 000	\$ 490 000
Petits roulants	-	\$ 45 000	\$ 30 000	-	-	\$ 75 000
Total : projets d'investissements - administration générale	\$ 113 000	\$ 3 995 000	\$ 355 000	\$ 125 000	\$ 152 000	\$ 4 300 000
Services de protection						
Bâtements	-	-	-	-	-	-
Équipements lourds	-	\$ 475 000	-	\$ 375 000	-	\$ 850 000
Mobilier et équipement	\$ 765 000	\$ 484 000	\$ 55 000	\$ 25 000	\$ 21 000	\$ 1 350 000
Petits roulants	-	\$ 80 000	\$ 50 000	\$ 30 000	\$ 40 000	\$ 200 000
Total : projets d'investissements - protection	\$ 765 000	\$ 1 039 000	\$ 105 000	\$ 430 000	\$ 61 000	\$ 2 400 000
Services d'urbanisme						
Terrains - botés	-	\$ 50 000	\$ 50 000	\$ 50 000	\$ 50 000	\$ 200 000
Espaces verts	-	\$ 100 000	\$ 380 000	\$ 45 000	\$ 55 000	\$ 580 000
Mobilier et équipement	\$ 70 000	\$ 195 000	\$ 75 000	\$ 30 000	\$ 30 000	\$ 400 000
Petits roulants	-	\$ 30 000	\$ 30 000	\$ 30 000	\$ 30 000	\$ 120 000
Total : projets d'investissements - urbanisme	\$ 70 000	\$ 375 000	\$ 335 000	\$ 155 000	\$ 165 000	\$ 1 390 000
Services récréatifs et culturels						
Bâtements	\$ 490 000	\$ 415 000	\$ 355 000	\$ 350 000	\$ 350 000	\$ 1 960 000
Mobilier et équipement	\$ 161 000	\$ 237 000	\$ 100 000	\$ 107 000	\$ 225 000	\$ 830 000
Petits roulants	\$ 8 000	\$ 60 000	\$ 45 000	\$ 95 000	\$ 95 000	\$ 303 000
Installations récréatives	\$ 20 000	\$ 792 000	\$ 80 000	\$ 25 000	\$ 290 000	\$ 1 207 000
Total : projets d'investissements - récréatifs et culturels	\$ 679 000	\$ 1 504 000	\$ 580 000	\$ 577 000	\$ 960 000	\$ 4 390 000
Services relatifs aux transports						
Amélioration du réseau routier	\$ 2 383 000	\$ 3 140 000	\$ 3 015 000	\$ 3 152 000	\$ 3 500 000	\$ 16 190 000
Bâtements	\$ 20 000	\$ 20 000	\$ 20 000	\$ 25 000	\$ 156 000	\$ 241 000
Égouts pluviaux	\$ 2 982 000	\$ 150 000	\$ 920 000	\$ 2 770 000	\$ 2 268 000	\$ 9 090 000
Équipements lourds	\$ 380 000	\$ 859 000	\$ 859 000	\$ 716 000	\$ 386 000	\$ 3 100 000
Petits roulants	\$ 155 000	\$ 250 000	\$ 210 000	\$ 205 000	\$ 265 000	\$ 1 085 000
Trotoirs	\$ 135 000	\$ 165 000	\$ 165 000	\$ 165 000	\$ 165 000	\$ 795 000
Terrains	-	\$ 50 000	\$ 50 000	\$ 50 000	\$ 50 000	\$ 200 000
Total : projets d'investissements - transports	\$ 6 065 000	\$ 4 734 000	\$ 5 039 000	\$ 7 083 000	\$ 6 789 000	\$ 29 700 000
Total : projets d'investissements - fonds d'immobilisation local	\$ 7 682 000	\$ 11 237 000	\$ 6 614 000	\$ 8 370 000	\$ 8 087 000	\$ 42 000 000