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# *Forever* Fernie

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## Integrated Community Sustainability Plan

Approved 24 October 2011

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Prepared by:

**CENTRE** *for*  
**SUSTAINABILITY**  
WHISTLER

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## Table of Contents

<b>Background and Process</b> .....	<b>5</b>
Purpose of Integrated Community Sustainability Planning .....	5
What is an ICSP? .....	5
The Quick Start ICSP .....	6
Quick Start ICSP Outcomes.....	6
Quick Start ICSP Process .....	7
Community Sustainability Action Team (CSAT).....	9
Fernie’s Shared Understanding of Sustainability .....	10
Sustainability Objectives .....	11
Fernie’s Three Priorities .....	11
1. Protecting the Environment .....	12
2. Ensuring Economic Viability.....	13
3. Enriching Community Life.....	14
<b>Moving Fernie Towards Success and Sustainability</b> .....	<b>15</b>
Descriptions of Success.....	16
Fernie’s Ten Sustainability Strategy Areas.....	16
1. Buildings and Sites .....	17
2. Community and Individual Health.....	18
3. Accessible, Appropriate and Attainable Housing .....	19
4. Economy and Work .....	20
5. Education and Learning.....	21
6. Arts, Culture and Heritage.....	22
7. Recreation and Leisure .....	23
8. Land Use and Natural Areas .....	24
9. Transportation and Accessibility .....	25
10. Energy, Resources and Waste .....	26
<b>Implementing Fernie’s Sustainability Vision</b> .....	<b>27</b>
The Current Reality and Action Planning .....	27
Indicators and Monitoring .....	30
Targets .....	33
Sustainability Decision-Making Framework.....	33
<b>Next Steps in Fernie’s Sustainability Journey</b> .....	<b>34</b>
Community Partnerships .....	34
Community Task Forces .....	35
Annual Action Planning.....	36
Ongoing Monitoring and Reporting.....	37
Aligning Decision-making and other Policies with the ICSP.....	38
Periodic Review and Refinement of the ICSP .....	39

**Appendices**

- Appendix 1 - Glossary of Terms
- Appendix 2 - Descriptions of Current Reality
- Appendix 3 – Initial Actions
- Appendix 4 – Initial Indicators
- Appendix 5 – Decision Making Framework
- Appendix 6 – Community Partner Agreement

**List of Figures**

- Figure 1 - Relationship of ICSP to other Plans and Policies..... 6
- Figure 2 - The “ABCD’s” of Sustainability Planning ..... 8
- Figure 3 – Forever Fernie ICSP Process ..... 8
- Figure 4 – Natural Step Sustainability Principles ..... 11
- Figure 5 – Fernie’s Three Sustainability Priorities..... 12
- Figure 6 - The “Sustainability Gap” ..... 27
- Figure 7 - Initial Recommended Actions ..... 28
- Figure 8 - Indicators and Reporting Process ..... 30
- Figure 9 - Initial Recommended Indicators ..... 31
- Figure 10 - Defined Sustainability Targets ..... 33

# Forever Fernie

## Integrated Community Sustainability Plan (ICSP)

### Background and Process

The City of Fernie has partnered with the community and the Whistler Centre for Sustainability to develop an Integrated Community Sustainability Plan (ICSP) for Fernie. The City has undertaken a number of sustainability-related initiatives in the past, and had many sustainability policies in the current Official Community Plan, but had not previously undertaken a comprehensive community sustainability planning process that would create and implement a shared vision for the community, including aligning and integrating existing plans, policies and practices.

### Purpose of Integrated Community Sustainability Planning

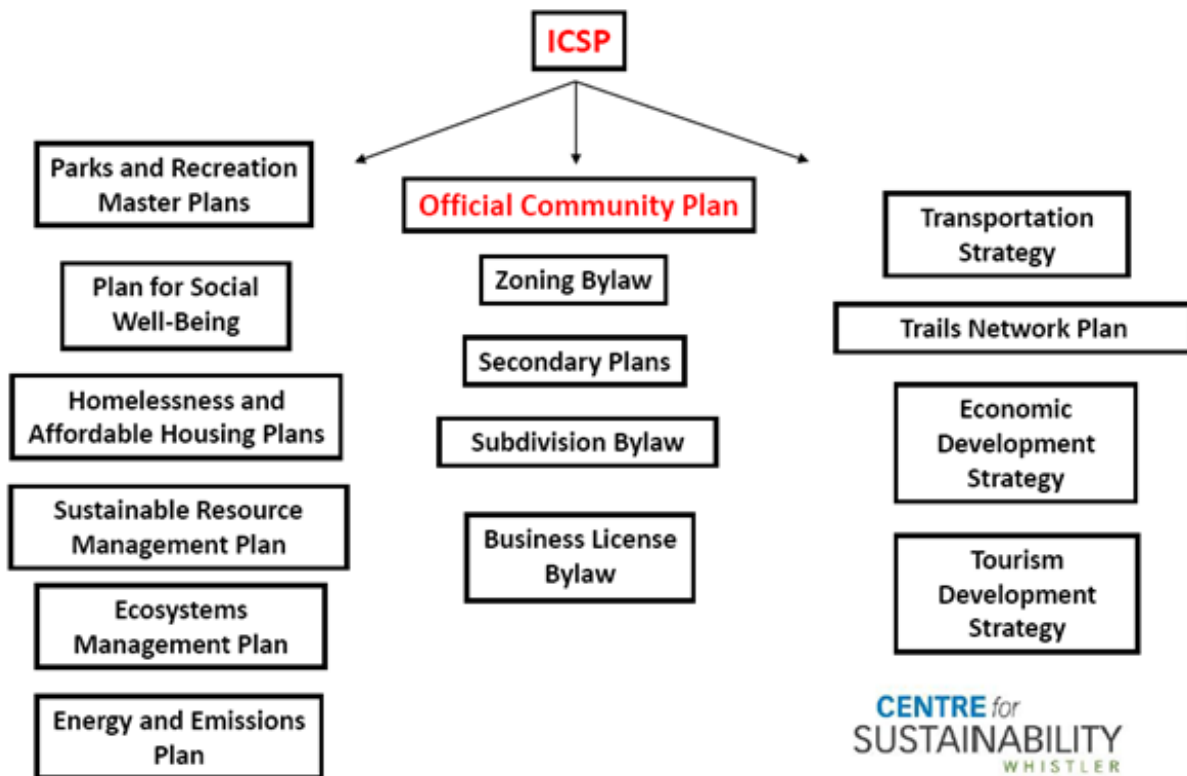
Sustainability planning helps communities gain insight into their long-term goals for success – these goals then shape and inform investment and infrastructure decisions, reducing potential costly short-term mistakes. Significant benefits accrue to communities moving in a coordinated manner in the direction of long-term success. As an energizing and motivating conversation for the community, sustainability planning helps to alleviate potential deadlock issues, attract new residents and niche businesses, as well as retain and motivate municipal talent. Local economies are prepared for the long-term impacts of climate change, shifting global priorities for goods and services and rising energy and resource prices. Community members commit to maintaining their resilience, networks and quality of life through demographic shifts and other social challenges. Municipalities can save significant money over time through reduced energy and waste management costs and are able to access funding through a variety of mechanisms through the completion of a sustainability plan.

### What is an ICSP?

An Integrated Community Sustainability Plan (ICSP) is the community’s highest level, or “overarching,” policy document that integrates all existing plans and policies and gives direction to all future initiatives and provides a comprehensive framework for community decision-making. An ICSP is a document that is written by the community to guide the community toward a desirable and sustainable future. The ICSP identifies Strategy Areas and Actions for implementation, monitors progress and is reviewed annually.

An ICSP is as much a process as it is a plan; it is an on-going process of engaging the community in co-creating and updating a community vision and linking that vision to realistic ongoing planning and collaborative Actions. ICSPs emphasize long-term thinking, collaboration between community residents and stakeholders, creating partnerships and ongoing monitoring and evaluation to ensure success. Fernie’s ICSP is Forever Fernie.

Figure 1 - Relationship of ICSP to other Plans and Policies



## The Quick Start ICSP

Forever Fernie was developed using a ‘Quick Start’ ICSP process. The process uses The Natural Step sustainability framework and Whistler2020, a multiple award-winning community sustainability plan and process, as a model that has been adapted to Fernie’s unique context, needs, assets and visions. The Quick Start process quickly and effectively provides Fernie with an ICSP and on-the-ground Actions and a set of implementation tools to get the community started on its journey toward sustainability.

## Quick Start ICSP Outcomes

While a comprehensive ICSP with an Official Community Plan (OCP) update and multi-stakeholder task forces is the ideal mechanism for advancing sustainability, it is understood that the resources required to undertake such an intensive process are beyond what many small to medium sized communities have available. The Quick Start version of an ICSP is designed to get the community moving forward on its sustainability journey immediately and meaningfully.

With the completion of the Quick Start Sustainability Planning Process, Fernie's ICSP provides:

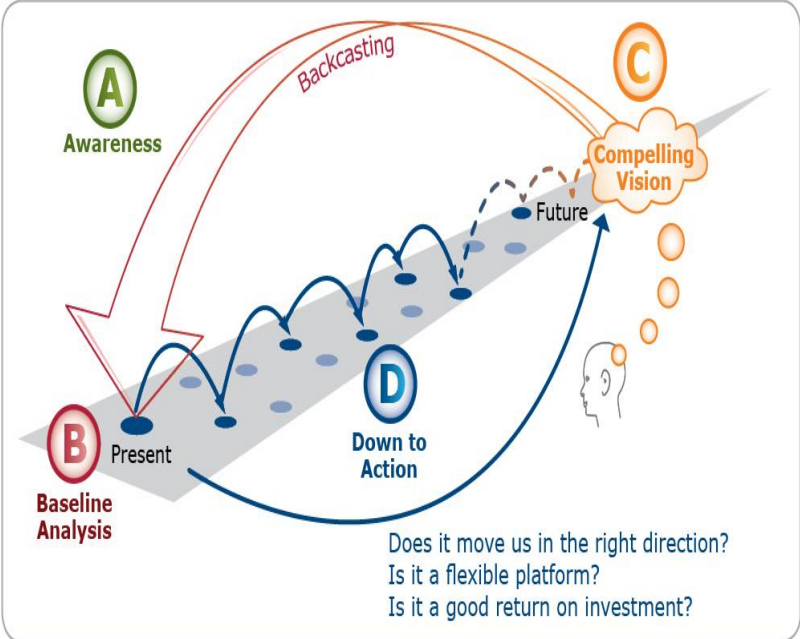
1. A sustainability strategy outlining a **Vision (Descriptions of Success)**, sustainability **Objectives**, community **Priorities** and ten **Strategy Areas**.
2. A description of the current situation, the "**Current Reality**," with respect to each Strategy Area.
3. A set of clear **Actions** for immediate implementation, directed to specific organizations.
4. An effective and easy-to-use **Monitoring and Reporting** system tracking key **Indicators**.
5. Content for tracking and communicating sustainability initiatives.
6. A 'Moving Forward' section that will provide a guide for continuing to develop and implement Forever Fernie in the years to come.

### **Quick Start ICSP Process**

Forever Fernie followed this process to create the ICSP:

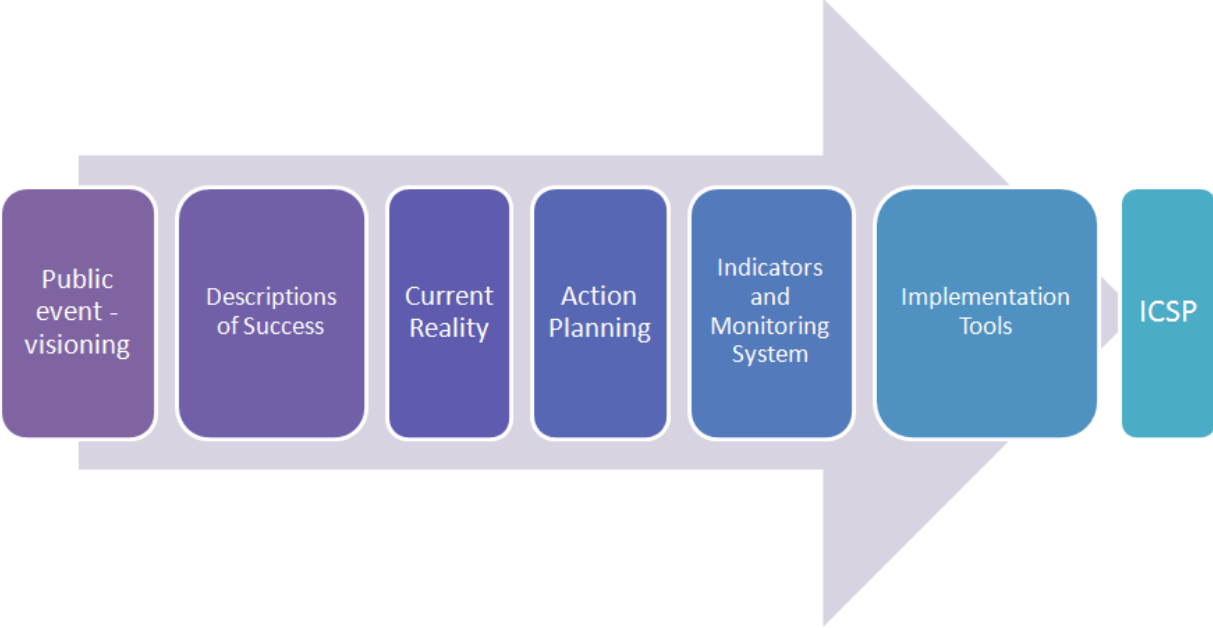
1. Develop a shared understanding of sustainability objectives.
2. Identify community Priorities and Strategy Areas.
3. Create a shared Vision of the community's desired future (Descriptions of Success) in the Strategy Areas.
4. Write descriptions of where the community is currently at with regards to the vision (i.e., "Current Reality").
5. Determine initial Actions that can be taken to move Fernie from its Current Reality to its stated desired future.
6. Get commitment by organizations, the Community Partners, to implement those Actions.
7. Develop a basic Monitoring and Reporting system that can measure, track and communicate progress using appropriate Indicators.

Figure 2 - The “ABCD’s” of Sustainability Planning



Source: The Natural Step

Figure 3 – Forever Fernie ICSP Process





## Community Sustainability Action Team (CSAT)

A Community Sustainability Action Team (CSAT) was created to work closely with the Whistler Centre team and municipality on the project. The CSAT was the advisory committee for the project, acting as the “eyes and ears” of the community, and its members represent the community’s interest in the project. The CSAT provided input on public engagement opportunities, assisted in the development of the community’s vision (including Descriptions of Success), provided input on Current Reality and Indicators and developed recommended initial Actions. Individual organizations represented on the CSAT will also be essential Community Partners in the future, working with the municipality to lead on implementing Actions that will move the community towards its vision of success and sustainability.

The Forever Fernie CSAT members were:

1. Mark Allison, Senior Planner and Manager of Advisory Services, Whistler Centre for Sustainability<sup>1</sup>
2. Leah Bradish, Campus Manager – Fernie Campus, College of the Rockies and Leisure Services Advisory Committee
3. Casey Brennan, Southern Rockies Program Manager, Wildsight
4. Allan Chabot, Chief Administrative Officer, City of Fernie<sup>2</sup>
5. Dave Cockwell, Director of Operational Services, City of Fernie<sup>2</sup>
6. Andy Cohen, General Manager, Fernie Alpine Resort
7. Cindy Corrigan, Mayor, City of Fernie<sup>3</sup>
8. Todd Fyfe, Fernie Chamber of Commerce Representative
9. Cori-Anne Huisman, Fernie Secondary School
10. Corrie Hurlburt, Manager, Fernie Family Housing Society
11. Judith Johannsson, City of Fernie Official Community Plan Implementation Committee
12. Joni Krats, Communications Coordinator, Teck Resources Ltd.
13. Janet Kuijt, Fernie Secondary School
14. Bruce Lennox, Director of Planning, City of Fernie<sup>3</sup>
15. Frank Lento, Board Chair, School District #5 and Leisure Services Advisory Committee
16. Keith Liggett, Community-at-large
17. Megan Lohmann, City of Fernie Greenhouse Gas Emission Reduction Committee
18. John Merritt, Community-at-large
19. Mike Pennock, City of Fernie Advisory Planning Commission
20. Maryann Simpson, Community Integrated Health Services Administrator, Interior Health
21. Jocelyn Tanton, student – Fernie Academy
22. Stephen Temple, Lands Supervisor, Tembec Forest Resource Management

1. Process Facilitator
2. City of Fernie Staff Liaison
3. City of Fernie Council Liaison

The CSAT participated in a sustainability and ICSP training session prior to participating in the process for developing an ICSP and to developing a shared understanding of sustainability. At a public event held in May 2011, approximately 60 members of the community participated in discussing and describing their visions of success for Fernie, originally organized in seven Strategy Areas, which evolved after review by CSAT into ten areas. The community visions were turned into draft ‘Descriptions of Success’ statements and the CSAT then reviewed, revised and enhanced them.

### **Fernie’s Shared Understanding of Sustainability**

CSAT adopted the United Nations Brundtland Commission definition of sustainability, which is “meeting the needs of the present without compromising the ability of future generations to meet their own needs,” and supported the City’s current sustainability vision, as endorsed by City Council:

***Fernie is an economically, environmentally and socially sustainable community where everyone has the opportunity to pursue an excellent quality of life.***



Photo: Whistler Centre

## Sustainability Objectives

Fernie has adopted the following sustainability objectives, derived from the Natural Step sustainability framework, as the key objectives that will guide Fernie on its journey towards sustainability. These objectives are the 'lighthouse' for the community, providing clear direction towards the final destination. The four sustainability objectives are:<sup>1</sup>

**Figure 4 – Natural Step Sustainability Principles**



**1. Reduce and minimize our contribution to the systematic accumulation of materials from the earth's crust.** This means substituting our use of certain minerals that are scarce in nature with others that are more abundant, using all mined materials efficiently and systematically reducing our dependence on fossil fuels.



**2. Reduce and eliminate our contribution to the systematic accumulation of substances produced by society.** This means systematically substituting certain persistent and unnatural compounds with ones that are normally abundant or break down more easily in nature and using all substances produced by society efficiently.



**3. Reduce and eliminate our contribution to the ongoing physical degradation of nature.** This means drawing resources only from well managed eco-systems, systematically pursuing the most productive and efficient use both of those resources and land and exercising caution in all kinds of modifications of nature, such as overharvesting and the introduction of invasive species.



**4. Reduce and eliminate our contribution to conditions that systematically undermine people's ability to meet their basic needs.** This means offering products and services and changing practices, suppliers and business models to those that ensure that human rights are respected, income-making barriers are removed, safe and healthy work environments are provided and living conditions allow local communities to meet the needs of citizens.

## Fernie's Three Priorities

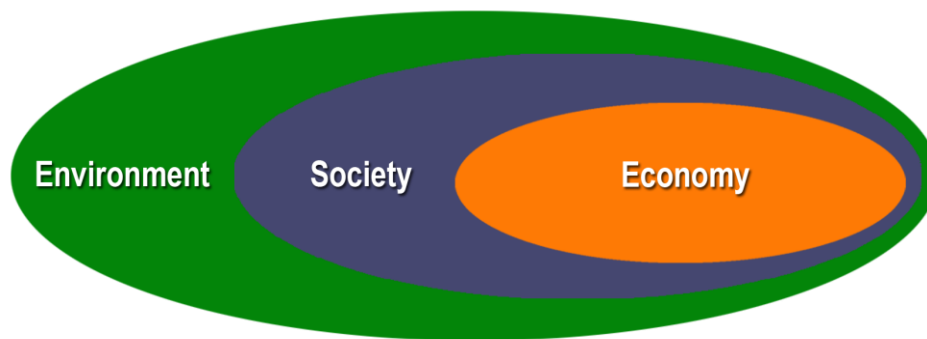
The community of Fernie has identified three Priorities that provide a high level description of what is important to Fernie in order to achieve its vision in becoming a sustainable community. These Priorities represent the key values of the community. Each Priority is equally important and supportive of the other and all Actions and future planning need to support the values upheld in these three Priorities.

<sup>1</sup> <http://www.naturalstep.org/the-system-conditions>

Fernie's three Priorities are:

1. Protecting the Environment;
2. Ensuring Economic Viability; and
3. Enriching Community Life.

**Figure 5 – Fernie's Three Sustainability Priorities**



## **1. Protecting the Environment**

Through protecting the environment, in the year 2030, Fernie continues to prioritize and protect the beautiful natural surroundings in which it is situated, in particular the Elk River valley, surrounding mountains and environmentally sensitive areas. Buildings are surrounded by healthy ecosystems and landscapes; there is a culture of and numerous learning opportunities for, environmental protection; recreational and leisure activities respect the environment and natural ecosystems; and resource industry and business practices have transitioned towards sustainable practices and renewable resources. Smart Growth principles and strategies guide land use and development practices, encouraging more compact development and minimum encroachment on nature. Water, energy and resource conservation efforts and understanding have helped reduce Fernie's per capita consumption dramatically and innovative environmental management techniques have reduced water needs as well as protected watersheds. The City of Fernie has proactively influenced environmental and land use practices in the Elk River valley and as a result, the region collaboratively implements efforts to protect the environment.



Photo: City of Fernie

## 2. Ensuring Economic Viability

Through ensuring economic viability, in the year 2030, Fernie’s economy is diverse and mainly locally-based, with a diverse workforce. Businesses, institutions and other Community Partners work together to provide job mentoring and training programs to provide a skilled workforce. While the primary resource industry is still an important economic contributor, local resources are increasingly having value-added as finished products and Fernie is also a leader in clean and renewable technologies. These include businesses built on sustainability practices, such as recycling and deconstruction and a large proportion of local businesses are based on those technologies. Because the community has done such a good job at protecting the environment and natural areas, recreational and leisure opportunities are a big tourism driver. A strong tourism sector complements and supports the local economy, enhances the community’s assets and includes a vibrant cultural tourism component. Educational opportunities also provide jobs as well as learning opportunities for creating a locally-based workforce. A larger proportion of the community’s dollars is kept in the community through a “buy local” and “hire local” mindset. Fernie has a vibrant Downtown with a range of amenities and services that increasingly attract visitors as well as supports local businesses.



Photo: City of Fernie

### **3. Enriching Community Life**

Through enriching community life, in the year 2030, the community of Fernie is healthy, safe, vibrant, diverse and happy. The built form is beautiful and accessible, the City has a thriving Downtown core where residents and visitors interact and neighbourhoods have good connectivity and basic services. Housing is accessible, appropriate and attainable and residents enjoy leisure time and recreation activities year-round. Healthy, local food choices are readily available and there is a strong local food culture. All healthy lifestyles are embraced and complemented by broad and accessible health services, contributing to a healthy community. Diverse educational and informal learning opportunities allow lifelong learning in Fernie. The community embraces sustainability as a lens through which all planning and decisions are made. Due to innovations in renewable and sustainable technologies and resource management and a culture of reducing waste and consumption, the community is clean and healthy. Residents and visitors can easily get around the community and valley using public transit, cleaner vehicles and a variety of non-motorized means. Arts and culture flourish in Fernie.



Photo: Joni Krats

## Moving Fernie Towards Success and Sustainability

There are a number of ways to understand and conceptualize community and community issues. While it is important for an ICSP to address relevant community sustainability issues such as climate change, intergenerational demands, affordability and economic challenges, the ICSP doesn't need to be structured by every issue to do that. In fact, a plan structured by issues would likely be unruly and resource intensive to manage due to the sheer number and variety of issues.

The manner in which a Quick Start ICSP is organized seeks to address all of the things that communities could and should be doing to promote sustainability, organized into a manageable set of relatively stable and distinct community systems, or "Strategy Areas." While we don't always think of a community as being made up of an energy system, leisure system, health system, etc., we can all intuitively understand that they exist and are interrelated. For example, a community's energy system is the way that various organizations, infrastructure and people combine to meet the community's energy needs. The way in which a system functions well – or not – is often the root cause of multiple issues, so addressing the system as a whole, i.e., in an "integrated" way, will bring us one step closer to solutions. Further to the energy system example, our current energy systems have impacts on air quality, climate change, water ecology, etc. Working comprehensively on energy system solutions can help address several community Priorities.

For Fernie, ten Strategy Areas were identified that broadly address all the community systems and the broad range of issues within them. As the ICSP continues to be developed over the next number of years, these Strategy Areas may be combined, separated, or revised – that is all part of an ongoing community sustainability planning process. For Fernie’s ICSP, the recommended Strategy Areas are:

1. Buildings and Sites;
2. Community and Individual Health;
3. Accessible, Appropriate and Attainable Housing
4. Economy and Work;
5. Education and Skills Training;
6. Arts, Culture and Heritage;
7. Recreation and Leisure;
8. Land Use and Natural Areas;
9. Transportation and Accessibility; and
10. Energy, Resources and Waste.

## Descriptions of Success

A sustainability plan includes a vision of what a successful and sustainable future for the community looks like in each of the community systems in a specified year in the future. Specific visions that support the broad vision are represented by clear Description of Success (DoS) statements that:

- Describe what success will look like in a sustainable future in each Strategy Area, framed by the sustainability objectives;
- Are statements of the highest aspirations and purpose for each Strategy Area; and
- Are used for determining Actions and decisions that need to be taken over time in order to move the community from where it is today to where it wants to be in a sustainable and successful future.

DoS statements guide Action planning so that all Actions and initiatives that are developed aim to move the community towards the vision described by one or more DoS statements. DoS statements also guide the development of community Indicators for measuring progress toward the vision and sustainability.

## Fernie’s Ten Sustainability Strategy Areas

The ten Strategy Areas and the DoS statements describe a shared vision of what a sustainable and successful Fernie will look like in the year 2030. These are described in the following pages along with a brief description of the scope of each Strategy Area.



## 1. Buildings and Sites

The Buildings and Sites strategy addresses:

- a. Physical characteristics of buildings and sites;
- b. Residential, commercial, institutional, industrial structures;
- c. Site landscaping and natural features; and
- d. Infrastructure, materials and practices relating to buildings and sites.

### Descriptions of Success

#### By the year 2030,

1. New and upgraded municipal buildings demonstrate community leadership and are constructed or renovated to recognized standards for energy efficiency and environmental design.
2. New buildings and developments are sited in locations that minimize environmental impacts and are sited and oriented to maximize environmental benefits.
3. Stormwater and greywater from development sites is managed in a way that minimizes water consumption and impacts to the water table and surrounding watercourses.
4. There is minimal waste from construction and demolition activities.
5. Highway 3 is a community- and pedestrian-friendly corridor which is aesthetically pleasing and has a consistent and attractive architectural theme.
6. Residential and commercial buildings are high quality in design and construction using sustainable local building materials.
7. Buildings and sites are increasingly connected to community energy systems using low impact, renewable energy sources.
8. Buildings are designed in a flexible way to accommodate potential current and future sustainability technologies.
9. Existing buildings have been upgraded to increase energy efficiency.



Photo: City of Fernie

## 2. Community and Individual Health

The Community and Individual Health Strategy addresses:

- a. Meeting residents' physical, mental, emotional, spiritual health;
- b. Community safety and security;
- c. Maintaining health promotion, services and providers;
- d. Balancing local versus regional facilities;
- e. Accessibility and inclusivity; and
- f. Food security, including local food production and access to healthy, affordable and sustainable food.

### Descriptions of Success

#### By the year 2030,

1. Residents have the supports that they need to age in place, including accessible building design and neighbourhood amenities.
2. Fernie promotes a safe and supportive environment in which everyone feels comfortable participating fully in community life without concern for prejudices, threats of physical or emotional harm.
3. A broad range of conventional health services and alternatives are available locally and advanced services are easily accessible through convenient regional transportation connections.
4. There is a culture of wellness in Fernie, where proactive health promotion and personal responsibility are key elements of health care.
5. There is a range of spiritual and holistic living supports available.
6. Affordable, accessible and inclusive neighbourhood and community activities and celebrations happen regularly throughout the year.
7. Mental health is promoted by community and regional services and supportive local social and cultural relationships.
8. A network of indoor and outdoor community gathering places and activities are available.
9. Adequate employment opportunities and income support is available to allow Fernie residents to meet basic needs and to live in dignity.
10. Residents have access to adequate, healthy and affordable food and food security is enhanced by supporting local food production, including traditional food sources, such as sustainable hunting and fishing practices.



Photo: City of Fernie

### 3. Accessible, Appropriate and Attainable Housing

The Accessible, Appropriate and Attainable Housing Strategy addresses:

- a. Housing accessibility and inclusivity;
- b. Affordable, livable and sustainable housing;
- c. Support for aging in place; and
- d. Providing housing that is appropriate for all household types.

#### Descriptions of Success

##### By the year 2030,

1. Housing is available in locations that reduce or eliminate the need for private motor vehicles.
2. There are convenient and direct connections between residential neighbourhoods and most local destinations, including pedestrian, bicycle and transit connections.
3. There is a range of housing types, tenures and prices that relate to the household types, preferences and income of Fernie households.
4. Strong Community Partnerships exist to address housing needs of the seasonal workforce and visitors.
5. New and retrofitted housing provides options for households with special requirements.
6. Community planning anticipates future housing need trends and maintains a land use and policy framework to address these needs.
7. Increasingly, housing is developed in mixed-use developments, where there is a mix of uses to allow a range of needs to be met locally.
8. Housing options are available that are safe and appropriate for all household needs.



Photo: Whistler Centre

## 4. Economy and Work

The Economy and Work Strategy addresses:

- a. Support for local goods, services and attractive livelihoods;
- b. Meaningful work paying a living wage;
- c. Promoting local businesses with economic viability, social responsibility, low impacts; and
- d. Bringing in investment and other resources (e.g., skills and expertise).

### Descriptions of Success

#### By the year 2030,

1. Fernie's economy is diversified and resilient, building on the existing base of sustainable recreation, tourism and natural resource industries.
2. A strong economic partnership exists with community stakeholders to promote Fernie as an attractive place to invest and work.
3. Community amenities and services have made Fernie an attractive place to live and work, drawing new families and employers with skills and resources.
4. Fernie has a strong education and skills-development sector and is recognized for having Centres of Excellence related to key local economic strengths.
5. Fernie is known for several national and international attractions.
6. Local businesses are innovative and cost competitive, providing a wide range of high quality, affordable goods and services locally.
7. There is a "Hire Local" and "Buy Local" ethic that keeps skills and resources within the community.
8. Enhanced infrastructure, including communications and transportation, support a diverse range of economic activities.
9. Recreation, tourism and retirement living activities bring significant resources to the community.
10. Locally-produced natural resources are processed in the community to create value-added products and services supporting local employment.



## 5. Education and Skills Training

The Education and Skills Training Strategy addresses:

- a. Providing infrastructure and resources;
- b. Developing a highly skilled workforce;
- c. Supporting local economic activity; and
- d. Accessing local knowledge and skills.

### Descriptions of Success

#### By the year 2030,

1. There is a culture of life-long learning in the community, with a sharing of knowledge, skills and experience.
2. Local employers embrace the “vertical job training” process, where employees are able to learn and advance within their profession locally throughout their careers.
3. Fernie is connected to state of the art communications facilities that provide fast access to information and distance education programs.
4. Community Partners contribute to multiple intelligences education and skills building for all ages.
5. A Community Learning Centre is established in Fernie, which provides a broad range of affordable and accessible lifelong learning opportunities for local residents and students from inside and outside the community.
6. Education and skills training is available locally from Pre-school to Secondary School, with a full range of College-level courses, job training courses and comprehensive career counselling available.
7. A diverse and balanced education is available.
8. Fernie is a community with a high level of literacy.
9. Education is a significant contributor to the local economy.
10. Fernie is recognised as a community which specializes in experiential education.



Photo: Joni Krats

## 6. Arts, Culture and Heritage

The Arts, Culture and Heritage Strategy addresses:

- a. Providing a wide range of entertainment and cultural activities for residents and visitors;
- b. Celebrating history and creating a sense of place;
- c. Fostering understanding and cooperation between cultures;
- d. Preserving natural, built and cultural heritage; and
- e. Supporting the local tourism economy.

### Descriptions of Success

#### By the year 2030,

1. Fernie is known as a community that embraces the arts and a place where artistic and cultural diversity and expression is supported.
2. Fernie is recognized for a variety of festivals, exhibitions and conferences that attract visitors from near and far.
3. Community Partners contribute support and resources to organizations for the delivery of festivals and events for all ages and audiences throughout the year.
4. A successful, multi-disciplinary arts and cultural facility has been established that attracts residents, students, faculty and visitors.
5. Fernie's cultural diversity and heritage is celebrated, provides a strong sense of place and supports the local economy.
6. A centralized tourism, activities and information centre with knowledgeable staff provides convenient and comprehensive access to services, accommodations and events in the community throughout the year for both residents and visitors.
7. Policies, programs and tools are in place to protect and enhance Fernie's cultural and heritage assets, such as the museum, library, arts centre, City Hall and Courthouse.
8. A range of venues, both indoors and outdoors, are available and accessible for the visual and performing arts of different scales and types.
9. Local artists and performers are supported by the City and Community Partners.
10. Unique and engaging public art is widespread and accessible to all.
11. The community acknowledges and respects the Ktunaxa Nation, within whose traditional territory our municipality is located.



Photo: Joni Krats

## 7. Recreation and Leisure

The Recreation and Leisure Strategy Area addresses:

- a. Active and passive activities;
- b. Indoor and outdoor activities;
- c. Activities for all ages and abilities;
- d. Private and public facilities; and
- e. Compatibility with natural environment and other activities.

### Descriptions of Success

**By the year 2030,**

1. A wide range of recreation and leisure activities are accessible and available to those with varied interests, incomes and abilities.
2. A hut-to-hut trail system, easily accessed from Fernie, permits access to backcountry activities, such as skiing, hiking and biking.
3. Facilities are designed to be inclusive and multi-generational, providing interactions between people of all ages and abilities.
4. There is a range of education and training programs for sports and other outdoor activities and recreation and leisure is an integral part of education programs.
5. The Elk River and other local water bodies support a range of compatible and low impact recreation activities.
6. A network of managed local and backcountry trails are available for use throughout the year that are safe, well maintained and appropriate for a range of abilities.
7. Fernie is known as a four season recreation destination that respects and exists within the limits of the natural environment.
8. A broad range of first class facilities are available for recreation and leisure.
9. Community Partners and the City support expanded recreation and leisure programs within the community.



Photo: Joni Krats

## 8. Land Use and Natural Areas

The Land Use and Natural Areas Strategy addresses:

- a. Managing development to maintain livability, natural areas and economic development;
- b. Locations, patterns, types and timing of all physical development; and
- c. Protect and restore ecosystem integrity and biodiversity.

### Descriptions of Success

#### By the year 2030,

1. Compact, complete, higher density community Smart Growth planning principles are supported by the community and applied consistently to new development and redevelopment projects.
2. The Historic Downtown is the centre of Fernie, a place for living, working and recreating, with activity throughout the day and throughout the week.
3. Community Partners and the City have identified, maintained and protected existing natural areas and valuable ecosystems, while degraded natural areas and ecosystems are being restored to enhance biodiversity and increase community livability.
4. Neighbourhoods are vibrant, livable and animated, with convenient access to basic amenities and services, without having to drive.
5. A balance has been achieved between maintaining economic viability and protecting natural areas and wildlife.
6. Natural areas and green space is integrated into the Downtown and neighbourhoods, with abundant street trees and community gardens that are readily accessible.
7. A defensible urban containment boundary has been established, which includes all urban areas in and near Fernie, within which growth is carefully managed to promote sustainability objectives.



Photo: Whistler Centre



## 9. Transportation and Accessibility

The Transportation and Accessibility Strategy addresses:

- a. Movement of residents and materials to, from and within the community in a more efficient and sustainable manner;
- b. All modes of local and regional transportation;
- c. Vehicles, roads, sidewalks, paths, trails, lighting, transit, supportive technologies; and
- d. Accessibility for all needs, including residents and visitors.

### Descriptions of Success

#### By the year 2030,

1. Fernie has a sustainable, four-season trail system that provides direct, convenient and comfortable access to local destinations for non-motorized users of all ages and abilities.
2. A local transportation system provides regular service and connects Fernie to other centres within the Elk Valley and the East Kootenay with affordable, reliable and regular service.
3. The City is walkable and cyclable for all ages and abilities and the Downtown is a pedestrian-oriented area.
4. The impacts of parking on the Downtown have been minimized while alternative parking strategies provide reasonable accommodation for those needing to drive.
5. Highway 3 is an attractive, multi-modal transportation corridor that creates a positive visitor experience and does not act as a barrier within the community.
6. Local transportation systems are integrated with and allow seamless connections to, external destinations without the need for a private motor vehicle, including convenient service to major centres and regional airports.
7. Walking, cycling and transit use is encouraged through education, awareness and facilities.
8. Innovative strategies provide alternatives to Single Occupant Vehicle trips.
9. There are accessible, convenient and affordable ways to access the Fernie Alpine Resort and other local recreation destinations.
10. Transportation facilities are safe and well maintained throughout the year.



Photo: Joni Krats

## 10. Energy, Resources and Waste

The Energy, Resources and Waste Strategy addresses:

- a. Meeting energy needs in an affordable, reliable and sustainable way;
- b. Energy delivery and management related to municipality's operations and community as whole;
- c. The entire water and material system, including sourcing, delivery, use and end of life of systems (i.e., decommissioning, refurbishing, repurposing, etc.); and
- d. Physical infrastructure and solid/liquid/air waste management practices.

### Descriptions of Success

#### By the year 2030,

1. There is a high level of environmental stewardship in Fernie and recycling, reuse and composting is made easy for local residents and businesses.
2. Fernie residents and businesses are well educated and support the need for reduced resource consumption and waste production, as possess the tools that can be used to achieve this.
3. A watershed management plan and implementation strategy is in place that protects groundwater, watercourses and riparian areas.
4. Creative, low-impact and renewable local and regional energy supply solutions are increasingly used to heat and power Fernie's buildings, facilities and infrastructure.
5. Energy use and emissions have been reduced significantly through energy efficiency measures in buildings, facilities and infrastructure, as well as good community design.
6. Fernie has a low level of waste production per capita with a high level of waste diversion and is quickly moving towards Zero Waste.
7. State of the art water and wastewater systems cover all of Fernie's local urban areas and maximize water conservation and potential impacts of wastewater on the Elk River, other water bodies and ground water sources.
8. Resource conservation is monitored and measures are in place to promote efficient use of resources.
9. Packaging and litter have been reduced to a minimum.



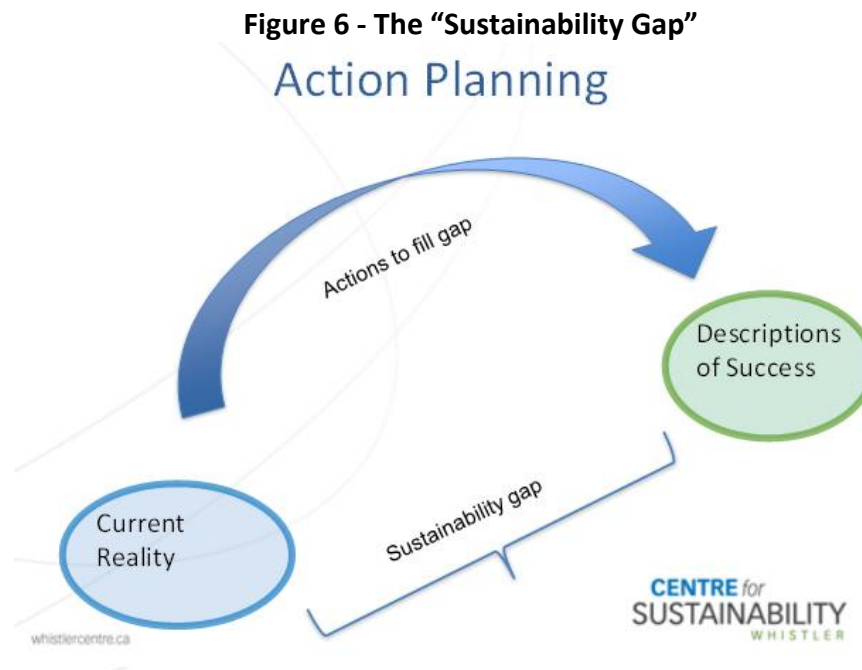
Photo: Whistler Centre

## Implementing Fernie’s Sustainability Vision

### The Current Reality and Action Planning

After the community developed its vision of where it wanted to be in 2030, i.e., the Descriptions of Success, Descriptions of Current Reality relative to the Strategy Areas were prepared, which are included in **Appendix 2 – Current Reality**.

CSAT was tasked with reviewing Fernie’s Current Reality and Descriptions of Success and then, considering the ‘Sustainability Gap,’ came up with ideas for Actions that could be undertaken by the City of Fernie and Community Partners. Up to four initial Actions were then determined for each Strategy Area that would help the community move from its current situation to where it wants to be in order to be more sustainable.



While a considerable number of Actions were identified as potential ones to be undertaken, a set of Actions were prioritized for each Strategy Area to be undertaken initially. These initial Actions were based on the following criteria:

1. Move toward one or more Descriptions of Success (meeting more DoS is better).
2. Moves toward multiple Priorities and Strategy Areas.
3. Move toward all four sustainability principles (stronger sets of Actions support more of the principles).
4. Contain at least one Action with high impact, even if higher level of difficulty.

5. Have at least one Action that is highly visible.
6. Mainly be low or moderate in difficulty of implementation.
7. Result in no decrease of resources or a surplus of resources for future Actions.
8. Be mostly started in the immediate/short-term.
9. Consist of a range of timeframes for the end effect of the Actions, with at least one Action per Strategy Area having immediate on-the-ground results.
10. Present a flexible platform for further movement toward sustainability.

Each Action statement:

1. Starts with an action verb so that the Action is clear (e.g. ‘develop,’ ‘build,’ etc.);
2. Is specific enough to be linked to one lead organization; and
3. It is clear what the outcome will be.

Each Action will be proposed to the lead partner organization, which will then decide whether it can take on the Action this year (accept), postpone taking it on to another year, or decline taking it on, in which case the organization would be asked to provide an explanation.

**Appendix 3 – Initial Recommended Actions** lists the initial Actions identified by CSAT. About two-thirds of the Actions were assigned to the City of Fernie and the others were assigned to organizations that were represented by other CSAT members.

The set of initial Actions recommended by CSAT are:

**Figure 7 - Initial Recommended Actions**

<b>Strategy Area</b>	<b>Action</b>
Buildings and Sites	Conduct energy efficiency audits on all municipal buildings.
Buildings and Sites	Establish an energy and water efficiency campaign to increase awareness and participation in energy efficient Actions.
Buildings and Sites	Develop appropriate and effective Sustainable Development Guidelines.
Buildings and Sites	Develop zoning bylaws that support sustainability objectives in building siting and orientation practices.
Community and Individual Health	Establish the Fernie Foundation to act as a coordinating agency for charitable donations as well as volunteer efforts.
Community and Individual Health	Establish a non-profit organization to monitor issues of the youngest and oldest – be it child care needs or seniors housing requirements.
Community and Individual Health	Enhance and expand programs addressing all multiple intelligences focused on youth.
Community and Individual Health	Establish a community group to nurture and develop sustainable local food production and marketing.
Accessible, Appropriate and Attainable Housing	Establish density bonusing guidelines for the provision of affordable housing.

<b>Strategy Area</b>	<b>Action</b>
Accessible, Appropriate and Attainable Housing	Update the needs assessment for affordable housing.
Accessible, Appropriate and Attainable Housing	Develop a policy to address neighbourhood impact, health and safety issues in secondary suites in existing and future homes.
Accessible, Appropriate and Attainable Housing	Review options to create “Residential Tourist Zoning” where appropriate within the City.
Economy and Work	Initiate boundary expansion for service commercial and light industrial lands.
Economy and Work	Enhance and expand opportunities for individuals and key economic entities to learn and work in place.
Economy and Work	Identify and implement a world class child care program tailored to Fernie’s employment needs.
Education and Skills Training	Identify and convene a meeting of Community Partners to define a Terms of Reference for the Centre, which addresses the principles of Multiple Intelligences, and potential funding sources.
Education and Skills Training	Establish a technology space with the latest equipment to serve the entire community.
Arts, Culture and Heritage	Create a special events coordinator position.
Arts, Culture and Heritage	Research and acquire festival infrastructure, e.g., stage, lights, tents.
Arts, Culture and Heritage	Review and assess existing heritage building inventory in order to establish City guidelines.
Arts, Culture and Heritage	Conduct a feasibility study for a “Super Centre” encompassing Gateway Project, Grizzly Bear Centre, COTR, Arts Centre.
Recreation and Leisure	Consider the potential for park amenities and manage water quality to create a safe, family friendly, swimmable, recreation-sized lake.
Recreation and Leisure	Further develop and support cross country skiing trail system, e.g., with low-impact lighting.
Recreation and Leisure	Develop a strategy to build and expand facilities (e.g., aquatic centre) to include additional amenities (e.g., a gymnasium).
Recreation and Leisure	Develop an adequate loop trail along the river that is fully accessible through use of limestone crush, or other permanent hard surface.
Land Use and Natural Areas	Develop an inventory of Environmentally Sensitive Areas, riparian areas, and wildlife corridors.
Land Use and Natural Areas	Refine and implement the goals of the sidewalk and trails plan.
Transportation and Mobility	Expand the clearing of sidewalks in winter.
Transportation and Mobility	Lobby Province for signal at 9th St, traffic calming, landscaping and sidewalks on Highway 3 within Fernie.
Transportation and Mobility	Enhance the trail system so that everyone can access trails throughout the year.
Transportation and Mobility	Develop an awareness and information campaign on social and environmental impacts of transportation and benefits of sustainable transportation modes.
Energy, Resources and Waste	Develop a comprehensive plan to reduce waste.
Energy, Resources and Waste	Conduct an organic waste diversion study.

Strategy Area	Action
Energy, Resources and Waste	Develop a climate adaptation plan that incorporates a water and watershed lens.
Energy, Resources and Waste	Develop a strategy to address unnecessary idling, based on sound technical information and research.

While Action planning was done initially by CSAT members, who addressed all ten Forever Fernie Strategy Areas, in future years the community and Community Partners will determine the most effective model and process for Action planning, e.g., to develop task forces, to move each Strategy Area forward, as discussed below.

As Actions are undertaken and completed, they need to be tracked and communicated and an Action Tracking Tool has been provided to the City.

### Indicators and Monitoring

Indicators are essential for measuring performance toward a goal and toward the Descriptions of Success as well as for communicating progress. Indicators should show trends over time and provide information as to where progress is being made and if not being made, which areas Actions should be directed. Monitoring and reporting should be done annually and comprise the following steps:

**Figure 8 - Indicators and Reporting Process**



For Forever Fernie, a set of core Indicators based on the three priorities and ten Strategy Areas were developed. These Indicators were selected based on representation of the priorities and availability and accessibility of existing data. The initial recommended Indicators are:

**Figure 9 - Initial Recommended Indicators**

<b>Name</b>	<b>Description</b>
1. Accessibility	Length of wheelchair accessible sidewalks
2. Charitable Donations	Average amount spent on charitable organizations in previous year
3. Crime Rate	All reported crimes within the City
4. Diversity of Housing	Proportion of Single Family Detached homes
5. Drinking Water Quality	Days per year with boil water advisories
6. Forever Fernie Support	Number of different Community Partners identified on Action tracking tool
7. Growing Food at Home	Number of people who grow a part of their food supply on their properties
8. Heritage Buildings	Number of buildings in the City's heritage registry
9. Housing Affordability	Proportion of residents paying more than 30% of their income on housing
10. Learning and Education Satisfaction	Satisfaction with formal and informal learning and education opportunities
11. Local Health Care Services	Residents per General Practitioner
12. Outdoor Recreation Participation	Residents participating in outdoor recreation activities at least once a week
13. Park Space Satisfaction	Proportion of residents satisfied with the proximity and availability of park space in Fernie
14. Permanent Population	Permanent population of Fernie (not including seasonal and part-time residents)
15. Popsicle Index	Percentage of population who feel that it is safe for a child to walk to a nearby store for a popsicle
16. Population Stability	5-year Mobility - non-movers in last 5 years
17. Pride in Fernie	Number of people who feel proud to tell others that they are from Fernie
18. Recreation Facility Satisfaction	Satisfaction with outdoor recreation and sporting facilities
19. Road Safety	ICBC Motor Vehicle Crashes
20. Satisfaction with Arts, Culture, and Heritage Events and Programs.	Proportion of residents satisfied with the proximity and availability of arts, culture and heritage programs in Fernie
21. Sense of Belonging	Number of people who state that they have a strong or very strong sense of belonging within the community

Name	Description
22. Volunteerism	Number of residents who volunteer at least 1 day of the year for community events or activities
23. Voter Participation	Number of people who voted in the last municipal elections
24. Winter Accessibility	Length of cleared sidewalks and trails
25. Business Activity	Number of Business Licenses Issued
26. Ease of Finding Employment	Unemployment rate
27. Economic Diversity	Economic Diversification Quotient – measure of concentration of employment in Fernie’s top eight local industries
28. Highway Traffic	Annual Average Daily Traffic on Highway 3
29. Incidence of Poverty	Prevalence of low income after tax
30. Place of Work	Employed residents working in Fernie
31. Visitor Centre Visits	Total number of persons visiting visitor centres (highway and downtown)
32. Well Paying Jobs	Ratio of those earning less than \$40,000 to those earning more than \$60,000
33. Alternative Energy Use in Buildings	Number of new buildings incorporating renewable, low impact energy (biomass, passive/active solar, geexchange, wind)
34. Alternative Transportation Satisfaction	Proportion of residents satisfied with alternative transportation options
35. Composting	Number of households that compost organics
36. Development Density	Average density of urbanized areas in Fernie
37. Diversion Rate	Amount of solid waste collected that is processed, and not landfilled, i.e., recycled or repurposed.
38. Energy Consumption	Total primary energy used including intra-community transportation
39. GHG Emissions	GHG Emissions from all sources
40. Green Buildings	Proportion of new development that is built to a recognized 'green building' standard
41. Local and Sustainable Food Consumption	Proportion of restaurants that serve local food or use sustainable food guidelines, such as Oceanwise for seafood <sup>2</sup>
42. Protected Habitat	Total area of designated Environmentally Sensitive Areas (ESAs) within Fernie
43. Transit Service Level	Annual transit service hours
44. Travel Mode	Ratio of Single Occupant Vehicle to alternative modes for Journey to Work
45. Waste Generation	Total solid waste collected

<sup>2</sup> [www.oceanwise.ca/about/sustainable-seafood](http://www.oceanwise.ca/about/sustainable-seafood)



Name	Description
46. Water Consumption	Total amount of treated water consumed
47. Wildlife Corridors	Length of wildlife corridors within Fernie

The following indicators were identified as desirable for future consideration, if reliable data becomes available through a community partner on a regular basis:

48. Air Quality	Number of days that the particulate matter < 2.5 microns (PM2.5) is over the 24 hour >15 µg/m3 health reference level
49. Stream Health	Proportion of streams containing healthy populations of macroinvertebrates
50. Vulnerable Children	Proportion of kindergarten children considered vulnerable using Early Childhood Development Index

**Appendix 4 - Initial Indicators**, includes a complete summary of the initial recommended Indicators along with a description, data sources, associated Priority, and update frequency. A Monitoring and Reporting spreadsheet tool has been provided to allow the City and Community Partners to track and compare trends in these Indicators over time.

## Targets

There were no specific numeric targets developed in this process, as it is recommended that the City and Community Partners strive for “Continuous Measurable Improvement” (CMI) in all Forever Fernie sustainability indicators as the target. The following specific targets, set in the OCP for GHG emissions reductions have, however, been incorporated into the ICSP for completeness:

**Figure 10 - Defined Sustainability Targets**

Community GHG reduction below 2007 levels by 2020	6%
City of Fernie corporate GHG reduction below 2005 levels by 2020	20%

## Sustainability Decision-Making Framework

The ICSP is the community’s highest level policy document and, as such, provides guidance for all decision-making. The sustainability vision, objectives and Descriptions of Success can provide a framework for assessing all decisions and Actions.

**Appendix 5 - Decision Making Framework**, provides a decision-making framework based on the Forever Fernie sustainability vision including four objectives, three Priorities and the

Descriptions of Success in ten Strategy Areas. This tool can guide decision-making on policies, plans, projects, purchasing, etc. and can be included in any report where a decision or assessment is required. It can also be used internally or by Community Partners as a filter for proposed Actions.



Photo: David Couse/City of Fernie

## Next Steps in Fernie’s Sustainability Journey

The Quick Start process is an effective way to develop an initial Integrated Community Sustainability Plan for a community to create a shared vision and then immediately begin to implement Actions on the ground. However, creation of the ICSP is the first step in a community’s journey toward sustainability. Ensuring continued progress towards the shared vision requires annual monitoring of performance, ongoing Action planning and implementation and building increased awareness, participation and Community Partnerships. Periodically, the ICSP’s vision and Descriptions of Success should also be reviewed and updated to ensure that they reflect the desired future that the community is working towards.

This document outlines the main areas for building on Fernie’s ICSP and creating an ongoing process for institutionalizing sustainability in the community.

## Community Partnerships

Community Partners are essential in realizing the vision in Forever Fernie. Community Partners participate in annual Action planning and implementation of those Actions, as well as incorporate the directions of Forever Fernie into their own operations and practices.

Since the ICSP is a long-term plan for the whole community, it is imperative that community stakeholders participate as partners with the City of Fernie in the development and ongoing

implementation of the plan. Community Partners can participate in annual Action planning, accept Actions for implementation, participate in communicating sustainability and outcomes of the plan, and get other Community Partners on board.

To ensure that roles and responsibilities of Community Partners are clear, a partnership agreement signed between the municipality and the Community Partner is a useful tool. The partnership agreement should articulate a commitment to use the ICSP and its stated directions in decision-making, as well as some principles for Community Partners (e.g. collaboration, transparency). A sample Partnership Agreement is attached as [Appendix 6 - Community Partner Agreement](#).

While it is ideal that Community Partners come on board during the development of the ICSP, they can come on board at any time, as long as they are provided an understanding of the process and the benefits – to them and to the broader community – of participating in a long-term sustainability journey.

## Community Task Forces

The Forever Fernie Community Sustainability Action Team (CSAT) can continue its role in the ICSP process and cover all Strategy Areas or a number of Task Forces comprised of Community Partners and interested individuals can be created to move the community forward in specific Strategy Areas. The benefits of creating multiple Task Forces is that it increases the number of community members actively engaged in the process, shares the workload and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene and manage multiple groups into the future. Two options are suggested for initial Task Force structure:

1. Each Strategy Area has its own Task Force: In this option, there is one Task Force for each of the Strategy Areas, i.e., ten Task Forces in total.
2. Groups of Strategy Areas share one Task Force: Here, related Strategy Areas are grouped together and one Task Force is convened for each grouping. For example, the following Strategy Areas could be grouped, therefore requiring only four Task Forces, rather than ten as with the above option. For example:
  - a. Building and Sites + Housing + Land Use and Natural Areas;
  - b. Community and Individual Health + Arts, Culture and Heritage + Recreation and Leisure;
  - c. Economy and Work + Education and Skills Training; and
  - d. Transportation and Mobility + Energy, Resources and Waste;

For continuity, it is recommended that one or more CSAT members be assigned to each Task Force to provide background knowledge and help move the community forward to its Descriptions of Success using the Action planning process.

## Annual Action Planning

Regardless of whether the Forever Fernie CSAT continues or Task Forces are created, one or the other should be engaged in annual Action planning to ensure that the ICSP continues to be a living process and most importantly, that it creates on-the-ground Actions and results. The CSAT or each Task Force reviews the results of past recommended Actions, evaluates the most current Indicator data, strategically assesses local and regional opportunities and then presents a recommended set of Actions for the following year.

The Action planning process should continue in a manner similar to what occurred during the development of the ICSP and the initial set of Actions. Here is a high-level outline of the process:

1. Before the CSAT/Task Force meeting(s):
  - a. Compile Current Reality information into strategy-specific documents for review by the CSAT or Task Forces before coming to the meeting. Current Reality information should include: indicator performance data; status update on past Actions; and updates on information critically relevant to the Strategy Area(s).
2. During the facilitated CSAT/Task Force meeting(s):
  - b. Review the Descriptions of Success (DoS) statements to ensure common understanding;
  - c. Review the Current Reality information and identify critical information gaps;
  - d. Brainstorm Action ideas to move the community from the Current Reality toward the DoS;
  - e. Review and discuss the Action ideas generated to ensure common understanding among the participants and to ensure that the Actions will indeed move the community in the desired direction and won't have any unintended negative impact on other Strategy Area DoS;
  - f. Prioritize the Actions to maximize the return (economic, sociocultural and/or environmental) on the investment based on four strategic questions:
    - Does this Action move us toward our Descriptions of Success?
    - Does this Action move us toward our sustainability objectives?
    - Is this Action a flexible platform for future improvement toward sustainability and success?
    - Is this Action a good financial investment?
  - g. Review and discuss the prioritized list to identify any potential gaps in the final set.
3. After the meeting(s):
  - a. Compile the Actions;
  - b. Review to eliminate any overlapping and conflicting Actions; and

- c. Refine and finalize Actions to ensure clarity (e.g. outcomes, lead organizations).

The prioritized Actions are recommended to potential implementing organizations throughout the community, not just to the municipality, to reinforce that the ICSP is owned and implemented by a wide range of Community Partners.

## Ongoing Monitoring and Reporting

Monitoring and reporting progress toward (or away from) Fernie's vision is essential to provide transparency, inform decision-making and enable continuous improvement.

Ongoing, reliable monitoring provides the community with a number of essential functions and benefits, including:

1. Informing decision-making throughout the community;
2. Informing task force Action planning;
3. Ensuring transparency and accountability to community stakeholders;
4. Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

Communicating results will build excitement and support for the overall process and should ideally be done on a regular schedule in time for Action planning. The most efficient method of reporting back to the community likely is through a website. Publically-accessible, easy to understand and easily updated, a web-based platform is fast, efficient and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for trend spotting and systematic updating. If access to more specific data is available it is a good idea to add to the initial set of perhaps more high-level indicators with supporting ones. For example, total energy used can be reported on by sector and by energy type as well.

The initial set of recommended Indicators provided with Forever Fernie is based on Descriptions of Success and what type of data is currently available. An appropriate set of indicators can typically be selected through dialogue with data users, data providers and the CSAT/Task Forces. External research is then conducted to identify best practice indicators used in other jurisdictions, as well as internal research to understand what was already being reported within the community. After the initial set of Indicators has been monitored, other Indicators without such readily available data can be added and the data sought. It's important to keep in mind that an Indicator is not going to be very useful if there is no way to collect the data necessary to inform it, or tremendous resources would be required. Indicator assessment criteria usually include:

1. **Validity** – to measure progress toward the descriptions of success or priorities
2. **Reliability** – to provide consistently measured data over time
3. **Resource Intensity** (including information availability) – to achieve a balance of good data for good value

#### 4. **Comparability** – to benchmark against other communities where possible

It is useful to identify what currently exists in the community, region, or province that has bearing on a particular strategy and then to build an Indicator based on what that particular source might already track, or is able to track. For example, the number of vehicles on roads has bearing on a transportation strategy and an energy strategy; the number of registered vehicles per community is currently tracked by ICBC and the number of vehicles on highways is tracked by the Province. This is an example of a good, specific Indicator that could track the progress of a couple of Strategy Areas, which would then inform the progress of community Priorities (in Fernie’s case, Protecting the Environment).

Over time, Indicators will evolve as further learning and increased capacity develops for useful reporting and monitoring. Common existing data sources include organizations such as Tourism BC, BC Hydro and Statistics Canada and in some communities, Community Surveys, which are a great way of collecting unique information for your community. New data collection tools and sources may come on stream in the future and should be included in the monitoring system to make Indicator results more robust and reliable.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes - big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for the ICSP. The monitoring process provides the basis for celebrating achievements by providing a clear reflection of the community’s movement along its path towards the vision. Make community achievements public by posting on the Fernie and Community Partner websites, advertising in the local newspaper and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in the ICSP process and in turn, more support and input from the community.

### **Aligning Decision-making and other Policies with the ICSP**

The ultimate goal for ICSP implementation is that *all* decisions are aligned with the ICSP and this includes the formal decisions made by Council on policies, plans and procedures, to the day to day decisions made by staff, Community Partners and community members on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the ICSP framework and how to apply it to their decision-making processes. Further, they will likely benefit from decision-informing tools, such as the ones included in Forever Fernie, to assist them through the process.

## Periodic Review and Refinement of the ICSP

Keeping the ICSP current and ensuring that it continues to connect with stakeholder values is another important factor to attend to in moving forward. While the Actions are reviewed and planned on an annual basis, other elements of the plan should be held more constant so that they can effectively guide Action planning. However, the need for constancy should not outweigh the importance of reflecting the community's changing vision for the future. The one thing that will remain unchanged is the set of long-term sustainability objectives that define sustainability in the future. The other elements of the ICSP and suggestions for the frequency and method for updating them in the future are provided below.

1. **Indicators:** Core Indicators (based on the priorities) should be kept as constant as possible so that trends can be monitored and performance evaluated over time. However, transitioning to new and improved Indicators as they become available should be considered annually so that decision-makers are armed with the best possible information.
2. **Descriptions of Success statements:** These should be reviewed and refined every five to ten years and be done by a CSAT team representing key Community Partners and stakeholders or by the Task Forces that may be created for each Strategy Area.
3. **Vision and Priorities:** The vision and priorities should be reviewed and refined every ten to twenty years through a process that includes the community at large.

## **Appendices**

### **Appendix 1 - Glossary of Terms**

### **Appendix 2 - Descriptions of Current Reality**

- Buildings and Sites
- Community and Individual Health
- Accessible, Appropriate and Attainable Housing
- Economy and Work
- Education and Skills Training
- Arts, Culture and Heritage
- Recreation and Leisure
- Land Use and Natural Areas
- Transportation and Accessibility
- Energy, Resources and Waste

### **Appendix 3 – Initial Actions**

### **Appendix 4 – Initial Indicators**

### **Appendix 5 – Decision Making Framework**

### **Appendix 6 – Community Partner Agreement**



# *Forever* Fernie

## Integrated Community Sustainability Plan (ICSP)



Photo: Joni Krats

## Appendix 1 - Glossary of Terms

**Accessibility:** Providing access to needs for people with different abilities. Accessibility can be promoted through the application of the Principles of Universal Design.

**Alternative and complementary care services:** These include non-traditional forms of medicine and health care, including Traditional Chinese Medicine, acupuncture, naturopathy, and others.

**Backcasting:** A basic planning approach where one begins with a vision of success in the future (in this case, a sustainable society) and then uses the question “what do we need to do to move from where we are today toward our vision?” to identify strategic actions.

**Backcountry activities:** These are recreational activities undertaken in wilderness surroundings, generally with primitive or basic facilities, such as hiking, biking, backcountry skiing, or backpacking.

**Biodiversity:** The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

**Blackwater.** The wastewater generated by toilets, kitchen sinks, and dishwashers, which may contain harmful substances if left untreated.

**Clean, or “low impact,” energy:** Clean energy, also referred to as green energy, is defined here as non-polluting energy from renewable sources.

**Climate change:** Warming of the Earth’s climate resulting from the buildup of greenhouse gases (e.g., carbon dioxide, methane) in our atmosphere due to human activities (primarily the combustion of fossil fuels).

**Community design:** How land is used and developed within community, including the built form and natural areas. Design guidelines are often created for buildings and sites, including streets and the public realm, to create an attractive and sustainable community.

**Community Partners:** These are organizations, which could include community groups, businesses, institutions, or other levels of government, who will work together to achieve the vision of the Forever Fernie ICSP.

**Conventional health care services:** These include fundamental health services that should be provided locally, including general practitioners, basic laboratory and diagnostic procedures, and emergency care. Advanced procedures, specialists, and other services, such as counseling and addiction services, are available either locally or regionally through convenient and affordable transportation connections.

**Community or District energy systems:** A locally-based energy system from renewable sources that supplies a group of buildings that is located in close proximity to share infrastructure.

**Community Learning Centre:** A multi-generational, multi-functional facility supporting a broad range of educational activities, including K-12, pre-school, day care, post-secondary, lifelong learning programs, skills training, career counseling services, etc.

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

**Economic diversification:** The characteristic of business variety in the economy both across and within individual business sectors.

**Ecosystem:** A functional unit of any size consisting of all the living organisms (i.e., plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow.

**Ecosystem management:** A holistic approach to managing our environment and making land-use decisions. It meshes human purposes with natural systems, always asserting the protection of ecological integrity as its foremost environmental priority.

**Environmentally Sensitive Areas:** These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them. These areas are the focus for protection from development due to their fragile and rare nature.

**Experiential education:** Education programs that are practical “hands-on” programs where one learns by doing, including outdoors education.

**Food security:** A community enjoys food security when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

**Greywater:** Greywater is defined as the wastewater produced from baths and showers, clothes washers, and lavatories.

**Lifelong learning:** All learning activity undertaken throughout life, with the aim of improving knowledge, skills and competences within a personal, civic, social and/or employment-related perspective.

**Living wage:** A wage sufficient to provide the necessities and comforts essential to a standard of living acceptable for our society.

**Local:** The term “local” has a number of contexts. In general, local goods and services would be those that are available within, or in close proximity, to the City and easily accessible. In some contexts, such as the local economy or local recreation, these would include opportunities within, or in close proximity, to the City as well as the resource lands surrounding the City.

**Locally-generated energy sources:** Energy generated within the community, generally from renewable sources, for example, geothermal, wind or solar.

**Low- impact:** Technologies, supplies, fuels, etc, that produce little pollution (air, water, waste) or environmental impact (e.g. climate change).

**Mixed-use:** Developments that combine residential and commercial space in the same building or development. Residences above shops and live-work residences are examples of mixed-use developments. Mixed-use developments, including residential, commercial, institutional, service and employment uses, enable people to live close to work and amenities.

**Multiple Intelligences:** The theory of multiple intelligences was developed in 1983 by Dr. Howard Gardner, professor of education at Harvard University. It suggests that the traditional notion of

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

intelligence, based on I.Q. testing, is far too limited. Instead, Dr. Gardner proposes developing eight different intelligences to account for a broader range of human potential in children and adults:

- Linguistic intelligence ("word smart")
- Logical-mathematical intelligence ("number/reasoning smart")
- Spatial intelligence ("picture smart")
- Bodily-Kinesthetic intelligence ("body smart")
- Musical intelligence ("music smart")
- Interpersonal intelligence ("people smart")
- Intrapersonal intelligence ("self smart")
- Naturalist intelligence ("nature smart")

**Official Community Plan (OCP):** A bylaw adopted by Council that is “a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.” (Local Government Act)

**Renewable energy:** Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste.

**Smart Growth principles:** A collection of urban development strategies to reduce sprawl and create compact communities that are fiscally, environmentally and socially responsible. Smart growth is development that enhances the quality of life, protects our environment, and uses tax revenues wisely.

**Stakeholder:** All individuals, groups, and interests that are affected by and/or affect Fernie and its activities. This includes the natural environment and future generations.

**Stormwater:** This is water resulting from natural runoff, whether from rainfall or meltwater from ice and snow, which may be channeled through surface flow, sewers, ditches or natural watercourses to collecting streams, rivers, lakes, and oceans.

**Sustainability objectives, or principles:** Fernie has adopted the four sustainability objectives based on the Natural Step principles.

**The Natural Step framework:** A definition of sustainability and a long-term planning framework. See [www.thenaturalstep.org/canada](http://www.thenaturalstep.org/canada)

**Universal Design:** The design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

**Transportation alternatives:** Commonly referred to as modes of transportation other than single-occupant gas or diesel powered vehicles. Also known as “preferred” modes.

**Wastewater:** This is the human-created effluent that results when clean water is used and mixed with other waste products, to become “blackwater” (i.e., sewage) or “greywater” from other household waste products, such as dishwater.

## **Forever Fernie Integrated Community Sustainability Plan (ICSP)**

**Wildlife movement corridors:** Linear habitat embedded in unsuitable habitat, which connects two or more larger blocks of suitable habitat. It is generally proposed for conservation in order to enhance or maintain the viability of wildlife populations in the habitat blocks.

# Descriptions of Current Reality

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## Table of Contents

<b>TABLE OF CONTENTS</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>3</b>
<b>DATA SOURCES</b> .....	<b>3</b>
<b>1. BUILDINGS AND SITES</b> .....	<b>5</b>
CONTEXT .....	5
ASSETS .....	6
ISSUES ANALYSIS .....	6
<b>2. COMMUNITY AND INDIVIDUAL HEALTH</b> .....	<b>7</b>
CONTEXT .....	7
ASSETS .....	12
ISSUES ANALYSIS .....	13
<b>3. ACCESSIBLE, APPROPRIATE AND ATTAINABLE HOUSING</b> .....	<b>14</b>
CONTEXT .....	14
ASSETS .....	17
ISSUES ANALYSIS .....	18
<b>4. ECONOMY AND WORK</b> .....	<b>19</b>
CONTEXT .....	19
ASSETS .....	22
ISSUES ANALYSIS .....	22
<b>5. EDUCATION AND SKILLS TRAINING</b> .....	<b>24</b>
CONTEXT .....	24
ASSETS .....	24
ISSUES ANALYSIS .....	25
<b>6. ARTS, CULTURE AND HERITAGE</b> .....	<b>27</b>
CONTEXT .....	27
ASSETS .....	28
ISSUES ANALYSIS .....	29
<b>7. RECREATION AND LEISURE</b> .....	<b>30</b>
CONTEXT .....	30
ASSETS .....	31
ISSUES ANALYSIS .....	32
<b>8. LAND USE AND NATURAL AREAS</b> .....	<b>33</b>
CONTEXT .....	33
ASSETS .....	36
ISSUES ANALYSIS .....	36
 Appendix 2 - Current Reality	 1

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

<b>9. TRANSPORTATION AND ACCESSIBILITY .....</b>	<b>38</b>
CONTEXT .....	38
ASSETS .....	41
ISSUES ANALYSIS .....	41
<b>10. ENERGY, RESOURCES AND WASTE .....</b>	<b>42</b>
CONTEXT .....	42
ASSETS .....	44
ISSUES ANALYSIS .....	45



Photo: V Croome/Fernie Fix

## Introduction

Descriptions of Current Reality (DoCR, or “Current Reality”) reflect where a community is with respect to the defined sustainability strategy areas. It includes the current context, assets and issues, resulting from a review of existing documents and input from City of Fernie staff, CSAT members and other community stakeholders. It is not intended to be an exhaustive collection of all available data on Fernie. It is meant to give a snapshot of where Fernie is, which will inform the discussion of the Actions to take us from the Current Reality to our Descriptions of Success in the future.

In Fernie’s case, the City has been quite active in collecting and reporting on a wide range of community data, particularly in the 2010 Fernie Livability Report and the 2006 Fernie Community Profile and Business Guide. As a result, these Descriptions of Current Reality will focus on providing key data from these and other sources and readers are encouraged to explore the extensive data sources listed below for more detailed information in specific areas.

## Data Sources

Principle data sources include Statistics Canada (StatsCan), BC Statistics (BC Stats), the BC Community Energy and Emissions Inventory (CEEI), Interior Health/Local Health Area 1 - Fernie, School District 5 – Southeast Kootenay, the City of Fernie, the Ktunaxa Nation, The Arts Station (Fernie and District Arts Council), the Fernie and District Historical Society and Fernie Museum, Fernie Chamber of Commerce, Regional District of East Kootenay (RDEK), Smart Growth BC and The Natural Step Canada.

The following documents have been reviewed and are available as additional resources:

- 2006 Census Profile - City of Fernie
- 2007 Community Energy and Emissions Inventory (CEEI) - Fernie
- 2010 Annual Report
- 2010 Fernie Local Health Areas (LHA) Health Profile
- 2009-13 and 2011-15 Resort Development Strategy
- 2007 Affordable Housing Strategy
- 2010 BC Stats Community Facts - Fernie
- 2006 Community Profile and Business Guide
- 2010 Community Survey Result
- Cultural and Heritage Tourism Strategy
- 2009 Economic Development Forum and Survey
- Elk River Flood Hazard Assessment Report
- 2009 Elk Valley ALR Review
- 2010 Fernie Livability Report
- Fernie GHG Emission Reduction Plan
- Local Health Area Socio-Economic Profile
- 2011 Quality of Life Index Sieving Report
- RDEK Fernie Area Land Use Strategy
- RDEK Regional Growth Strategy



## Forever Fernie Integrated Community Sustainability Plan (ICSP)

- Official Community Plan
- OCP Schedule Q - Building Design Guidelines.pdf
- 2002-2010 Fernie Visitor Centre Statistics
- WaterSmart Action Plan
- Teck HR Statistics



Photo: V Croome/Fernie Fix

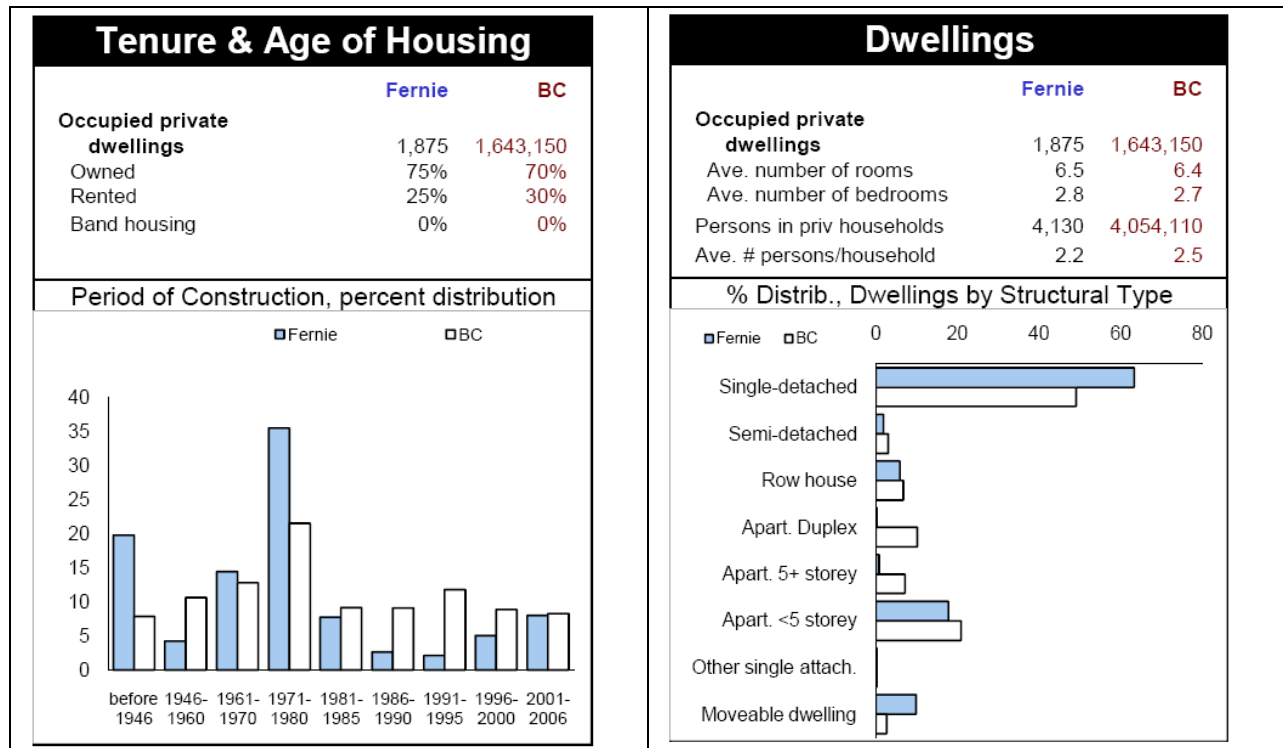
# 1. Buildings and Sites

## Context

The following items were identified as useful context for this Strategy Area:

- **Housing Stock - Age and Tenure**
- **Types of Housing**
- **Affordability – this topic covered in the Current Reality of the Attainable Housing strategy area**
- **Incorporation of Green Building features in New Buildings**

As the tables below show, a significant proportion of Fernie’s housing is single family detached housing and much of this housing was built prior to 1980. It should be noted that, prior to the 2008 economic slowdown, there had been a significant increase in housing starts, particularly multi-family housing. Housing costs have also increased significantly since 2006, with much of the new housing being targeted at high-end part-time residents of Fernie.



Source: Statistics Canada 2006 Census

There are currently few projects being built to advanced energy or environmental standards in the area. One developer is currently constructing the first LEED certified home in the Kootenay with the target of Platinum level, which is the highest level possible, while another is incorporating “BuiltGreen” standards into a new development project in the area.

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

## Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Heritage Buildings.** Fernie has protected a large number of well maintained heritage buildings, which serve as an attractive heart of the community and model for high quality design.
- **Multi-family Building Expertise.** In recent years, there has been a significant shift towards multifamily buildings in Fernie, resulting in local design and construction knowledge for more compact building forms.
- **Building Design Guidelines.** The OCP has Development Permit Areas and detailed guidelines for ensuring quality design in the City.
- **GHG Emission Reduction Plan.** The plan outlines a number of strategies for reducing energy consumption and GHG emissions from buildings and sites.  
**Green Building Leaders.** Several local builders belong to green building standards associations, which include the Canada Green Building Council (CaGBC) and BuiltGreen and specialize in environmental and energy efficient homes.

## Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Demographic Shifts.** There will be a much larger number of seniors in Fernie's population within a generation. As buildings should be constructed to last for many generations, the decisions made on design today will have long lasting impacts. Buildings should apply "Universal Design" principles<sup>1</sup> and allow residents to age in place.
- **Energy Security and GHG Emissions.** With dwindling reserves of fossil fuels other than coal, electricity costs increasing and global warming, there will be a strong need in coming generations to reduce energy costs, seek secure and renewable energy sources and reduce greenhouse gas emissions from buildings.
- **Demand for Green Buildings.** Many consumers are still reluctant to pay a premium for sustainability features in their buildings, even if the payback period is short. An education and awareness effort is needed to help consumers understand the benefits and create a demand. Increasingly, commercial clients, particularly those who own their buildings or pay utility costs, are demanding energy efficient buildings with low energy costs.
- **Capacity for Green Construction.** Until green construction practices become mainstream and there is a significant pool of trained designers, contractors and trades persons, there will be a learning curve that can increase project costs and timelines.
- **Use of Local Materials.** A significant proportion of building materials are currently imported from large distances and an increasing proportion is from non-natural sources, e.g., vinyl siding, plastic composite flooring materials and fibreboard. Opportunities exist to incorporate more local, natural, value-added products.

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<sup>1</sup> [http://en.wikipedia.org/wiki/Universal\\_design](http://en.wikipedia.org/wiki/Universal_design)

## 2. Community and Individual Health

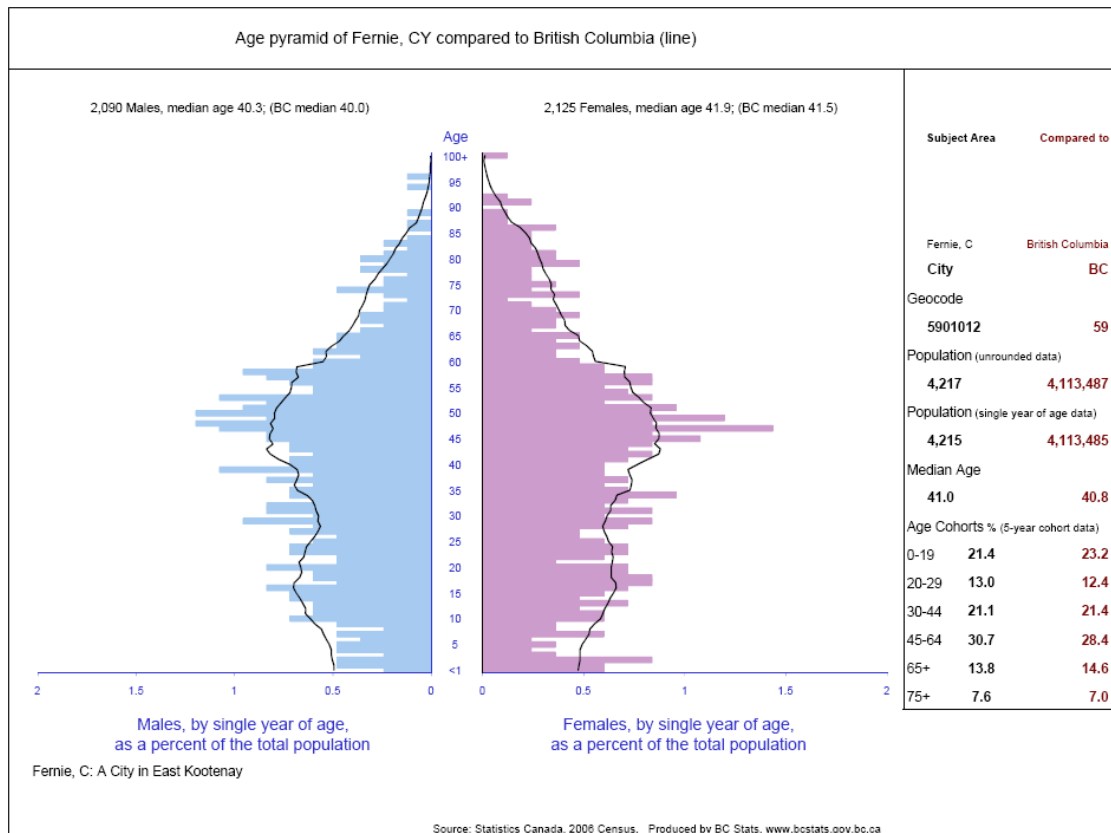
### Context

The following items were identified as useful context for this Strategy Area:

- **Population and Demographics.**
- **Health Outcomes.**
- **Safety and Security.**

The population of the Fernie Local Health Area (LHA) is projected to increase by 1.2% over the period from 2009 to 2014 and by 2.0% over the 10-year period from 2009 to 2019. The seniors' population (65+) is projected to increase by 36.4% over the next five years and by 78.0% over the next ten years. The aging population is a significant driver of demand as the need for health services rises dramatically with age.

Currently, Fernie's age distribution is similar to that of the rest of the Province:<sup>2</sup>



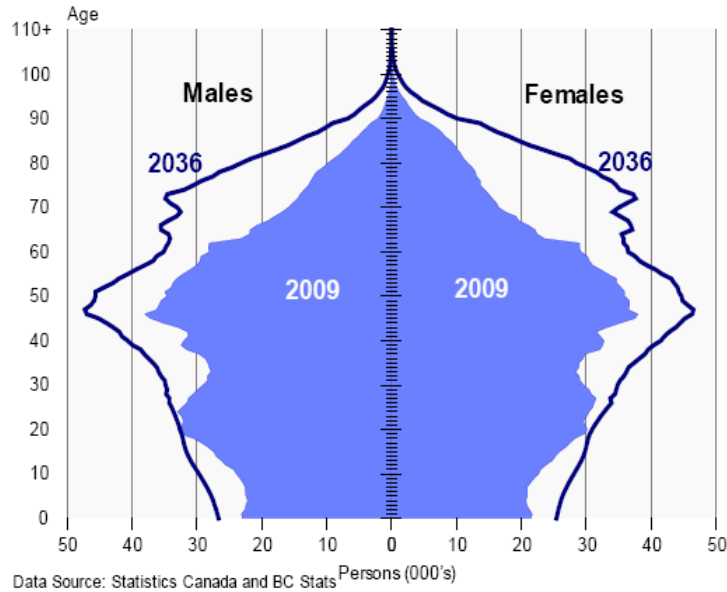
Source: Statistics Canada 2006 Census

<sup>2</sup> 2006 Census Profile – City of Fernie, StatsCan

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

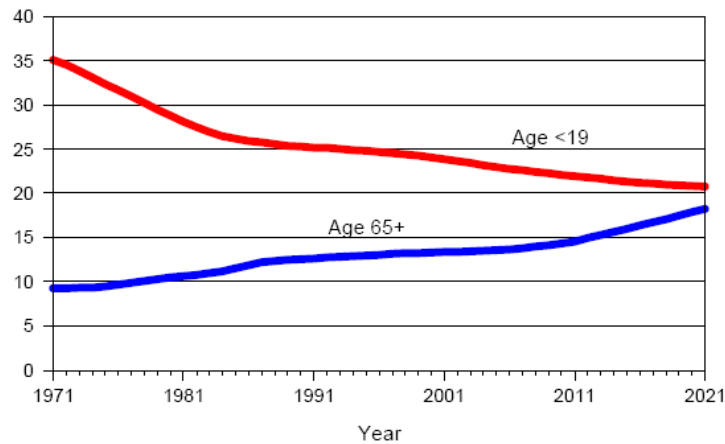
It should be noted that, as with the rest of British Columbia and most western countries, a dramatic shift is anticipated for 25 years from now towards seniors 60 years of age and older.<sup>3</sup> Of considerable interest for education and recreation planning is that there will likely be the same or slightly more, school aged children and youth, although they will make up a much lower percentage of the population.

*BC Population Pyramid, 2009 and 2036*



*Absolutely more youth, but relatively fewer*

Seniors and Children as a Per Cent of Total Population



BC STATS

<sup>3</sup> [http://www.bcstats.gov.bc.ca/data/pop/pop/2036bc\\_people35.pdf](http://www.bcstats.gov.bc.ca/data/pop/pop/2036bc_people35.pdf)

Fernie is fortunate to have a relatively high number of general practitioners, with 14 that are currently accepting new patients.<sup>4</sup> According to Interior Health statistics, the population of Fernie is relatively healthy, “ranking favourably on key health status measures and on the social determinants of health risk factor.

## 1. EXECUTIVE SUMMARY

### HEALTH STATUS:

<p><i>Low Birth Weight (2003-07):</i></p> <ul style="list-style-type: none"> <li>Low Birth Weight Rate of 39.31 per 1,000 Live Births (↑)</li> </ul>	<p><i>Life Expectancy (2005-09):</i></p> <ul style="list-style-type: none"> <li>Increased over the past 20 years (↑)</li> <li>Higher than IH; same as EKHSA and BC</li> </ul>
<p><i>Standardized Mortality Ratio (SMR) (2003-07):</i></p> <ul style="list-style-type: none"> <li>More Deaths due to Motor Vehicle Accidents than expected*</li> </ul>	<p><i>Chronic Disease (2008/09):</i></p> <ul style="list-style-type: none"> <li>Depression/Anxiety prevalence rate of 13.9%, which is lower than EK, IH and BC</li> <li>30% of residents with Congestive Heart Failure also have Ischemic Heart Disease</li> </ul>
<p><i>Leading Causes of Death (2003-07):</i></p> <ul style="list-style-type: none"> <li>31% of all deaths caused by Malignant Neoplasms (all sites)</li> </ul>	<p><i>Socio Economic (2008):</i></p> <ul style="list-style-type: none"> <li>'Low' on the socio-economic stress index when comparing against BC LHAs.</li> </ul>

In comparison to other Interior Health Local Health Areas, Fernie residents rank favourably on key health status measures (Low Birth Weight and Life Expectancy) and on the social determinants of health (Socio Economic) risk factor.

### HEALTH SYSTEM PERFORMANCE:

<p><i>Acute Care (2008/09):</i></p> <ul style="list-style-type: none"> <li>767.9 ED visits per 1,000 pop'n (↑)</li> </ul> <p><i>Age Standardized Rates:</i></p> <ul style="list-style-type: none"> <li>737.4 A/R days per 1,000 pop'n (↑)</li> <li>46.9 ALC days per 1,000 pop'n (↓)</li> <li>85.8 SDC cases per 1,000 pop'n (↑)</li> <li>35.5 IP Surgical cases per 1,000 pop'n (↑)</li> </ul>	<p><i>Home and Community Care:</i></p> <ul style="list-style-type: none"> <li>91.2 Residential Care &amp; Short Stay beds per 1,000 75+ pop'n for 2009/10 (↓)</li> <li>17.9 Assisted Living Units per 1,000 75+ pop'n for 2009/10 (↓)</li> <li>12,711 Home Support hours per 1,000 65+ pop'n for 2008/09 (↓)</li> </ul>
	<p><i>Acute Inpatient Referrals (2008/09):</i></p> <ul style="list-style-type: none"> <li>Just over half of Fernie resident inpatient acute cases were treated at Elk Valley Hospital (Fernie)</li> </ul>

In 2009/10 Fernie exceeded established IH targets for Residential Care & Short Stay and Assisted Living crude bed rates. The age standardized Acute/Rehab Days rate is over the Interior Health Rural/Remote target of 575 for 2008/09 and has been for each of the past 5 years.

### HEALTH SERVICES:

<p><i>Services (2009):</i></p> <ul style="list-style-type: none"> <li>Community Level 1 Hospital (Elk Valley Hospital, Fernie) and 3 Health Centres (Fernie, Sparwood, Elkford)</li> <li>A variety of public health, mental health, primary health care and home and community care services</li> </ul>
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\*Indicates statistical significance

(↑) Increased since previous year or aggregation of years

(↓) Decreased since previous year or aggregation of years

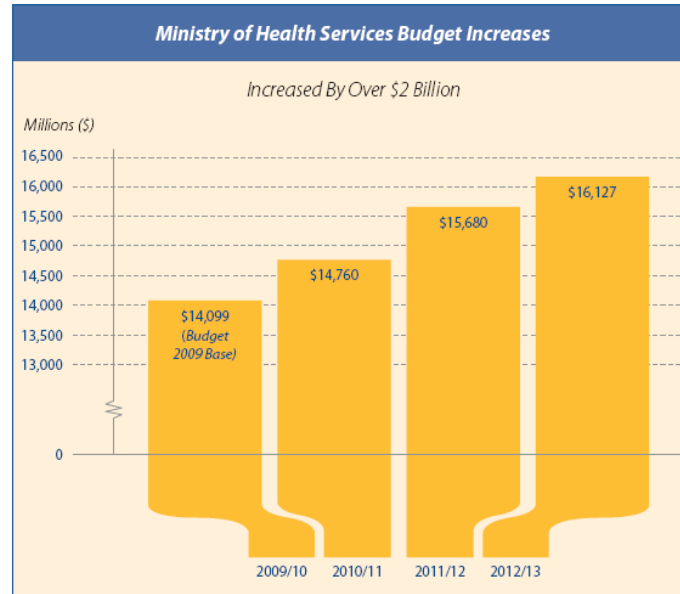
Source: Interior Health Fernie Local Health Area Profile, 2010

<sup>4</sup> <http://www.bdoctordirectory.ca/fernie>

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

LHA,<sup>5</sup> SMR,<sup>6</sup> EK and EKHA,<sup>7</sup> ED Visits,<sup>8</sup> Malignant Neoplasm,<sup>9</sup> A/R Days,<sup>10</sup> SDC,<sup>11</sup> ALC,<sup>12</sup> IP.<sup>13</sup>

Provincial spending on health care is skyrocketing, from \$10.4 Billion in 2004/2005 to over \$15.5 Billion projected in 2011/2012, a 50% increase in spending although population has increased only a few percent in that time period. With total budgets being constricted, this naturally puts more pressure on other services, such as education, transportation and environmental protection.



Source: Ministry of Health, 2011

In terms of community safety and security, Fernie's serious crime rate is well below the provincial average and is falling quickly, similar to the provincial trends. Although some would like to believe that this is due to law and order legislation and enhanced policing, most demographers attribute the decline to demographic shifts. The majority of serious crimes are committed by young men and the proportion of young men in Fernie, BC and the western world is declining quickly. Nevertheless, considering the significant seasonal population increase, Fernie's crime rate is low.

There have been reports of increased crime in the downtown, particularly nuisance crime associated with revellers in the entertainment district.

<sup>5</sup> Local Health Area.

<sup>6</sup> Standard Mortality Rate - The ratio of observed to expected deaths in an area.

<sup>7</sup> East Kootenays Health Services Area of Interior Health (IH) region.

<sup>8</sup> Emergency Department visits.

<sup>9</sup> A tumor that is malignant and tends to spread to other parts of the body, i.e., cancer.

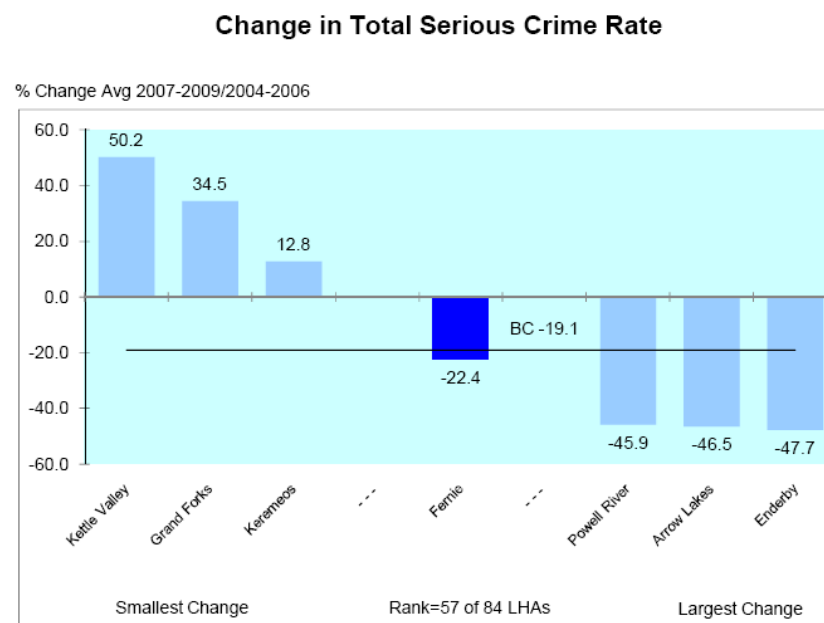
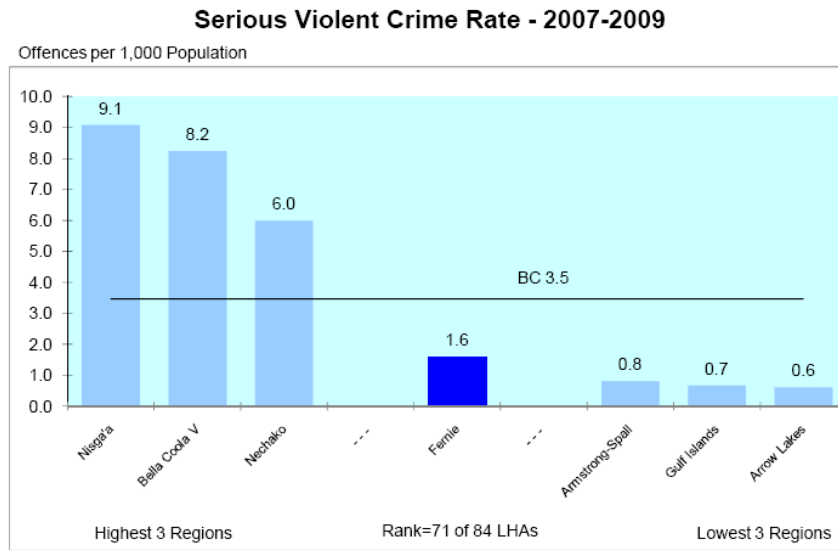
<sup>10</sup> Acute/Rehab days.

<sup>11</sup> Surgical Day Care.

<sup>12</sup> Alternate Level of Care

<sup>13</sup> Inpatient Surgical days

# Forever Fernie Integrated Community Sustainability Plan (ICSP)



Source: Interior Health Socio-Economic Profile, 2010

The following community and individual health information was reported in the Fernie Livability Report:

### Cultural Activity and Engagement

Community survey respondents each attend an average of 6 arts and cultural events in the City. Seventy-one percent of surveyed residents report that they are satisfied or very satisfied with arts and cultural activities and facilities in the City.

### Volunteerism

Seventy percent of surveyed residents indicate that they volunteer their time within the Fernie community. On average, residents reported volunteering 8 hours of their time per month.



## Forever Fernie Integrated Community Sustainability Plan (ICSP)

### **Charitable Donations**

In 2006, approximately 22% of people filing tax returns made charitable donations. The median donation was \$190.

### **Sense of Belonging**

Ninety-five percent of surveyed residents feel either some sense of belonging or a strong sense of belonging to the Fernie community. Eighty-five percent of respondents are either proud or extremely proud to tell others that they live in Fernie.

### **Crime Rates**

The incidence of serious crimes (assault, theft and break and enter) has decreased since 2005. In 2009, forty-two serious crimes were reported per 1,000 population.

### **Fernie's Popsicle Index**

Sixty eight percent of surveyed residents consider that a child in the Fernie community can safely leave their home, walk to the nearest store to buy a popsicle and walk home. A further 27% think that it is probably possible for a child to do so.

## Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Local Health Care Services.** A wide range of conventional and alternative health care services are available locally, including a community hospital.
- **Regional health care services.** Advanced facilities and specialists are in reasonably close proximity, with Cranbrook having a major regional health centre.
- **Public Safety Organizations.** These include police, fire, ambulance and Fernie Search and Rescue.
- **Fernie Women's Centre.** The centre serves the communities of the Elk Valley, which include Fernie, Sparwood, Elkford and the South Country. The Centre's aim is to raise the status of women, act as a referral and drop-in center, offer support to women and their families, and to inform and educate the public around issues concerning women.
- **A fitness and wellness mindset in the community.**
- **Quality of Life/ Livability Report.**
- **Local Health Area Socio-Economic Profile.**
- **Local Health Area Health Profile.**
- **Kids Care Survey – Fernie.** Report produced by the Elk Valley Child Care Needs Assessment Team, this report showed that most, but not all, care needs are met, although half of childcare is not through formal childcare facilities and Fernie's workforce requires flexibility in child care options to accommodate local work schedules, such as before/after school care.
- **Seniors Drop-in Centre.**
- **Community Service Organizations.** These include the Rotary Club, the Lions Club and others.

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

## Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Demographic Shift.** The health care system is going to be stressed in dealing with significant increases in the population of seniors.
- **Youth Facilities.** Outside of the school system, and activities and programs for youth within other organizations, there do not appear to be facilities or organizations that directly support the needs of youth in the community.
- **Population Stability.** Population losses from the early part of last decade seem to have been mostly recovered and there is currently an annual growth rate of approximately 1% forecast, which is considered to be modest growth. Available statistics generally relate to the permanent population, and the number of transient and seasonal residents is more difficult to identify. 3 of 10 residents of Fernie in 2001 were not living in the City in 2006. This possibly indicates a high turnover in residents, which could affect the community's sense of place over time.
- **Limited Resources.** Health care costs have spiraled in recent decades, now consuming almost half of the provincial budgets. Needless to say, this trend cannot continue if other services are to be provided, suggesting that alternative ways of delivering health care need to be found.
- **Changing Health Care Models.** Local health care decisions are not always in local hands, as senior governments look for service rationalization and cost efficiencies, which sometimes externalize costs onto users, e.g., centralization of services can reduce health authority costs, but increase travel time and costs for users.



Photo: V Croome/Fernie Fix

### 3. Accessible, Appropriate and Attainable Housing

#### Context

The following items were identified as useful context for this Strategy Area:

- **Affordability.**
- **Housing Needs.**
- **Housing Availability.**

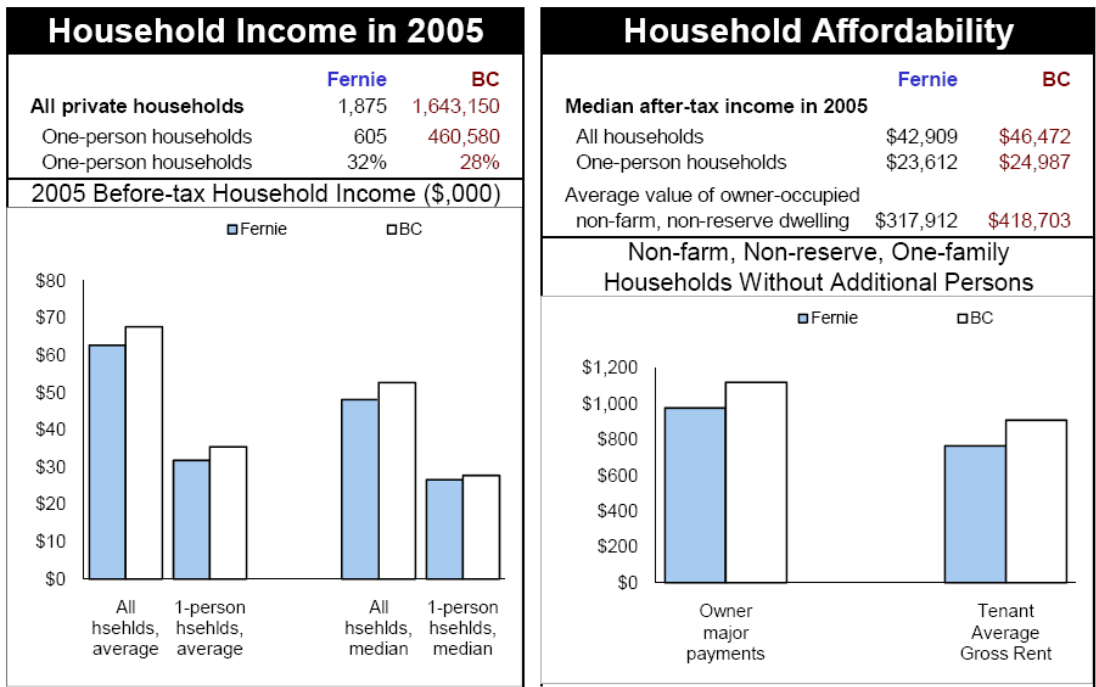
An estimated 29% of private dwellings are not permanently occupied. Second home owners contribute to the local economy through local spending and tax contributions. However, there is concern about the impacts of second home ownership on local house prices and community cohesion.

<b>Affordability (vs. Household Income)</b>		
	<b>Fernie</b>	<b>BC</b>
<b>Non-farm, non-reserve private dwellings, occupied by usual residents</b>		
<b>Total number</b>	1,875	1,606,875
<b>Tenant occupied</b>	465	488,720
Average gross rent	\$643	\$828
>=30% of hhld income	47%	43%
30~99% of hhld income	45%	35%
<b>Owner occupied</b>	1,415	1,118,160
Average value of dwelling	\$317,912	\$418,703
Average major payments	\$923	\$1,059
>=30% of hhld income	21%	23%
30~99% of hhld income	18%	19%
<b>One-family households without additional persons in non-farm, non-reserve private dwellings</b>		
<b>Tenant households</b>	165	213,490
Average gross rent	\$764	\$907
>=30% of hhld income	42%	35%
<b>Owner occupied</b>	985	761,015
Average major payments	\$976	\$1,119
>=30% of hhld income	14%	20%

Source: Statistics Canada 2006 Census

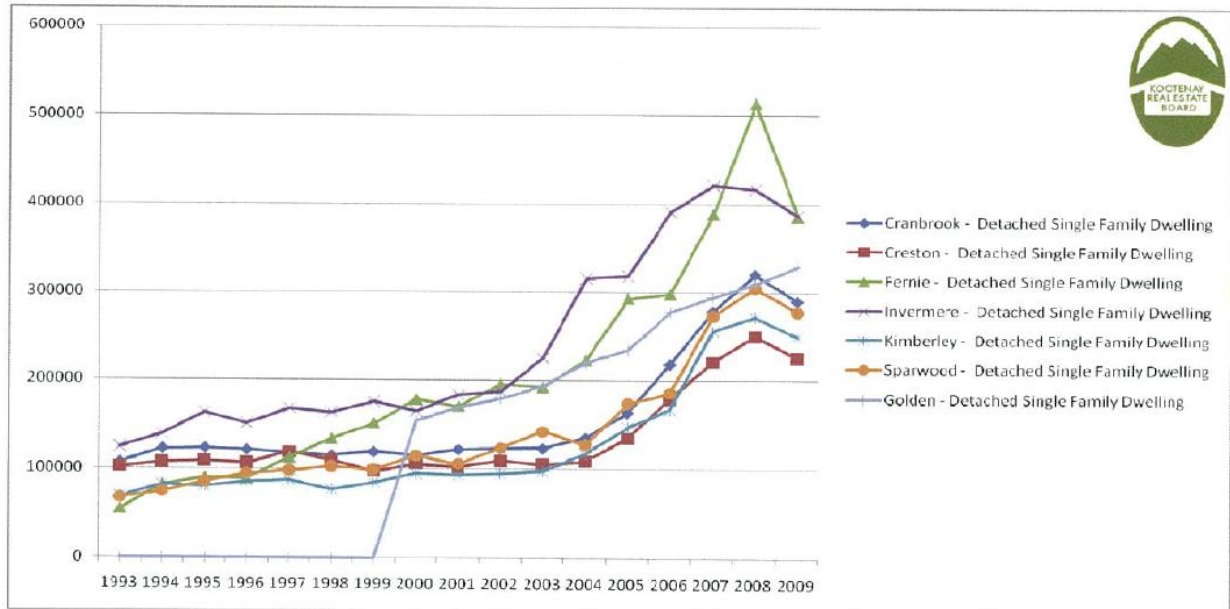
According to the Kootenay Real Estate Board, average house prices are significantly higher than in the rest of the region and went from \$393,000 in 2009 to \$408,000 in 2010.

# Forever Fernie Integrated Community Sustainability Plan (ICSP)



Source: Statistics Canada 2006 Census

As the table below indicates, Fernie’s house prices had been climbing faster than other communities in the region, including other resort communities such as Invermere and Kimberley, but have dropped since the economic slowdown in 2008.



Source: Kootenay Real Estate Board, 2009

In 2010, the most recent year for which more complete statistics are available, the average (total sale value divided by number of sales) and median (point at which half of the sales were higher and half

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

were lower) sales prices for detached homes were approximately \$408,000/\$218,500 and for apartment units \$264,000/\$107,500. This indicates that while newer and high end housing may be increasing average prices, there are still some lower cost housing options available.

The following summary of the scope of housing issues and housing needs assessment has been adapted from the 2007 Affordable Housing Strategy.

### **Needs Assessment — Summary**

Working from the outcomes of the Scoping Study, the consultant collected and analyzed a range of data and identified four groups that have the greatest housing needs.

**Low income individuals and families, as well as people with disabilities on income assistance** have the least choice in the Fernie housing market. Many of these individuals and families live in unstable and unsuitable housing circumstances; some are at risk of becoming homeless. There is currently an unmet need of between 30 and 40 rental units of affordable, suitable housing for this group. This should be the top priority.

- Almost 60% of single people and more than 40% of lone parent families, make less than \$25,000 annually. A single person with a disability receives \$906 per month. A one-bedroom costs about \$500 to rent. In New Horizon Village there is little turn-over and a long wait list.

**Active, mobile seniors with equity in their homes** looking to move to a smaller home/condo represent an opportunity worth exploring by a private sector developer. Many Fernie seniors would like single-level living (e.g., condominium) near services, at a price they consider “reasonable”.

- With respect to seniors who require some support in addition to housing, additional units will be needed as the population ages. Planning for another supportive/assisted living complex should begin within the next 3-5 years.
- The BC government’s projections indicate that people age 65 and older will account for 13% of Fernie’s population by 2011 and 23% by 2021. If there isn’t enough suitable, affordable housing, older residents have little choice but to leave Fernie for larger centres. There are already waitlists at Trinity Lodge and Rocky Mountain Village.

**Prospective first-time homebuyers with one or more children with \$60,000 or less annual income** have very little opportunity to purchase in Fernie. Twenty-something Fernie residents may be interested in making a long-term commitment to Fernie, if they are able to purchase a home.

- Young families find it increasingly difficult to purchase a home and some move away to more affordable locations. The median sale price for a detached home in Fernie in mid-2007 was \$350,000; a condominium about \$215,000. The median income for a couple in 2005 was \$76,700. With 10% down payment, they could afford a home purchase of about \$260,000. Fifty percent of households could afford less.

**Seasonal workers** need wider and better choice in the market. As the labour force ages it is likely to be increasingly important for employers to know that their recruits have suitable affordable housing. This group of Fernie residents are a vital part of the valley’s economy, providing a range of services in the hospitality, recreational and retail industries

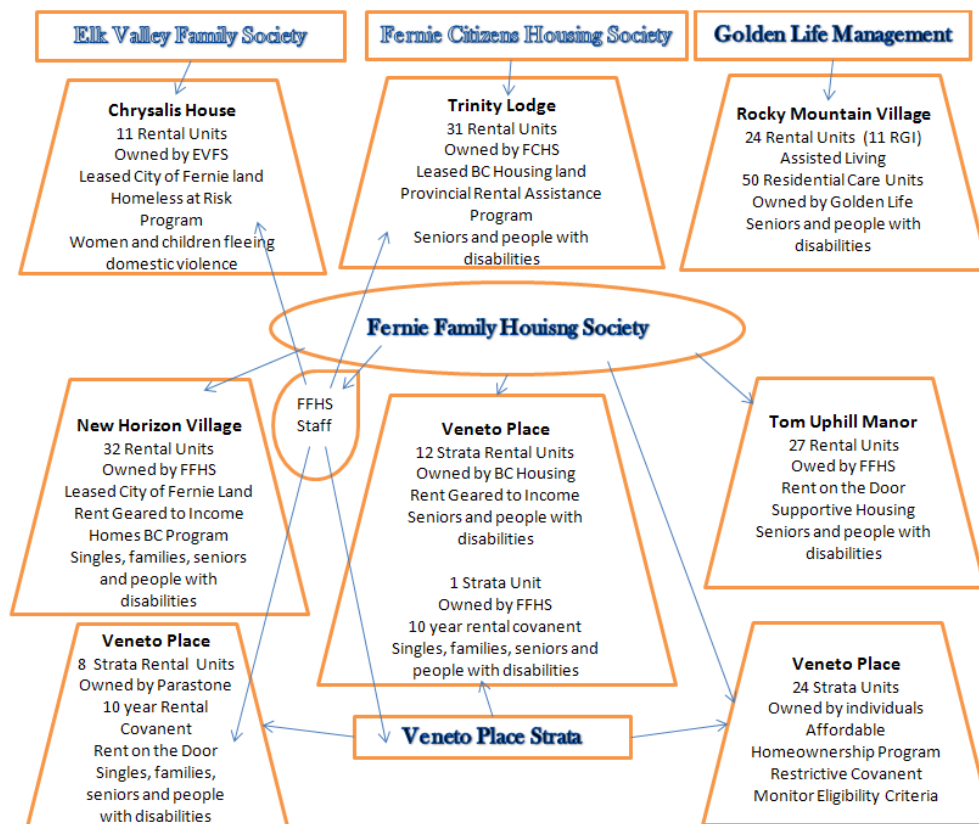
## Forever Fernie Integrated Community Sustainability Plan (ICSP)

- Most entry level hospitality, tourism and retail jobs pay \$8 to \$10 per hour. On this income housing choices are very limited. In the future, it will be more difficult to attract young workers and college students without appropriate housing.

### Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Affordable Housing Strategy.** This document lays out a broad range of housing issues in the City and strategies for addressing these issues.
- **Trinity Lodge.**
- **Rocky Mountain Village.**
- **Veneto Place.** A joint partnership between Parastone Developments, BC Housing, the City of Fernie, Columbia Basin Trust Fernie Family Housing Society (FFHS), this 45-unit strata, condominium complex (3 buildings) provides attainable rental and ownership opportunities for local and BC residents. A total of 21 units will be rented through the Fernie Family Housing Society (9 developer retained and 12 units owned by BC Housing).
- **Fernie Family Housing Society.** A not for profit society works with the City, other levels of government and community businesses and organizations to promote attainable housing. FFHS also operates Tom Uphill Manor seniors housing, New Horizons Village affordable townhouses and Chrysalis House women’s transitional housing.



# Forever Fernie Integrated Community Sustainability Plan (ICSP)

## Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Seasonal Workforce Fluctuations.** Employment peaks in the winter and summer season, with a high demand for affordable housing due to the low wages of many seasonal workers and limited employee housing.
- **Changing Demographics.** As with most parts of British Columbia, there is a rapid shift occurring to a larger seniors population and fewer children and youth.
- **Affordable Housing Strategy Issues.** The following housing issues have been adapted from the 2007 Affordable Housing Strategy. These five main challenges were identified through the stakeholder interview and community consultation process:
  1. Home ownership is not attainable for many working people. As house prices rise, fewer young households are able to purchase a home.
  2. There are limited housing choices for renters. There is little available rental housing for low income households, single parent families and people with disabilities.
  3. Rental housing conditions are variable.
  4. The lack of housing impacts employee recruitment and retention.
  5. Housing issues lead to other social and community issues.



Photo: Whistler Centre

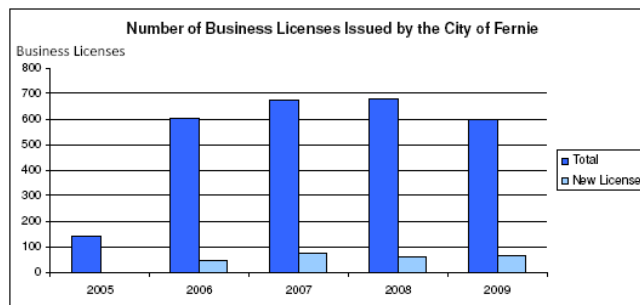
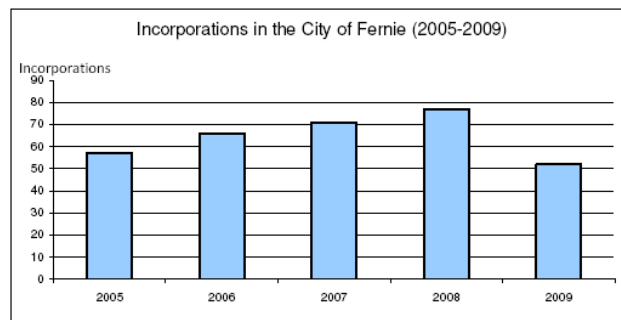
## 4. Economy and Work

### Context

The following items were identified as useful context for this Strategy Area:

- **Business Formation.**
- **Employment Participation and Unemployment Rates.**
- **Labour Force Occupations.**
- **Major Economic Sectors and Employers.**
- **Tourism.**
- **Identified Needs.**

It should be noted that much of the statistical base related to the Economy and Work Strategy Area has been significantly affected by the 2008 economic downturn, which affected not only the demand for goods and services, but also global travel and tourism, which are mainstays of Fernie's economy. Although economic recovery appears to be underway, the information provided in this area should be reviewed with caution. For example, while number of new licenses issued each year has remained relatively constant, there was a significant drop in total businesses after the 2008 downturn.



*Note that only partial data is available for 2005*

Source: City of Fernie, 2010



## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Pre-2008 economic downturn, Fernie had a relatively low unemployment rate, which was declining and a relatively high participation rate,<sup>14</sup> which was increasing.

Characteristics	Fernie			British Columbia		
	2001	2006	% Change	% Change	2001	2006
Population	4,611	4,217	- 8.5	5.3	3,907,738	4,113,487
Population (by citizenship)	4,550	4,145	- 8.9	5.3	3,868,875	4,074,385
Non-immigrant	4,030	3,730	- 7.4	2.9	2,821,870	2,904,240
Immigrant	495	415	- 16.2	10.8	1,009,820	1,119,215
Labour force (15+ yrs.)	2,670	2,565	- 3.9	8.1	2,059,950	2,226,380
Employees	2,215	2,225	0.5	9.2	1,715,600	1,873,050
Self-employed	375	330	- 12.0	7.4	291,455	313,000
Participation rate [ppt.=percentage points]	70.4%	72.6%	2.2 ppt.	0.4 ppt.	65.2%	65.6%
Unemployment rate	9.8%	5.7%	-4.1 ppt.	-2.5 ppt.	8.5%	6.0%

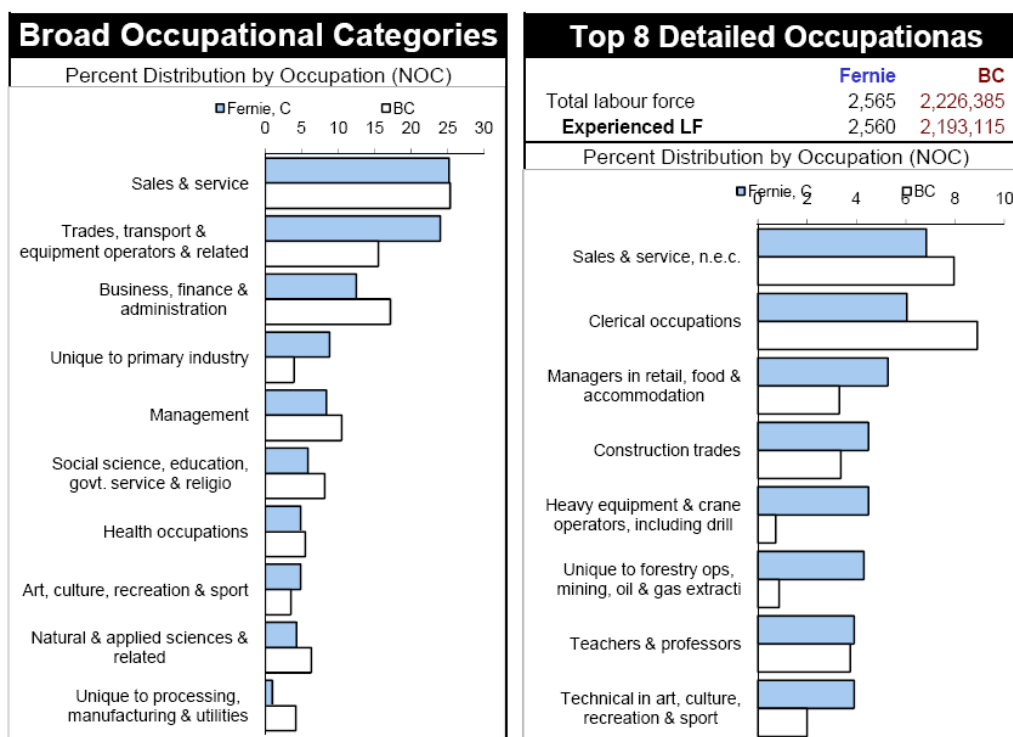
Source: Statistics Canada 2006 Census

The 2006 Community Profile and Business Guide provide detailed information on the local economy, although only 2001 census data was available at that time, but some key points are:

- Fernie has a strong accommodations and food services sector.
- Fernie's arts, entertainment and recreation sector is important.
- Due to the Elk Valley Hospital, health care sector is greater than in most communities.
- There are more occupations related to transportation and trades, reflecting support for the mining and forestry industries.
- There is a significant number of professionals and those with advanced degrees living in Fernie, indicating that Fernie may be becoming a location of choice to live for those with advanced skills that are not location-dependent.

<sup>14</sup> The Participation Rate is the percentage of the general population (over the age of 15) who are currently employed or are actively seeking employment.

## Forever Fernie Integrated Community Sustainability Plan (ICSP)



The major employers in 2006 were:

COMPANY	SECTOR
Elk Valley Coal	Coal mining
Fernie Alpine Resort	Ski resort
Tembec	Logging and wood products
City of Fernie	Local government
Overwaitea	Retail grocery
College of The Rockies	College
Fernie Golf and Country Club	Golf club
Southeast Kootenay School District	Public schools
Fernie Aquatic Centre	Municipal pool facility
Interior Health Authority	Hospital
Nohels Rock & Redi-Mix	Concrete and aggregate

*Note: Elk Valley Coal is the former name of the Coal Business Unit of Teck Resources Ltd.*

Source: Fernie Community Profile and Business Guide, 2006

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Total visits at the Fernie Visitor Centre has remained relatively constant over the last decade, at about 12,000 per year. Room revenue, the other proxy for the level of tourism in Fernie, has also remained relatively constant during this period, although it is down somewhat from the peak numbers just before the economic downturn in 2008.

2009 Economic Development Forum, the following economic projects and initiatives were identified:

Project/Initiative	Votes
1. Gateway Project/Grizzly Centre	19
2. Affordable housing/diversity of housing (especially from economic development perspective)	13
3. Economic development office(r)	12
4. IT enhancement/service	11
5. Light industrial opportunities (e.g. making more land available)	9
6. Incentives (research, use to attract)	4
7. 2 more golf courses	3
8. Downtown revitalization – Really!	1

Source: Fernie Economic Development Forum and Survey, 2009

Only 63% of the Fernie population worked within the City of Fernie in 2006. Of the 25% who work outside of the City, it is likely that several face long commute times, with limited or no transit options available to them.

### Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Community Profile and Business Guide.**
- **Fernie Quality of Life/ Livability Report.**
- **Cultural and Heritage Tourism Strategy.**
- **Economic Development Forum and Survey.**
- **2011-2015 Resort Development Strategy.**
- **Fernie Chamber of Commerce.**
- **Destination Marketing Organization (Tourism Fernie).**
- **Major Regional Employers.** These include Teck, the School District, Tembec and Interior Health.
- **Extensive expertise and experience in the mining and tourism fields, particularly coal and outdoor recreation, numerous supporting businesses.**
- **Independent Marketing Organizations.** A number of online and print resources promote Fernie and its businesses as a tourism destination.

### Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

- **Economic Diversification.** With a changing global economy, it is advisable to maintain a diverse and flexible local economy that can adapt quickly to changes.
- **The Future Role of Tourism.** As was seen in 2008, although Fernie is an attractive destination, visitors, particularly from longer distances, are sensitive to economic downturns.
- **Retaining and Attracting New Skilled Workers.** With increasing housing prices and available education, skills training and employment opportunities, will it be possible to develop career progression opportunities and to bring in and keep skilled employees and families with children in the community?
- **Experiential Education.** Programs like CoTR's outdoor education and leadership courses have been popular. Are there other opportunities to attract students who wish to learn about Fernie's economic specialties while enjoying Fernie's quality of life?
- **Availability of Day Care.** The Kids Care Survey produced by the Elk Valley Child Care Needs Assessment Team indicated that a significant number of potential employees would be interested in working for an employer with flexible day care programs. The extent of the impact of current day care facilities on the local economy is not currently known, but the research indicates that some potential employees may be excluded from the workforce as a result, and the mean monthly amount that employees are willing to pay for daycare is about \$600.



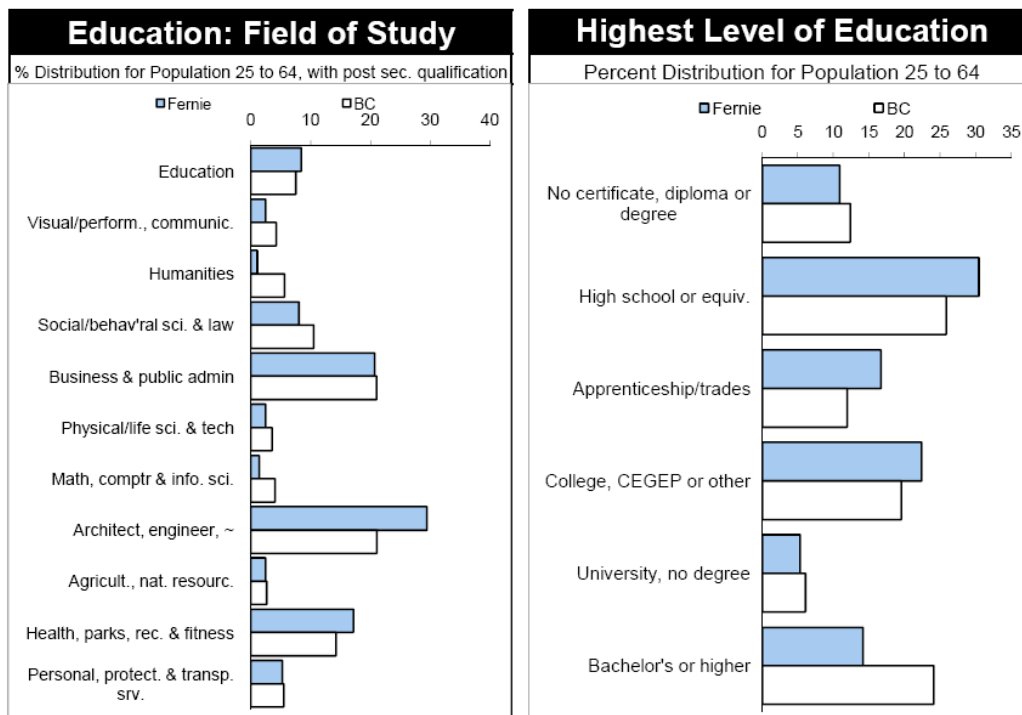
Photo: Whistler Centre

## 5. Education and Skills Training

### Context

The following items were identified as useful context for this Strategy Area:

- **Education Level.**
- **School Facilities.**
- **Other Learning and Skills Training Programs.**



Source: Statistics Canada 2006 Census

### Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **College of the Rockies.**<sup>15</sup> College of the Rockies (COTR) has a Mountain Adventures Skills program, offering instruction in a variety of outdoors activities, as well as the Health Care Assistant program and the Licensed Practical Nursing Program. COTR also offers adult upgrading to the Grade 12 level in a self-paced, continuous intake format because of high numbers of adults that have not achieved grade 12 in the Elk Valley. Annually we see 45 to 80 students coming back to attempt grade 12. In addition, COTR provides a variety of short term courses and

<sup>15</sup> [www.cotr.bc.ca](http://www.cotr.bc.ca)

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

skills training for employment with the mines, first aid, computers, etc. As a larger institution, anyone in Fernie can achieve their first 2 years of university via distance. COTR also offers several other vocational programs such as Office Administration and Educational Assistant via distance. COTR also has a partnership with the University of Victoria to provide an elementary education degree whereby they complete the majority of the training in Cranbrook. COTR offers many trades programs and this year was able to offer first year electrical in partnership with the Fernie High School. COTR has a strong partnership with Teck Coal and its supporting companies to provide apprenticeships at rotating mining sites under the Mining Apprenticeship Program (MAP). This program involves COTR indenturing the 20+ apprentices and Teck providing the work sites for them to apprentice. The MAP program supports 20+ young people annually in working through their Heavy Equipment Mechanic or Industrial Electrician apprenticeship in the mining industry. Other trades offered at COTR in Cranbrook include Red Seal Chef, Welding, Carpentry, Hairdressing, Timberframing, etc. Finally, as of this year, COTR is officially a degree-granting institution with the launch of its first degree – in Sustainable Business.

- **Fernie Secondary School.** Fernie Secondary School has a population of approximately 450 students. Fernie Secondary School, built in 1998, offers a variety of courses for grades seven through 12.
- **Isabella Dicken Elementary School.** This Kindergarten to Grade Six school has 250 students. Services include a late French Immersion class, a full serviced student support program, band for all Grade Seven students, a full extra-curricular sports program and cultural programming, including crafts, music and a Christmas Concert, etc.
- **The Fernie Academy.** The Fernie Academy is an independent school providing a range of programming in academics, arts and sports at the elementary and secondary level.
- **Elk Valley Job Seekers.** Managed by the College of the Rockies, this program assists unemployed, eligible residents of Fernie to find work or can help fund a return to school.
- **Fernie Learning Centre.** The school district offers self-paced learning opportunities for those who are not able or do not wish to attend formal classroom learning.
- **Corporate Job Training.** Major resource companies operating in the area have employee job training programs, including Teck, Fernie Alpine Resort and Tembec. Teck, for example, also provides funding for graduate level courses. The College of the Rockies also offers safety ticket and other training specific to industries operating within the Elk Valley.

### Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Local Education and Skills Opportunities.** Fernie has done a great job providing these opportunities locally. Are there other ways to increase the quantity and quality of offerings with relatively low enrolments?
- **Maintaining and Expanding Program Offerings.** How can new technologies, such as remote learning or alternative programs, such as mentoring and apprenticeships, be used to increase local knowledge and skills.

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

- **Using Local Expertise to Develop the Work Force.** In addition to formal training offered through institutions, there may be opportunities for local professionals and skilled workers to provide additional training opportunities.
- **Networking and Partnerships to Build on Local Economic Strengths.** There may be opportunities for local businesses and organizations to work together to increase economic capacity, e.g., local developers and builders working together to create a knowledgeable green building work force.



Photo: SD 5

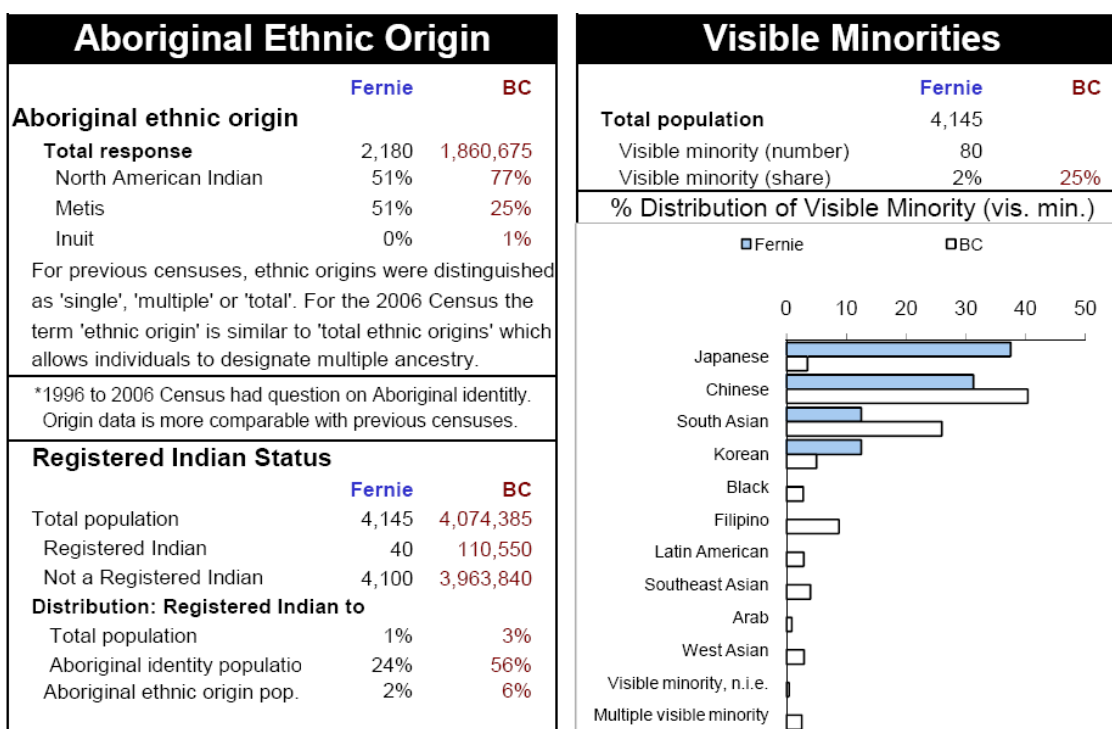
## 6. Arts, Culture and Heritage

### Context

The following items were identified as useful context for this Strategy Area:

- **Cultural Make-up of the Community**
- **Arts and Culture in Fernie**
- **The number and type of Events**
- **Participation in Events**

The Ktunaxa Nation (pronounced 'k-too-nah-ha') were the first peoples of the area and have been seasonal residents for thousands of years. In terms of the cultural makeup of the current population, Fernie has a relatively small percentage of aboriginal or visible minorities living in the community and the majority of immigrants to the area since permanent settlement have been from European countries or the United States.



Source: Statistics Canada 2006 Census

Fernie has a thriving arts and culture scene, with visual and performing arts available throughout the year. Arts groups and facilities, such as the Arts Station and Fernie Arts Co-op, provide venues and support for artists within the community. In addition to the arts scene, Fernie protects and celebrates its built and cultural heritage, with some of the best preserved architecture in BC. As noted below in the Assets section, Fernie has active galleries, performance series, library and museum facilities, and a wide variety of groups supporting arts, culture and heritage.



# Forever Fernie Integrated Community Sustainability Plan (ICSP)

The 2010 Cultural and Heritage Tourism Strategy identified four strategic themes and objectives:

1. **Planned Activities, Events and Festivals.** A lively and animated community results in increased tourists and residents to the area.
2. **Visitor Information Services.** Modern, interactive and informative provision of visitor information services.
3. **Infrastructure.** Appropriate, well-maintained and sufficient infrastructure.
4. **Governance.** Effective governance: collaborative and respectful of existing umbrellas

## Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **The Arts Station/Fernie and District Arts Council.** The home of the Fernie and District Arts Council, The Arts Station hosts a wide range of events and workshops in the visual and performing arts throughout the year.
- **Fernie Arts Co-op.** The Fernie Art Co-op is a volunteer organization that provides a venue for local East Kootenay Artists to display and sell their work.
- **Fernie Museum.** The Fernie Museum and Visitor Information Centre is located in one of Fernie's distinctive heritage buildings at 491 2nd Ave. The building itself, an important example of Fernie's rich history, has a main floor exhibit hall with the visitor info centre, as well as a Museum Gallery
- **The Fernie and District Historical Society.** The Society was founded in 1964 and is dedicated to recording and presenting the history of Fernie, by collecting and displaying photographs, artifacts and documents relating to Fernie's development.
- **Fernie Heritage Library.** Now located in the restored Post Office building, which survived the fire of 1908, Fernie has had a library service since 1899.
- **Festivals.** Fernie plays host to major festivals throughout the year, including the Fernie Mountain Film Festival, Wapiti - Fernie's Music Festival, Griz Days and the Fernie Writers Festival.
- **Ktunaxa Nation.** There are seven Ktunaxa Nation bands in the region. The closest to Fernie is in Grasmere, with most administration services located at the St. Mary's Reserve near Cranbrook.
- **The Historic Downtown and Heritage Buildings.** The downtown has a strong sense of place and living heritage buildings, including the Library, Museum, City Hall, Courthouse, and numerous churches and commercial establishments;
- **Night Life.** Fernie and nearby resorts offer a range of nightclubs for entertainment and restaurants for fine dining featuring local, regional and international cuisine;
- **Arts and Crafts.** Fernie has a number of unique shops and galleries providing local products.
- **Vogue Theatre.** This is Fernie's movie theater.
- **Online Resources.** A number of online outlets provide ready access to arts and cultural events listings in the community. Fernie also has a wealth of web resources, providing information about the City and activities.

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

## Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Ktunaxa Nation.** While the Ktunaxa People were the traditional occupants of the Elk Valley, living in the region for over 10,000 years, there are currently no local settlements and limited signs of their long historical legacy in the area.
- **Demographic Shift.** With an aging population seeking more cultural tourism opportunities, what does Fernie need to do to become a top of mind destination?
- **Cultural Facilities.** Fernie has excellent heritage and cultural facilities. Are existing facilities adequate, are there creative ways to provide additional facilities within existing resources?
- **Festivals.** Fernie is now well known for a number of major festivals. How can the community become known as a star on the festival circuit and how can the community become more accessible to those who may not be able to drive?



Photo: Joni Krats

## 7. Recreation and Leisure

### Context

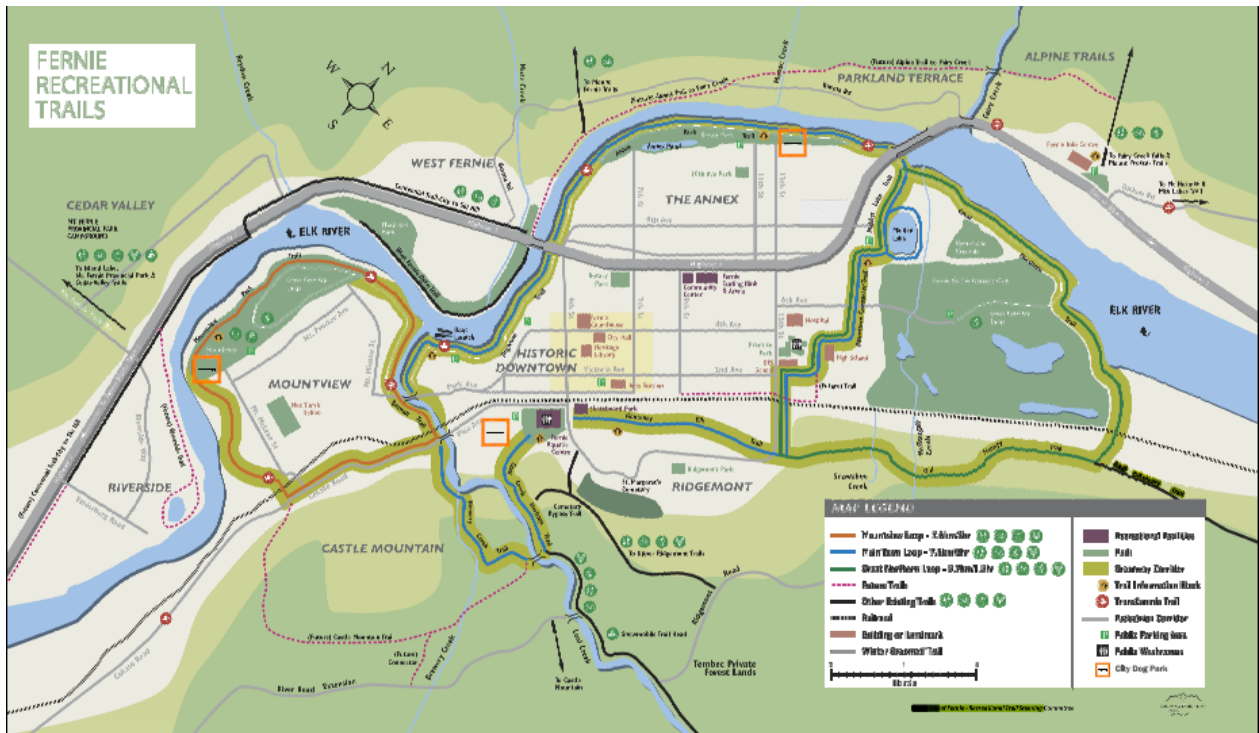
The following items were identified as useful context for this Strategy Area:

- **Current Recreation and Leisure Facilities.**
- **Current Facility Usage Statistics.**
- **Physical Activity Levels.**
- **Trail Network.**

Fernie is known for the astonishing range of activities for both summer and winter, for both the casual outdoors person and those seeking adventure and sporting activities.

Winter recreation and leisure activities include cross country skiing, ice fishing, children’s winter sports schools and ski programs, snowshoeing and, of course, legendary powder skiing and snowboarding, both at the Fernie Alpine Resort and in the backcountry with cat skiing.

Summer recreation and leisure activities include boating, fishing, golf, walking and hiking, summer camps for children, mountain biking, rafting, and wildlife viewing. The City has an extensive trail and park system that provides access to local natural areas:



Source: City of Fernie, 2010

The City of Fernie has a number of facilities and programs operated by Fernie Leisure Services, including the Fernie Aquatic Centre, Memorial Arena and Community Centre. In addition to facilities, Leisure

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Services also takes care of the city's municipal grounds, parks, trails, ball fields, tennis courts, basketball courts and playgrounds. There is also a skateboard park, dirt jump bike park, and archery range. The City also leases out space to other community organizations, such as the Arts Station, Curling Club and Seniors Drop-In Centre.

### Assets

It is safe to say that few communities, particularly smaller communities, offer the range of recreation and leisure opportunities as Fernie. Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Major Destination Resorts.** Fernie Alpine Resort<sup>16</sup> and Island Lake Lodge host a wide range of winter and summer activities, including alpine skiing, mountain biking, hiking and sightseeing.
- **Fernie Trails and Ski Touring Club.**<sup>17</sup>
- **Fernie Trails Alliance.** The Fernie Trails and Ski Touring Club, the Fernie Mountain Bike Club,<sup>18</sup> Island Lake Lodge, the Fernie Nordic Society and Fernie Alpine Resort have joined to form the alliance to promote the local trail network.
- **Fernie Rod and Gun Club.** Hunting is a important recreational and traditional food harvesting activity in Fernie. The Fernie Rod and Gun Club is very active in the community, promoting safety, family activities and lawful, ethical hunting. Fernie has a quality rifle and archery range.
- **Trail Guides and Maps.**<sup>19</sup> There is a wide range of maps available to support local outdoor recreation, including the Fernie Mountain Bike Map.
- **Sporting Events.** There are numerous road and mountain bike events, including the TransRockies and Crank Fernie cycling events, and the Fernie Half Marathon and Relay for Life running events.
- **Fishing.** World-class dry-fly trout fishing on the Elk River and its tributaries.
- **Downhill Skiing.** Ski Fernie at Fernie Alpine Resort offers world-class skiing.
- **Mountain Biking** Mountain biking is available throughout the region and at Fernie Alpine Resort, which also includes a bike park.
- **Recreational trails.** There are more than 18 kilometers of trails in the City of Fernie.
- **Parks.** There are more than 11 City parks and green spaces in the City, including playgrounds, for passive or active recreation.
- **City Recreation Facilities.** Fernie has an Aquatic Centre, Memorial Arena, Curling Club, Community Centre, skateboard park, a dirt jump park, basketball courts, tennis courts, ball fields, bocce courts, and a disk golf course.
- **Wildlife Viewing.** Fernie lies in one of North America's most intact eco-systems for large carnivores, including grizzly bears, wolves, cougars and lynx.
- **Golf.** Golfing in a spectacular alpine setting is available at the nearby 18-hole Fernie Golf and Country Club.
- **Backcountry Winter Sports.** The surrounding mountains and valleys offer snowmobiling, cross-country skiing, backcountry skiing and snowshoeing trails.

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<sup>16</sup> <http://www.skifernie.com/>

<sup>17</sup> <http://fernietrails.com/>

<sup>18</sup> <http://www.bikefernied.ca/>

<sup>19</sup> <http://www.fernied.com/maps/intro.html>

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

- **Whitewater Sports.** These include river rafting, kayaking and canoeing.
- **Flat Water Sports.** Waterskiing, canoeing, rafting, houseboating is available on one of the area lakes, including nearby Lake Koochanusa.

### Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Impacts of Recreation on the Natural Environment.** With increasing numbers of users, recreation can create conflicts between users and have significant impacts on habitat.
- **Commercial and Public Facilities.** How can the interests of commercial operators for recreation lands be balanced against the interests of public users?
- **Managing Facilities.** With so many user groups and limited facilities, how will these be maintained and expanded over time and how will demands between user groups be addressed?
- **Interest in an Expanded Lake.** An interest has been expressed by some in creating a larger lake for flat water recreation in order to reduce travel to regional lakes that offer these activities. While travel time for recreational boat users and transportation impacts may be reduced, creating an artificial lake introduces ecological impacts.



Photo: V Croome/Fernie Fix

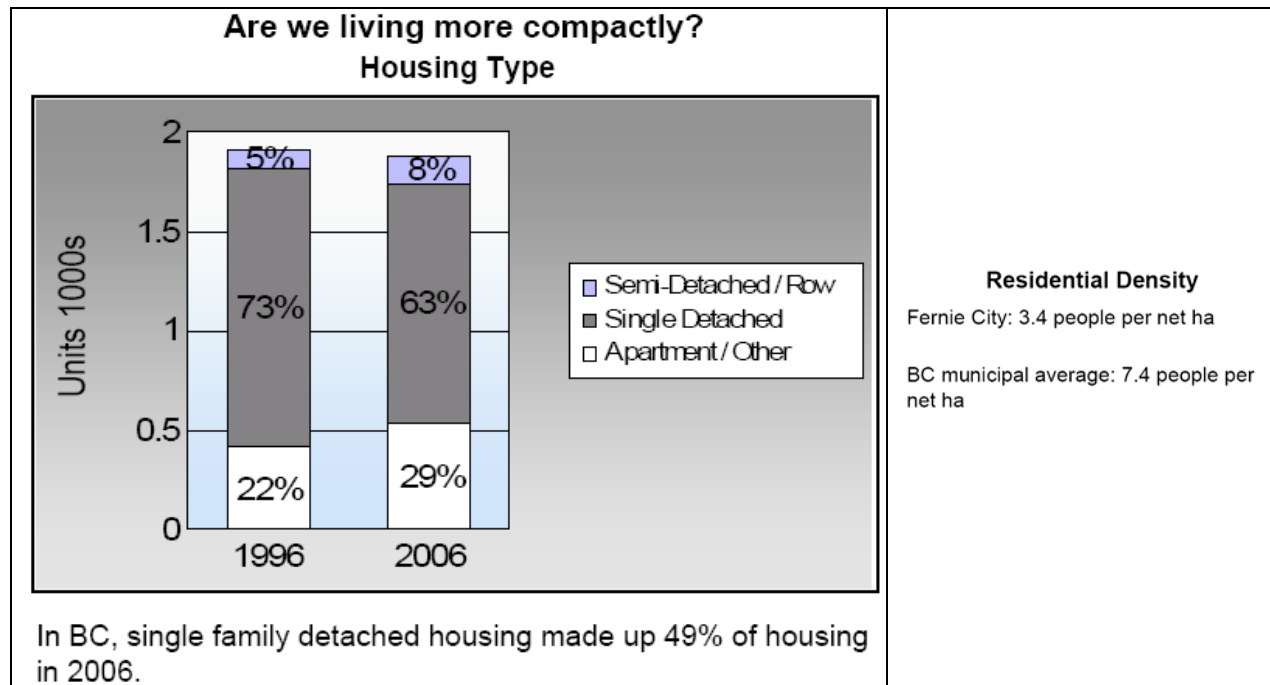
## 8. Land Use and Natural Areas

### Context

The following items were identified as useful context for this Strategy Area:

- Land Use Density and Mix
- Growth Management Policies
- Current Land Uses and Plans

Fernie is relatively low density compared to other urban centres in BC, but is reasonably compact due to the population and size of the community. Fernie is increasingly providing higher density housing options close to jobs and services:



Source: Community Energy and Emissions Inventory, 2010

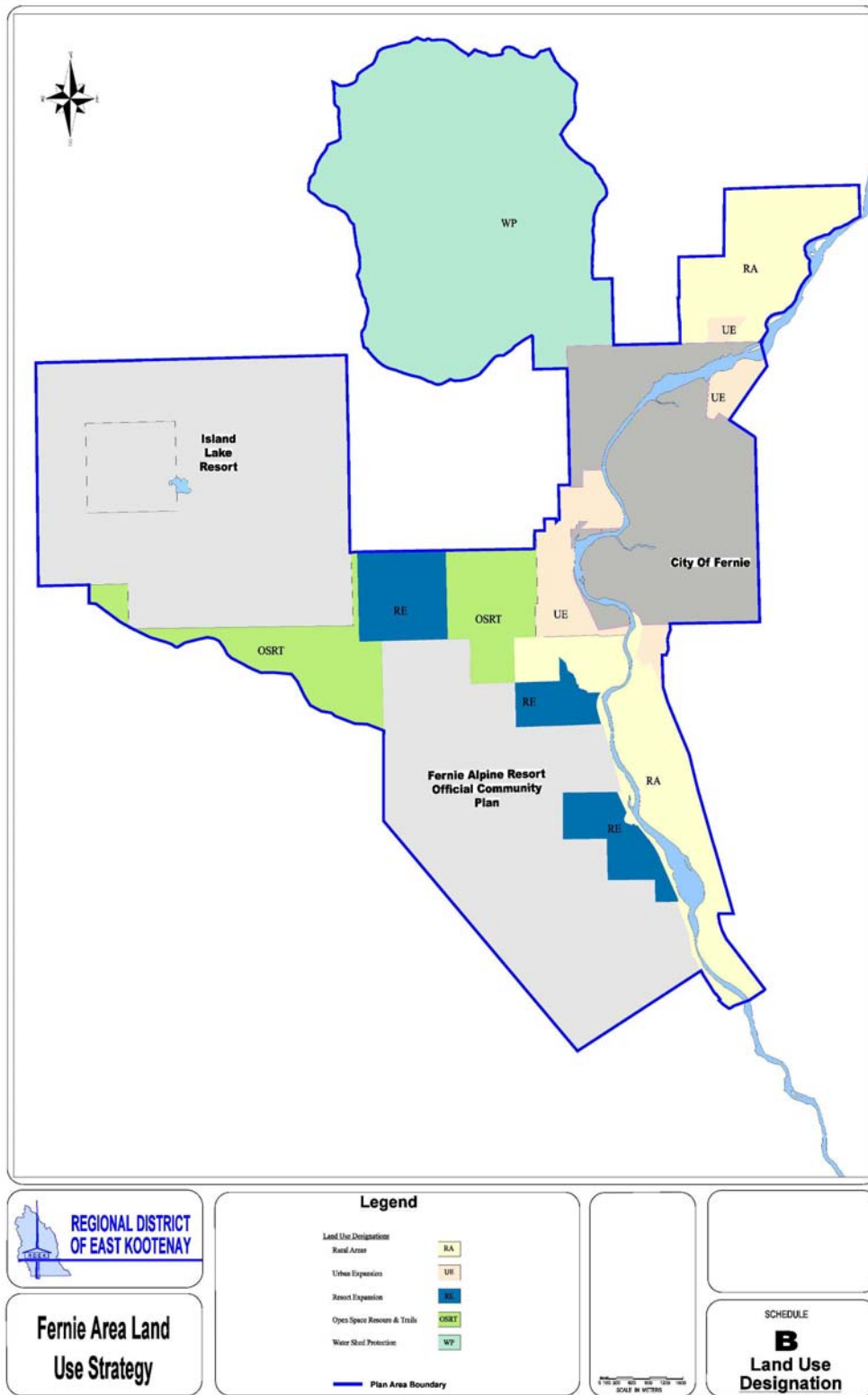
The RDEK Regional Growth Strategy<sup>20</sup> called for several specific policies related to land use and natural areas:

- Direct second home recreation development towards municipalities
- Support planning for the Fernie fringe area
- Protect the recreation values of the Elk River
- Protect Wilson Creek for future resort development.

<sup>20</sup> [ftp://ftp.rdek.bc.ca/PDF/RegionalGrowthStrategy\\_Jan04.pdf](ftp://ftp.rdek.bc.ca/PDF/RegionalGrowthStrategy_Jan04.pdf)

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

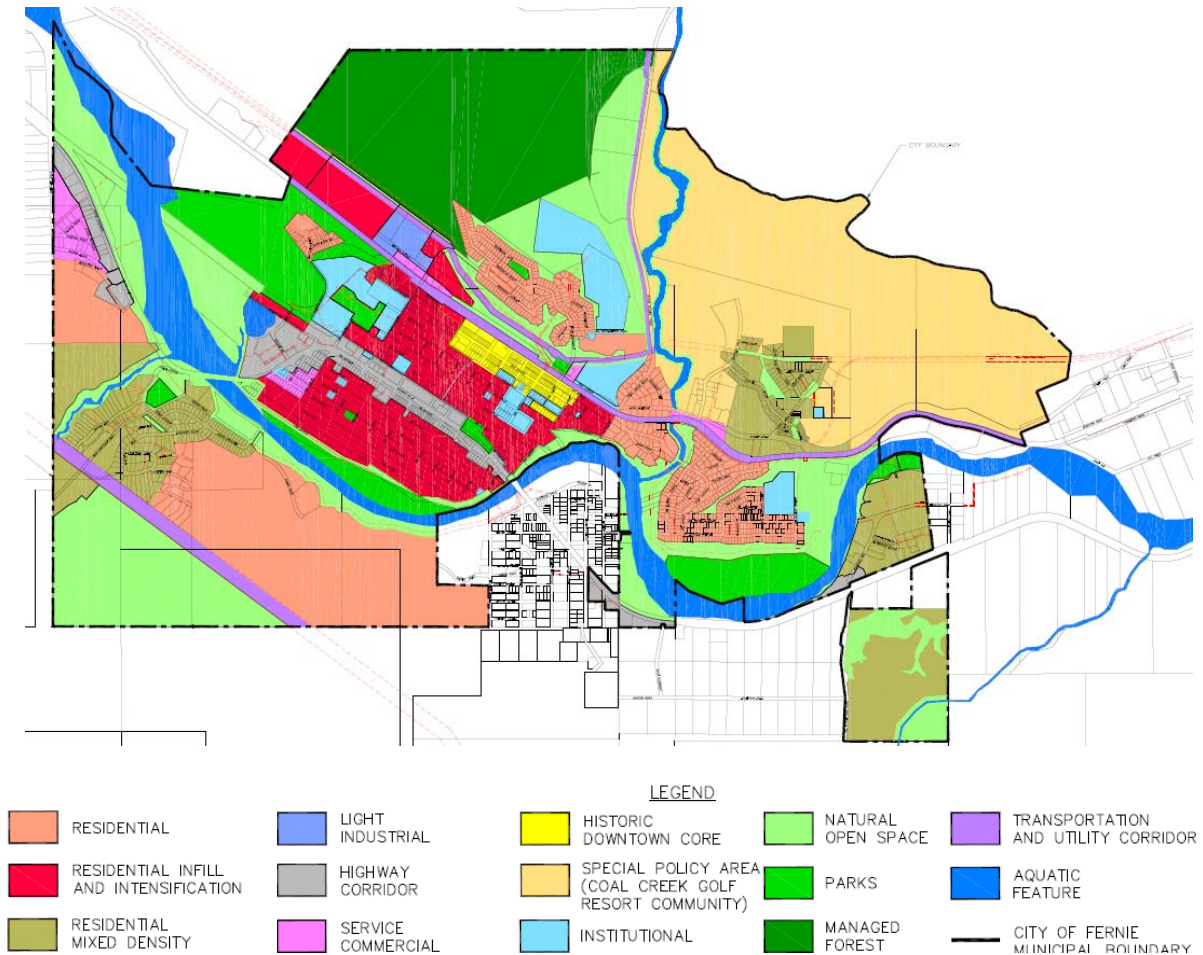
The resulting Fernie Area Land Use Strategy recommended the following land use:



Source: RDEK Fernie Area Land Use Strategy, 2006

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

The Future Land Use foreseen in the current Official Community Plan identifies a fairly compact core with residential infill capacity, outlying lower density residential areas, highway corridor development along Highway 3, significant green space and limited industrial capacity.



Source: City of Fernie OCP, 2009

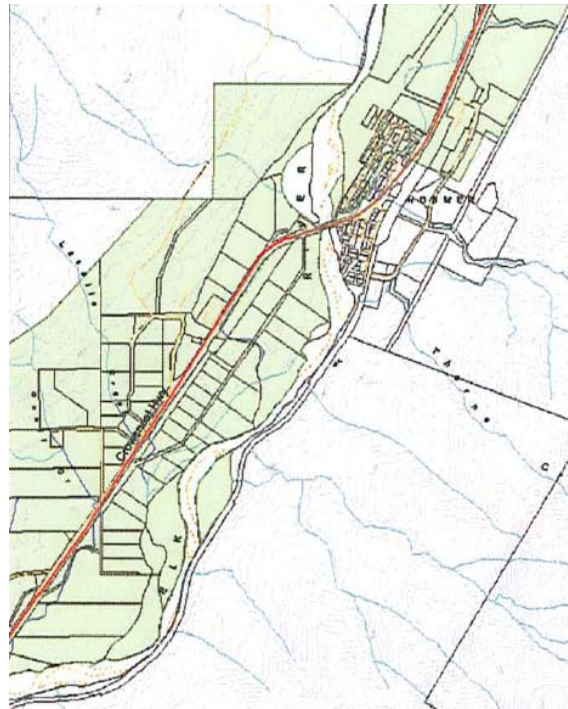
The 2009 Elk Valley Review Project made the following recommendations on area ALR holdings:

- Total ALR in the Elk Valley: 13,190 ha
- Area supported for exclusion: 1,137 ha
- Area supported for inclusion: 432 ha
- Net loss of ALR land: 705 ha



# Forever Fernie Integrated Community Sustainability Plan (ICSP)

Current ALR lands adjacent to Fernie are shown below:



Source: Agricultural Land Commission, 2011

## Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **RDEK Fernie Area Land Use Strategy.**
- **RDEK Regional Growth Strategy.**
- **Official Community Plan.**
- **Elk Valley ALR Review.**
- **Elk River Flood Hazard Assessment.**

## Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Urban Growth Boundary.** An unincorporated urban area lies directly to the west of Fernie and there is interest in developing regional district lands north and south of Fernie in the Elk Valley, particularly expanding the Fernie Alpine Resort. With fewer local services in more distant areas, these can easily become isolated and car dependent.

## *Forever* Fernie Integrated Community Sustainability Plan (ICSP)

- **Highway 3 Corridor.** Lower density lands spread over a relatively long corridor make it difficult to serve these areas economically with public transit. Highway-oriented commercial development promotes lower density, car-oriented lifestyles.
- **The Downtown.** Downtown Fernie competes for business with commercial areas in other parts of the City and is not an “18/7” Downtown, where there is activity throughout the day and evening throughout the week, resulting in a lack of vitality in some time periods.
- **Use of Elk River Valley.** There are strong interests in protecting the river and valley for water quality purposes as well as ecological and scenic values while using the river for recreation activities. These interests need to be weighed to ensure sustainable uses of the river and valley.

## 9. Transportation and Accessibility






### Context

The following items were identified as useful context for this Strategy Area:

- **Accessibility.**
- **Walkability.**
- **Cycling.**
- **Transit Use.** The vast majority of residents (95%) take transit less than 3 times per year.
- **Carpooling and Carsharing.**
- **Traffic Counts.**
- **Goods movement.**
- **Single Occupant Vehicles.**

According to CEEI, there has been little shift in how Fernie residents get around, with fewer people taking transit, but significantly more cycling to get to work<sup>21</sup>:

**Are we driving less?**  
**Commute To Work**

	1996	2006
	63.1%	62.8%
	12.4%	14.4%
	3.9%	0.9%
	12.2%	13.0%
	1.6%	6.9%

In BC, 10% of people took transit, 7% walked, and 2% cycled to work in 2006.

Source: Community Energy and Emissions Inventory, 2010

Fernie residents not only prefer to drive, but prefer to drive large vehicles, choosing large passenger vehicles, light trucks, vans and SUVs 3:1 over smaller passenger vehicles. The larger vehicles on average consume twice the energy and emit twice the emissions of smaller passenger vehicles, resulting in a 6:1 ratio of energy and emissions for larger vehicles versus smaller vehicles.

<sup>21</sup> 1996, 2006 StatsCan Census Journey to Work data.

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Crashes involving motor vehicles have been declining over the last decade, there is now one crash for every 30 residents in a year. It should be noted that a significant number of crashes do not happen on streets, but in parking areas and with parked cars. This can indicate issues with pedestrian safety, as most parking areas do not have dedicated pedestrian facilities.

### Fernie Motor Vehicle Crashes 2000 - 2009

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>Fernie</b>										
Casualty	28	33	32	27	19	22	28	19	30	25
Property Damage Only	184	144	181	139	138	118	142	134	139	126
<b>Total Crashes</b>	<b>212</b>	<b>177</b>	<b>213</b>	<b>166</b>	<b>157</b>	<b>140</b>	<b>170</b>	<b>153</b>	<b>169</b>	<b>151</b>

Notes:

Casualty - Motor vehicle crashes resulting in an injury or fatality.

Property Damage Only - Material damage only; no injuries or fatalities.

Counts **exclude** incidents involving parked vehicles or which occurred in parking lots

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>Fernie</b>										
Casualty	30	35	32	31	21	25	30	21	32	27
Property Damage Only	283	255	287	229	234	197	234	236	247	224
<b>Total Crashes</b>	<b>313</b>	<b>290</b>	<b>319</b>	<b>260</b>	<b>255</b>	<b>222</b>	<b>264</b>	<b>257</b>	<b>279</b>	<b>251</b>

Notes:

Casualty - Motor vehicle crashes resulting in an injury or fatality.

Property Damage Only - Material damage only; no injuries or fatalities.

Counts **include** incidents involving parked vehicles or which occurred in parking lots

Source: ICBC, 2010

Fernie has minimal public transit service, with routes going north to the District of Elkford once or twice a day and south to Grasmere once a week. Transportation services are also provided by the private sector. Every day, 90 to 105 people ride the Teck bus from Fernie to work at Teck's operations, which is a considerable reduction in SOV trips.

Carpooling is when individuals give rides to people they know, sometimes facilitated by organizations or software that matches people needing rides with those willing to take passengers, while carsharing is when vehicles are made available through an organization, such as a cooperative, for use by members. There is informal carpooling happening in the area, particularly for trips between Fernie and other major regional destinations, which is facilitated by the Fernie Ride Board web site.<sup>22</sup> Fernie has a branch of the Kootenay Carshare organization, coordinated out of Nelson, with 2 vehicles, a small car and a truck, available locally for members.<sup>23</sup>

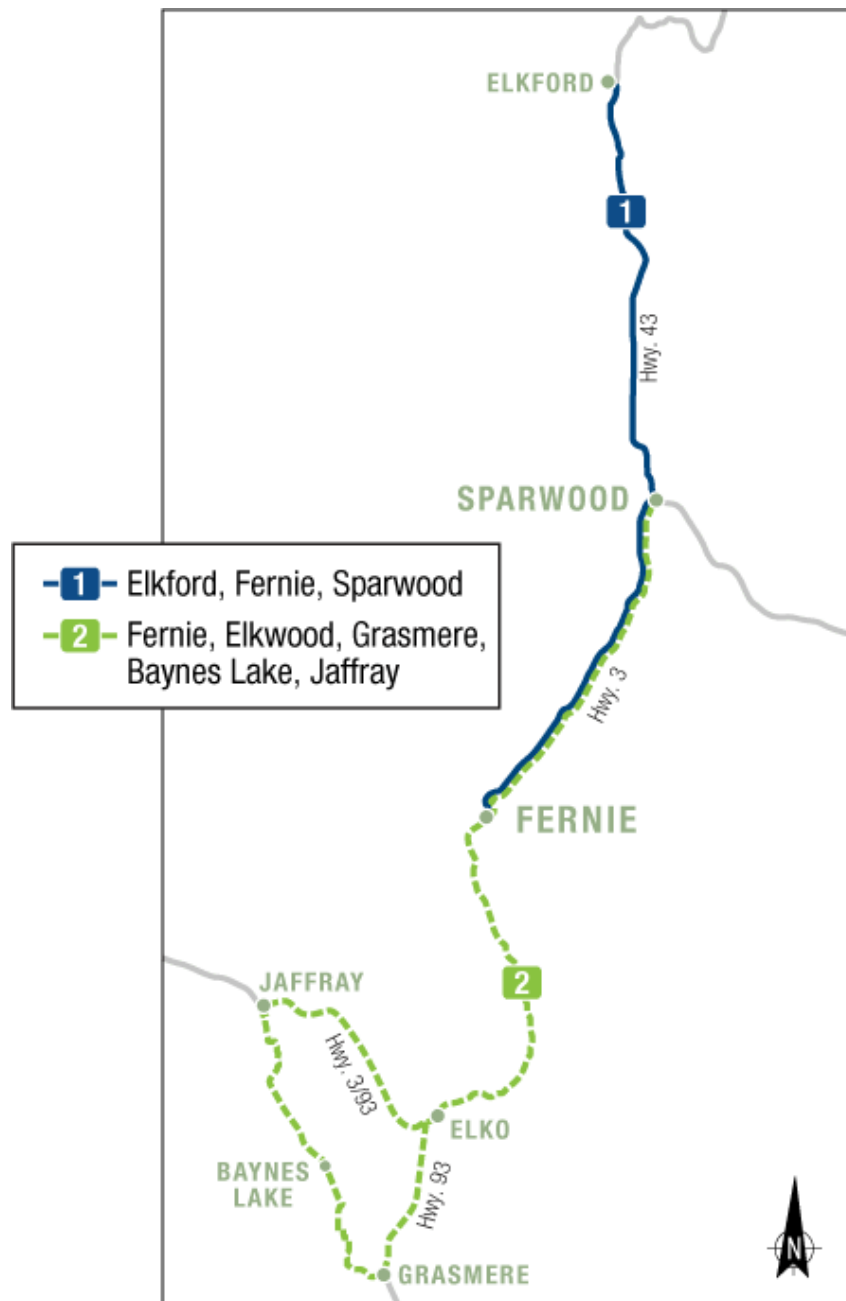
<sup>22</sup> [www.fernierideboard.com](http://www.fernierideboard.com)

<sup>23</sup> [www.nelsoncar.com](http://www.nelsoncar.com)

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

There is limited information available about traffic counts available from the Ministry of Transportation and Infrastructure, these being limited to temporary weekday counts in late July and early August on Highway 3. The most recent data indicates an average traffic level of approximately 8,000/day, 3.9 km west of the west bridge (2007 data) and, closer to the City, approximately 12,000/day, 90m west of the east bridge (2009 data).

Fernie Area Transit Routes



Source: BC Transit, 2011

# Forever Fernie Integrated Community Sustainability Plan (ICSP)

## Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Accessibility.** Much of the older part of the City has accessible sidewalks, although there are few in the outlying areas of the City.
- **GHG Emission Reduction Plan.** The plan outlines a number of strategies for reducing energy consumption and GHG emissions from transportation.
- **Trail Network.** Fernie's excellent trail system can serve not only as recreation, but also as pleasant alternatives for utilitarian purposes, such as walking or cycling to school, work or for shopping purposes.
- **BC Transit Service.** While not a frequent service, the existence of the basic service provides opportunities for expansion.

## Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Changing Demographics.** With an older population just around the corner, a much larger percentage of residents will soon be in a position where they will not be able to drive. Road safety and the need for increased accessibility will become increasingly important.
- **Maintenance.** Accessibility requires a high standard of maintenance to allow year round access for those with mobility challenges and the majority of Fernie sidewalks are not cleared in winter.
- **Minimal Transit Service Levels.** With only a few scheduled trips per day, in addition to several health transportation trips every week, the current system would generally be considered to be an option of last resort for most, as they would have no options on travel times.
- **Few Alternatives to Driving for Long-distance Trips.** There is no train service and only one daily regularly scheduled bus trip serving destinations east and west. Calgary service currently departs at 0130 in the morning, while the bus to Cranbrook departs at 0400. As with transit, this would be considered to be a service of last resort to most. There are also seasonal shuttles available to serve the tourism industry.
- **Highway 3 Barrier Effects.** Highway 3 is a major provincial highway that divides Fernie in two, with few pedestrian crossing facilities and no formal cycling infrastructure.

## 10. Energy, Resources and Waste

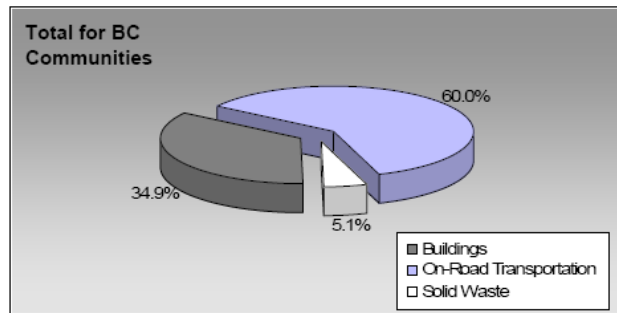
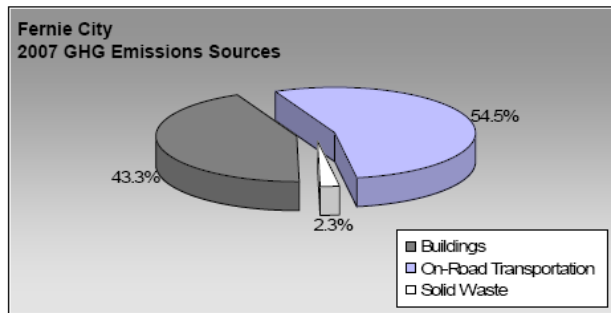
### Context

The following items were identified as useful context for this Strategy Area:

- **Energy and Emissions.**
- **Solid Waste – Total and Per Capita.**
- **Waste Diversion Rates.**
- **Recycling Programs.**
- **Water and Wastewater Use.**

The contributions of buildings in Fernie’s emissions profile is somewhat higher than the rest of British Columbia, due to the availability of Natural Gas in the area, which produces significantly more GHGs than electricity. There is some use of wood for heating, which has minimal GHG impacts assuming that the trees used are being replanted and absorbing CO<sub>2</sub>.

Where are the majority of our community's emissions coming from?



Buildings	Type	Connections	Consumption	Measurement	Energy (GJ)	CO <sub>2</sub> e (t)
Residential	Electricity	2,651	20,932,793	Kilowatt Hours	75,358	516
	Natural Gas	2,028	189,320	GigaJoules	189,320	9,655
	Heating Oil		9,146	GigaJoules	9,146	645
	Propane		16,076	GigaJoules	16,076	981
	Wood		19,202	GigaJoules	19,202	7
<b>Residential</b>					<b>309,102</b>	<b>11,804</b>
Commercial/Small-Medium Industrial	Electricity	438	23,703,200	Kilowatt Hours	85,331	585
	Natural Gas	282	140,458	GigaJoules	140,458	7,163
<b>Commercial/Small-Medium Industrial</b>					<b>225,789</b>	<b>7,748</b>
Electricity:					160,689	1,101
Natural Gas:					329,778	16,818
Propane:					16,076	981
Wood:					19,202	7
Heating Oil:					9,146	645
<b>Buildings Totals</b>					<b>534,891</b>	<b>19,552</b>

Source: Community Energy and Emissions Inventory, 2010

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Transportation is also a major contributor to GHG emissions. As the table below shows, the number of large passenger vehicles, light trucks, vans, and SUVs dwarfs the number of smaller, fuel efficient passenger vehicles by a ratio of approximately 3:1. Even more telling is the emissions from larger vehicles, which are 6 times those emitted by small passenger cars. While the number of cyclists has increased significantly in the last 10 years, the number of transit users has dwindled to a negligible number, and most people get around with a motor vehicle.

<b>On Road Transportation</b>		<u>Vehicles</u>	<u>Consumption</u>	<u>Measurement</u>	<u>Average-VKT(km)</u>	<u>Energy (GJ)</u>	<u>CO2e (t)</u>
Small Passenger Cars	Gasoline	762	1,100,408	Litres	13,695	38,514	2,630
	Diesel Fuel	56	59,506	Litres	14,734	2,279	163
<b>Small Passenger Cars</b>						<b>40,793</b>	<b>2,793</b>
Large Passenger Cars	Gasoline	557	1,166,670	Litres	16,272	40,833	2,776
	Diesel Fuel	10	18,758	Litres	15,348	718	51
	Other Fuel	< 10	5,573	Litres	14,593	213	9
<b>Large Passenger Cars</b>						<b>41,764</b>	<b>2,836</b>
Light Trucks, Vans, SUVs	Gasoline	1,898	5,850,523	Litres	19,628	204,768	14,008
	Diesel Fuel	153	375,095	Litres	18,534	14,366	1,025
	Other Fuel	27	62,627	Litres	13,214	2,399	96
<b>Light Trucks, Vans, SUVs</b>						<b>221,533</b>	<b>15,129</b>
Commercial Vehicles	Gasoline	12	57,249	Litres	13,933	2,004	134
	Diesel Fuel	33	164,823	Litres	21,990	6,313	444
	Other Fuel	< 10	2,925	Litres		112	4
<b>Commercial Vehicles</b>						<b>8,429</b>	<b>582</b>
Tractor Trailer Trucks	Gasoline	< 10	1,190	Litres		42	3
	Diesel Fuel	45	1,089,361	Litres	65,121	41,723	2,931
<b>Tractor Trailer Trucks</b>						<b>41,765</b>	<b>2,934</b>
Motorhomes	Gasoline	24	24,036	Litres	2,563	841	56
	Diesel Fuel	< 10	2,957	Litres	6,518	113	8
	Other Fuel	< 10	277	Litres		11	-
<b>Motorhomes</b>						<b>965</b>	<b>64</b>
Motorcycles, Mopeds	Gasoline	37	24,415	Litres	5,428	855	57
<b>Motorcycles, Mopeds</b>						<b>855</b>	<b>57</b>
Bus	Gasoline	< 10	33,184	Litres	15,521	1,161	78
	Diesel Fuel	< 10	51,059	Litres	21,951	1,956	137
	Other Fuel	< 10	7,315	Litres		280	11
<b>Bus</b>						<b>3,397</b>	<b>226</b>

Source: Community Energy and Emissions Inventory, 2010

Residential curbside waste collection and the blue bag recycling program is provided through a private contractor, Southeast Disposal. In 2009, a total of 6,318.92 metric tons of municipal waste generated in the Greater Fernie Area was sent to landfill, excluding waste which was diverted or recycled. This equates to approximately 970 kilograms of waste per capita, with allowance made for non-permanent households and for the population of West Fernie.

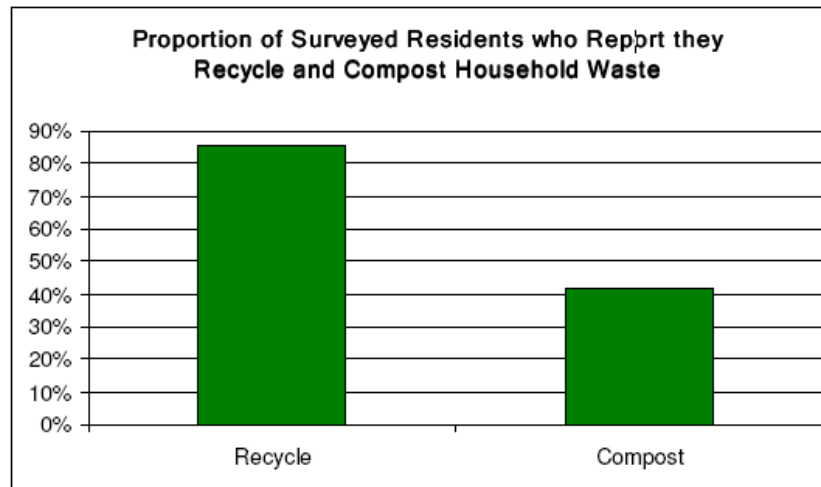
This is significantly more than the Canadian average of 791 kg per capita in municipal waste generated each year. Part of the reason for this is likely to lie in the level of waste generated by tourism operations, including the ski hill and commercial hospitality activities in the GFA. It is notable that other cities such as Revelstoke and Whistler with tourism oriented economies also tend to exceed the Canadian per capita average for waste generation.

Currently, the amount of waste directed to landfill is substantially greater than the proportion which is recycled. A total of 258.5 tons of wood, garden waste and metals were diverted/recycled in 2009, while a total of 1,167.5 tons of glass, paper, plastic and tins were recycled in the Elk Valley as a whole. It should be noted that data specific to the Greater Fernie Area is not available, so it is not possible to



## Forever Fernie Integrated Community Sustainability Plan (ICSP)

determine waste diversion rates for reuse, recycling, or composting. From City surveys, most residents indicate that they recycle, but a smaller proportion composts.



Source: City of Fernie Liveability Report, 2010

Fernie's transfer station accepts a wide range of hazardous waste in addition to household waste and yard waste, including wood and grass clippings. The station does not currently have a facility for exchanging functional used goods, i.e., a "Re-Use It" Centre.

Fernie has a container recycling centre, the Fernie Bottle Depot, which gives refunds on recyclables with a deposit. The depot also accepts a range of hazardous and environmentally harmful products and recycles used electronic goods.

In 2009, the water flow recorded through the City's bulk meter was 4,053,349 cubic metres. About 75% of this water is not accounted for, with the remainder split between residential and commercial users. It is estimated that approximately 150 litres/day of water for domestic purposes is used per capita.

The total volume of liquid waste treated decreased from 1.831 million cubic metres in 2008 to 1.449 million cubic metres in 2009. The reduction in sanitary flow volumes is partly the result of changing the flow meter as part of recent upgrades to the water treatment plant. A further variable which is weather related is the amount of inflow and infiltration affecting the system flows.

### Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Community Energy and Emissions Inventory (CEEI).** Produced by the province for each community in BC
- **GHG Emission Reduction Plan.** The plan outlines a number of strategies for reducing energy consumption and GHG emissions from buildings and sites.
- **RDEK Annual Solid Waste Reports.**

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

- **Earth Day Celebrations.** Over 200 people have attended this event in each of the last three years, raising awareness of environmental issues in the community.
- **2009 Water Smart Action Plan.**

### Issues Analysis

Through community input, review of documents and information available from local stakeholders, we have identified the following issues to attaining our Description of Success:

- **Energy and Emissions.** While not significantly above other parts of the province, Fernie is energy intensive is highly dependent on fossil fuels for transportation and buildings. A massive effort will be needed to reduce Fernie's contribution to climate change and energy security.
- **Transportation Systems.** While quite compact, Fernie has minimal transit service and the vehicle of choice for most households is a larger vehicle. It will be difficult to make significant reductions in energy and emissions related to transportation without fundamental shifts to lower impact modes.
- **Housing and Development Patterns.** Fernie's older housing stock and relatively low density presents challenges but also provides opportunities for energy efficiency upgrades to existing buildings and redevelopment projects with higher standard buildings to create a more compact community that supports better local transit service.
- **Resource Consumption and Waste Production Data.** There are gaps in the data related to water use, the amount of solid waste diversion, and the proportion of waste for residential and commercial operations (e.g., tourism) that makes it difficult to track the effectiveness of programs to reduce, reuse, recycle, and compost.
- **Waste Reduction.** Fernie's per capita waste production is high and diversion to recycling, reuse and composting is not currently on a trajectory to achieve zero-waste in the foreseeable future.

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

### Community Sustainability Action Team (CSAT) Initial Recommended Actions

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
1. Buildings and Sites	1	Municipal Building Energy Efficiency	Conduct energy efficiency audits on all municipal buildings.	Momentum is already in place through the GHG implementation committee – This is low hanging fruit with high value for community leadership.	1.1	1.9		H	H	<1 year	M	N/A	CoF	Funding Partners: Federal Provincial FCM/GMF Utilities
	2	Residential/Commercial Building Energy Efficiency	Establish an energy and water efficiency campaign to increase awareness and participation in energy efficient actions.	Initiate a community conversation around energy efficiency (e.g., Sustainable Canmore model). Ideally this moves to the delivery of incentives/resources for the community. Could contract a consultant or hire a summer student.	1.9	1.7	1.6 1.2	L	M	<1 year	L	N/A	CoF/GHG Committee	BC Hydro Fortis CBT CHBA
	3	Sustainable Development Guidelines	Develop appropriate and effective Sustainable Development Guidelines.	Addresses on-site storm water management, affordability, future energy technologies, energy efficiency, etc.	1.8	1.2	1.3	M	M	<2 years	L	N/A	CoF	CHBA OCP IC
	4	Housing Siting and Orientation	Develop zoning bylaws that support sustainability objectives in building siting and orientation practices.	Promotes consistent and considerate neighbourhoods, addressing issues of varying setback, using Passive Design principles to ensure light penetration and energy efficiency, promoting livable higher density zoning, etc.	1.2	3.6		H	H	1-2 years	L	N/A	CoF	CHBA
	<b>Potential Future Actions</b>													
	5	<i>Sustainable Neighbourhood Design Guidelines</i>	<i>Develop appropriate and effective Sustainable Neighbourhood Design Guidelines.</i>	<i>Guidelines for neighbourhood scale design and appearance as appropriate to surrounding buildings and the environment.</i>	1.2	10.6		M	L	1 year	L	N/A	CoF	CHBA

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners	
2. Community and Individual Health	1	The Fernie Foundation	Establish the Fernie Foundation to act as a coordinating agency for charitable donations as well as volunteer efforts.	This could be a very positive contributor, not only financially, but in terms of pulling together various segments of the community and creating a sense of "working together." Solicit involvement from secondary home owners and recreational residents.	2.1 2.6	2.2 2.7	2.4 2.8	H	H	1-2 years	M	M (Operating Cost)	Chamber of Commerce	CoF Private Business IHA CBT 2 <sup>nd</sup> Home Owners EVHF	
	2	Children's and Seniors Agency	Establish a non-profit organization to monitor issues of the youngest and oldest – be it child care needs or seniors housing requirements.	Need to have a body providing ongoing oversight to the needs of our most vulnerable and least vocal citizens. Could be a separate agency or an ad hoc subcommittee of Council.	2.1 2.6	2.2 2.8	2.4	M	H	1 year	TBD	TBD	Columbia Basin Family Resources Society	CoF Fernie Family Housing, IHA, Fed/Prov agencies Child care society Society for Community Living Women's Centre	
	3	Youth Programming	Enhance and expand programs addressing all multiple intelligences focused on youth.	Engage and increase participation of youth in community life.	2.2 2.8	2.4	2.6	M	M	1-2 years	TBD	TBD	CoF	CBT EVHF SD 5 Fernie Academy FAST Local Sponsors	
	4	Community Garden Project/Mountain Markets	Establish a community group to nurture and develop sustainable local food production and marketing.	Community Gardens support awareness of the importance of food and food security, providing fresh, nutritious food and education on sustainable agriculture practices.	2.6	2.8	2.10	M	H	In Progress	L	Immediate	Fernie EcoGardens	Society for Community Living Cincott Farms EVHF IH CHBA	
	<b>Potential Future Actions</b>														
	5	Community Wellness	Develop a plan to provide services to ensure whole community health. E.g., More physically active, Mental health, Emotional wellness, Spiritual wellness.	A healthy person will be able to contribute more to the health of the whole community.	2.3 2.7	2.4	2.5	M	L	3-4 years	L	N/A	IH	Fitness businesses Leisure services Alternative/holistic medicine services EVHF	
	6	Backyards Garden Program													

Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
3. Accessible, Appropriate, and Attainable Housing	1	Increase Affordable Housing Stock	Establish density bonusing guidelines for the provision of affordable housing.	Add in the flexibility to develop the “bonus” affordable housing off-site.	3.3	3.7	3.8	H	M	1 year	L	Ongoing	CoF	Developers CHBA Housing Agencies BC Housing
	2	Housing Strategy	Update needs assessment for affordable housing.	A housing strategy exists, but requires review and updated data. Could be done through DCC update process.	3.3	3.6	3.8	H	H	<1 year	M	N/A	CoF	Fernie Housing Society
	3	Secondary Suites	Develop a policy to address neighbourhood impact, health and safety issues in secondary suites in existing and future homes.	Secondary suites can provide affordable housing options, but care needs to be taken that these suites are suitable for residents and the surrounding neighbourhood.	3.3	3.1	3.8	L	M	1 year	L	N/A	CoF	Homeowners Real Estate Board CHBA
	4	Residential Tourist Zoning	Review options to create “Residential Tourist Zoning” where appropriate within the City.	Addresses inappropriate short-term rentals (i.e., homes used as hotel-style accommodation) with zoning that encouraging long-term rentals and requires homes permitted to operate as short-term commercial businesses to pay commercial taxes .	3.3	3.8	3.6	H	H	1 year	L	N/A	CoF	Homeowners Real Estate Board CHBA
	<b>Potential Future Actions</b>													
	5	<i>Housing Strategy</i>	<i>Implement the Affordable and Attainable Housing Strategy.</i>	<i>Strategy exists, but needs to be updated with dedicated staff time for implementation.</i>	3.3	3.6	3.7	H	H	3 years	M	N/A	CoF	

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
4. Economy and Work	1	Employment Lands	Initiate boundary expansion for service commercial and light industrial lands.	Supports value-added, diversified economic activities. Would require an OCP update as well.	4.1	4.10	8.5 8.7	H	H	1 year	M	5 years	CoF	RDEK Chamber Province Invest Kootenay
	2	Programs for Practical and Experiential Learning	Enhance and expand opportunities for individuals and key economic entities to learn and work in place.	Support industry by developing personal talent, creating locally trained people, skilled workforce.	4.4	4.3	5.7	H	H	<1 year	TBD	Ongoing	SD 5 COTR	Teck/Tembec Corporate Community Province CoF Academy Community Futures
	3	Quality Child Care	Identify and implement a world class child care program tailored to Fernie's employment needs.	The availability of quality child care that is flexible and affordable can support new employment opportunities and enhance Fernie's reputation for livability.	4.3			M	M	<1 year (study) 2-5 years (implement)	TBD	TBD	Fernie Childcare Society. Potentially proposed Children's and Seniors Agency.	Province Fernie Womens Centre Major Employers EVH SD 5 CoF

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
5. Education and Skills Training	1	Community Learning Centre	Identify and convene a meeting of community partners to define a Terms of Reference for the Centre, which addresses the principles of Multiple Intelligences, and potential funding sources.	The Centre would be designed to meet the lifelong learning needs of the entire community.	4.4	5.5	5.6	H	H	5 Years	H	TBD	SD 5	Grizzly Bear Society Ministry of Education FFHS COTR Fernie Academy Industry Partners
	2	Community Technological Classroom	Establish a technology space with the latest equipment to serve the entire community.	A shared facility, well equipped and with up to date technology, would reduce need to travel and support a variety of local economic development opportunities.	5.3	4.8	1.8 10.5	M	H	<1 year	\$250,000	TBD	SD 5	Province Federal government CoF, COTR Teck/Tembec CHBA Fernie Academy
	<b>Potential Future Actions</b>													
	3	<i>Multiple Intelligences-Based Learning</i>	<i>Develop a program to increase awareness of, and advance opportunities for applying multiple intelligences-based learning in Fernie.</i>	<i>Multi-disciplinary opportunities for growth, training, learning, exploration and celebration support individual health, economy, education, and arts and culture objectives.</i>	5.4	5.9	2.6	H	H	<5 years	Ongoing	Ongoing	Community education partners	Community education partners

Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners	
6. Arts, Culture and Heritage	1	Special Events Coordinator	Create a special events coordinator position.	Fernie needs a roster of on-going, year-round, professional events for both locals and to attract visitors.	2.1-2.11 except 2.8			H	H	1 year	M (1 FTE)	Immediate	Chamber of Commerce (reports to manager)/CoF	Visitor Information Center Manager	
	2	Fernie Special Events Infrastructure and Equipment	Research and acquire festival infrastructure, e.g., stage, lights, tents.	Needed to run long-term, ongoing events in Fernie.	2/1 2.2 2.3	2.5 2.7 2.8	2.9	H	M	1 year	L	Ongoing	CoF	Chamber of Commerce Arts Council	
	3	Heritage Building Protection	Review and assess existing heritage building inventory in order to establish City guidelines.	To maintain and preserve heritage value.	2.5	2.7		H	M	1 year	L	Ongoing	CoF Heritage Society		
	4	Centre for Mountain Arts, Culture and Enrichment	Conduct a feasibility study for a "Super Centre" encompassing Gateway Project, Grizzly Bear Centre, COTR, Arts Centre.	The action recognizes and supports the synergy created with combining all these areas.	2.1-2.11			H	M	3-5 years	>H	Ongoing	Chamber of Commerce	CBT Historical Society Arts Council, etc. COTR CoF	
	<b>Potential Future Actions</b>														
	5	<i>Heritage Commission</i>	<i>Consider the creation of a heritage commission.</i>												
	6	<i>Exhibition Grounds</i>	<i>Identify potential sites and facilities for an outdoor exhibition grounds.</i>												



**Forever Fernie Integrated Community Sustainability Plan (ICSP)**

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
7. Recreation and Leisure	1	Acquire and Enhance Maiden Lake	Consider the potential for park amenities and manage water quality to create a safe, family friendly, swimmable, recreation-sized lake.	To capture some of the bypassing recreation traffic and increase local use.	7.1 7.9	7.3 7.9	7.5	M	M	1-2 years	H	N/A	CoF	Schickedanz Properties IH MoE CBT
	2	Expand and Enhance Cross Country Ski Trail Systems	Further develop and support cross country skiing trail system, e.g., with low-impact lighting.	Contribute to quality of life/health for Fernie residents and visitors.	7.1 7.7	7.3 7.8	7.4 7.9	H	M	3-5 years	H	N/A	CoF	CBT Fernie Golf Club Tembec Fernie Alpine Resort Island Lake Resort
	3	Community Recreation Centre	Develop a strategy to build and expand facilities (e.g., aquatic centre) to include additional amenities (e.g., a gymnasium).	Contribute to quality of life/health for Fernie residents and visitors.	7.1 7.7	7.3 7.8	7.4 7.9	H	M	5-10 years	H	N/A	CoF	CBT Province Federal government
	4	Special Needs and Wheelchair Accessible Trail Loop Section	Develop an adequate loop trail along the river that is fully accessible through use of limestone crush, or other permanent hard surface.	Addresses 7.3, "allowing access for people of all ages and abilities." Consider accessible trails as part of all future land use plans.	7.1	7.3	7.6	M	M	1-2 years	L	N/A	CoF	CBT Province Federal government
	<b>Potential Future Actions</b>													
	5	<i>Youth Recreation Activities</i>	<i>Identify needs and monitor usage of youth recreation needs.</i>	<i>Related to youth programming above.</i>										

Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
8. Land Use and Natural Areas	1	Environmental Inventory	Develop an inventory of Environmentally Sensitive Areas, riparian areas, and wildlife corridors.	Use this action as a step towards development of an urban development containment boundary.	8.7	8.5		H	M	1-2 years	M	N/A	CoF	RDEK and other land owners, jurisdictions, e.g., Rod and Gun Club, Wildsight
	2	Sidewalk and Trails Plan Implementation	Refine and implement the goals of the sidewalk and trails plan.	The plan already exists, but an ongoing implementation plan is needed to promote prioritized development of the system.	8.4	1.5	9.3	M	L	10 years	H	N/A	CoF	Trails Alliance
	<b>Potential Future Actions</b>													
	3	<i>Brownfield Remediation</i>	<i>Identify opportunities within City limits for brownfield remediation.</i>	<i>Remediation would enhance spaces within the City and restore ecosystem integrity</i>	8.3	8.5		L	M	<1 year	L	N/A	CoF	<i>Railways Property Owners Developers</i>

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
9. Transportation and Accessibility	1	Year Round Sidewalk Availability	Expand the clearing of sidewalks in winter.	Promotes the low impact transportation modes of walking and cycling.	9.1	2.4	7.1	H	H	<1 year	M	N/A	CoF	Trails Alliance Nordic Society Contractors
	2	Community Friendly Highway Corridor	Lobby Province for signal at 9 <sup>th</sup> St, traffic calming, landscaping and sidewalks on Highway 3 within Fernie.	Proposed measures promote safety, walkability, aesthetics and community livability.	9.1	7.2		M	M	<2 years	L	N/A	CoF	MOTI
	3	Four Season Trail System	Enhance the trail system so that everyone can access trails throughout the year.	Trails give people a safe and attractive option to cars.	9.1			M	M	3-5 years	H	N/A	Trails Alliance	CoF, RDEK
	4	Environmentally Sustainable Transportation	Develop an awareness and information campaign on social and environmental impacts of transportation and benefits of sustainable transportation modes.	Encourage carsharing, bussing, and other low-impact, affordable transportation alternatives to reduce the need to drive and reduce GHGs.	9.6	9.8	10.2	H	M-H	1-3 years	Incremental	Incremental	Teck	IH, SD 5, Wildsight. CoF, RDEK

Forever Fernie Integrated Community Sustainability Plan (ICSP)

Main Strategy Area	#	Short Title	Action	Rationale/Comments	DoS 1	DoS 2	DoS 3	Impact	Priority	Time to Do	Cost*	Payback Period*	Lead Partner	Other Partners
10. Energy, Resources, and Waste	1	Waste Management	Develop a comprehensive plan to reduce waste.	A long-term, comprehensive waste strategy would reduce all forms of waste to reduce environmental impacts, including land use, GHGs, energy use, etc.	10.2	1.4	4.10	H	H	1 year	M	10 years	RDEK	CoF Wildsight
	2	Zero Waste	Conduct an organic waste diversion study.	There is potential for good reduction in GHGs associated with waste, in terms of reduced energy to transport and manage waste and reduce methane emissions.	10.1	10.6		M	M	<1 year	L	N/A	RDEK	CoF Wildsight Eco Garden
	3	Water and Climate Planning	Develop a climate adaptation plan that incorporates a water and watershed lens.	Integrate future climate scenarios to inform water management practices, infrastructure planning and water conservation.	10.3			M	M	1 year	M	N/A	CoF	CBT Wildsight
	4	Idle Free Fernie	Develop a strategy to address unnecessary idling, based on sound technical information and research.	Idle-free campaign initiated, needs follow-through and development of a comprehensive outreach and awareness strategy.	10.5			L	L	1 year	L	N/A	CoF	Wildsight Chamber of Commerce
	<b>Potential Future Actions</b>													
	5	Alternative Energy	Conduct a feasibility study on an open source geexchange system.		10.5	10.4		M	L	1 year	L	N/A	CoF	CHBA

## Forever Fernie Integrated Community Sustainability Plan (ICSP)

### Acronyms:

CBT	Columbia Basin Trust
CoF	City of Fernie
CHBA	Canadian Home Builders Association (Rocky Mountain Chapter)
COTR	College of the Rockies
EVH(F)	Elk Valley Hospital (Foundation)
FCM	Federation of Canadian Municipalities
GMF	Green Municipal Fund
H	High
IH	Interior Health Authority
L	Low
M	Medium
MOTI	Ministry of Transportation and Infrastructure
OCP IC	Official Community Plan Implementation Committee
N/A	Not Applicable
RDEK	Regional District of East Kootenay
SD 5	School District 5 (Southeast Kootenay)
TBD	To Be Determined

Forever Fernie Integrated Community Sustainability Plan (ICSP)

<b>Name</b>	<b>Description</b>	<b>Units</b>	<b>Source</b>	<b>Frequency</b>	<b>Priority</b>
<b>Accessibility</b>	Length of wheelchair accessible sidewalks	m	CoF GIS	Annual	Enriching Community Life
<b>Charitable Donations</b>	Average amount spent on charitable organizations in previous year	\$	Resident Survey	Annual	Enriching Community Life
<b>Crime Rate</b>	All reported crimes within the City	Criminal Code Offenses/1000 population	RCMP/ Attorney General	Annual	Enriching Community Life
<b>Diversity of Housing</b>	Proportion of Single Family Detached homes	%	StatsCan Census or CoF statistics	5 years	Enriching Community Life
<b>Drinking Water Quality</b>	Days per year with boil water advisories	Days	CoF	Annual	Enriching Community Life
<b>Forever Fernie Support</b>	Number of different Community Partners identified on action tracking	#	CoF	Annual	Enriching Community Life
<b>Growing Food at Home</b>	Number of people who grow a part of their food supply on their properties	%	Resident Survey	Annual	Enriching Community Life
<b>Heritage Buildings</b>	Number of buildings in the City's heritage registry	#	CoF	Annual	Enriching Community Life
<b>Housing Affordability</b>	Proportion of residents paying more than 30% of their gross income on housing	%	StatsCan Census	5 years	Enriching Community Life
<b>Learning and Education Satisfaction</b>	Satisfaction with formal and informal learning and education opportunities	% Satisfied or Very Satisfied	Resident Survey, very dissatisfied to very satisfied scale	Annual	Enriching Community Life
<b>Local Health Care Services</b>	Residents per General Practitioner	#	IH	Annual	Enriching Community Life
<b>Outdoor Recreation Participation</b>	Residents participating in outdoor recreation activities at least once a week	%	Resident Survey	Annual	Enriching Community Life
<b>Park Space Satisfaction</b>	Proportion of residents satisfied with the proximity and availability of park space in Fernie	% Satisfied or Very Satisfied	Resident Survey, very dissatisfied to very satisfied scale	Annual	Enriching Community Life

Forever Fernie Integrated Community Sustainability Plan (ICSP)

<b>Name</b>	<b>Description</b>	<b>Units</b>	<b>Source</b>	<b>Frequency</b>	<b>Priority</b>
<b>Permanent Population</b>	Permanent population	#	BC Stats	Annual	Enriching Community Life
<b>Popsicle Index</b>	Percentage of population who feel that it is safe for a child to walk to a nearby store for a popsicle	%	Resident Survey	Annual	Enriching Community Life
<b>Population Stability</b>	5-year Mobility - non-movers in last 5 years	%	StatsCan Census	5 years	Enriching Community Life
<b>Pride in Fernie</b>	Number of people who feel proud to tell others that they are from Fernie	%	Resident Survey	Annual	Enriching Community Life
<b>Recreation Facility Satisfaction</b>	Satisfaction with outdoor recreation and sporting facilities	% Satisfied or Very Satisfied	Resident Survey, very dissatisfied to very satisfied scale	Annual	Enriching Community Life
<b>Road Safety</b>	ICBC Motor Vehicle Crashes	#	ICBC	Annual	Enriching Community Life
<b>Satisfaction with Arts, Culture, and Heritage Events and Programs.</b>	Proportion of residents satisfied with the proximity and availability of arts, culture and heritage programs in Fernie	% Satisfied or Very Satisfied	Resident Survey, very dissatisfied to very satisfied scale	Annual	Enriching Community Life
<b>Sense of Belonging</b>	Number of people who state that they have a strong or very strong sense of belonging within the community	%	Resident Survey	Annual	Enriching Community Life
<b>Volunteerism</b>	Number of residents who volunteer at least 1 day of the year for community events or activities	%	Resident Survey	Annual	Enriching Community Life
<b>Voter Participation</b>	Number of people who voted in the last municipal elections	%	Elections BC	Tri-annual	Enriching Community Life
<b>Winter Accessibility</b>	Length of cleared sidewalks and trails	m	CoF GIS	Annual	Enriching Community Life
<b>Business Activity</b>	Number of Business Licenses issued (OR Business Taxes, which can vary based on factors such as mil rate)	#	CoF	Annual	Ensuring Economic Viability

Forever Fernie Integrated Community Sustainability Plan (ICSP)

Name	Description	Units	Source	Frequency	Priority
<b>Ease of Finding Employment</b>	Unemployment rate	%	Statistics Canada	Annual	Ensuring Economic Viability
<b>Economic Diversity</b>	Economic Diversification Quotient - sum of squares of % employment in top 8 industries, using Standard Industrial Classification (SIC) NAICS[1] codes	"Quotient" (1 is everyone working in 1 industry, the closer to 0, the more diversity there is)	StatsCan Census	5 years	Ensuring Economic Viability
<b>Highway Traffic</b>	Annual Average Daily Traffic on Highway 3	#	MoTI	Annual	Ensuring Economic Viability
<b>Incidence of Poverty</b>	Prevalence of low income after tax	%	StatsCan Census	5 years	Ensuring Economic Viability
<b>Place of Work</b>	Employed residents working in Fernie	%	StatsCan Census	5 years	Ensuring Economic Viability
<b>Visitor Centre Visits</b>	Total number of persons visiting visitor centres (highway and downtown)	#	Visitor Centres	Annual	Ensuring Economic Viability
<b>Well Paying Jobs</b>	Ratio of those earning less than \$40,000 to those earning more than \$60,000	Ratio	StatsCan Census	5 years	Ensuring Economic Viability
<b>Alternative Energy Use in Buildings</b>	Number of new buildings incorporating renewable, low impact energy (biomass, passive/active solar, geexchange, wind)	%	CoF Building Permit Data	Annual	Protecting the Environment
<b>Alternative Transportation Satisfaction</b>	Proportion of residents satisfied with alternative transportation options	% Satisfied or Very Satisfied	Resident Survey, very dissatisfied to very satisfied scale	Annual	Protecting the Environment
<b>Composting</b>	Composting Number of households that compost organics	%	Resident Survey	Annual	Protecting the Environment
<b>Development Density</b>	Average density of urbanized areas in Fernie	Average units/ha	CoF GIS	Annual	Protecting the Environment



Forever Fernie Integrated Community Sustainability Plan (ICSP)

Name	Description	Units	Source	Frequency	Priority
<b>Diversion Rate</b>	Amount of solid waste collected that is processed, and not landfilled, i.e., recycled or repurposed.	%	RDEK	Annual	Protecting the Environment
<b>Energy Consumption</b>	Total primary energy used including intra-community transportation	GJ	CEEI	Periodic	Protecting the Environment
<b>GHG Emissions</b>	GHG Emissions from all sources	CO <sub>2</sub> <sup>e</sup>	CEEI	Periodic	Protecting the Environment
<b>Green Buildings</b>	Proportion of new development that is built to a recognized 'green building' standard	%	CoF Building Permit Data	Annual	Protecting the Environment
<b>Local and Sustainable Food Consumption</b>	Proportion of restaurants that serve local food or use Oceanwise guidelines	%	Chamber of Commerce Survey	Annual	Protecting the Environment
<b>Protected Habitat</b>	Total area of designated ESAs within Fernie	ha	CoF GIS	Annual	Protecting the Environment
<b>Transit Service Level</b>	Annual transit service hours	Hours	BC Transit	Annual	Protecting the Environment
<b>Travel Mode</b>	Ratio of Single Occupant Vehicle to alternative modes for Journey to Work	%	StatsCan Census	5 years	Protecting the Environment
<b>Waste Generation</b>	Total solid waste collected	(tonnes)	RDEK	Annual	Protecting the Environment
<b>Water Consumption</b>	Total Amount of treated water consumed	Litres or m <sup>3</sup>	CoF	Annual	Protecting the Environment
<b>Wildlife Corridors</b>	Length of wildlife corridors within Fernie	m	CoF GIS	Annual	Protecting the Environment

Protecting the Environment  
 Ensuring Economic Viability  
 Enriching Community Life

## Integrated Community Sustainability Plan

Revision 1 – 07 June 2011

Ultimately, the community’s sustainability vision is implemented through daily decision-making. Below is a worksheet that outlines four strategic questions to help assess any type of action, (plan, policy, project, procurement, or practice) by using the Forever Fernie sustainability framework to inform decision-making. For a more comprehensive and user-friendly version of this tool, visit the [www.fernief.ca](http://www.fernief.ca) web page.

**NAME OF PROPOSED ACTION:**

**BRIEF DESCRIPTION OF THE ACTION:**

**DATE:**

**REVIEWED BY:**

# 1

### DOES THE ACTION MOVE FERNIE TOWARDS OUR SHARED VISION OF SUCCESS?

Indicate which priorities the action supports:

1. Protecting the Environment   
  2. Ensuring Economic Viability   
  3. Enriching Community Life

Indicate the top Forever Fernie Strategy Areas that the action supports:

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> 1. Buildings and Sites                              | <input type="checkbox"/> 2. Community and Individual Health | <input type="checkbox"/> 3. Accessible, Appropriate, and Attainable Housing |
| <input type="checkbox"/> 4. Economy and Work                                 | <input type="checkbox"/> 5. Education and Skills Training   | <input type="checkbox"/> 6. Arts, Culture, and Heritage,                    |
| <input type="checkbox"/> 7. Recreation and Leisure, including Outdoor Sports | <input type="checkbox"/> 8. Land Use and Natural Areas      | <input type="checkbox"/> 9. Transportation and Accessibility                |
|  | <input type="checkbox"/> 10. Energy, Resources, and Waste   |   |

Which main Descriptions of Success would the action move us **toward**?    Are there any Descriptions of Success that the action move us **away from**?

1.	1.
2.	2.
3.	3.

How could we **maximize** the positive impacts of the action?

How could we avoid or **minimize** these potential negative impacts of the action?





1.	1.
2.	2.
3.	3.

## Integrated Community Sustainability Plan

## 2

### DOES THE ACTION MOVE FERNIE TOWARD OUR SHARED SUSTIANABILITY OBJECTIVES?

Does the action move us toward or away from our objectives of reducing and eventually eliminating Fernie’s contribution to:

	Quickly Toward	Slowly Toward	Neither Toward or Away	Away	If ‘away’ from the objective how could you <b>avoid or minimize</b> this?
 Ongoing build-up of <b>substances taken from the earth’s crust.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
 Ongoing build-up of <b>toxic substances produced by society.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
 Ongoing <b>degradation of natural systems by physical means.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
 <b>Undermining the ability of people to meet their human needs.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## 3

### DOES THE ACTION PRESENT A FLEXIBLE PLATFORM FOR FURTHER MOVEMENT TOWARDS FOREVER FERNIE?

In general, choosing actions that are as flexible as possible will help you avoid dead end situations. If technical or economic conditions change in the future, investments in flexible solutions will help ensure that these changes do not result in unacceptable costs, do not limit our ability to adapt, and ensure that future steps will further reduce our impacts on natural and social systems. Use the space to the right to indicate how this action incorporates long-term flexibility.

The action incorporates long-term flexibility by:

## 4

### DOES THE ACTION PRESENT A GOOD FINANCIAL INVESTMENT?

	Capital: \$		Operating: \$/year	
What is the approximate cost of the action?				
Does this action reduce long term operating costs?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
If so, what is the approximate associated pay-back period for the investment?	Years:			
Have non-market (e.g., social) costs been considered in your decision making?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Are there financial costs to other stakeholders or citizens from the implementation of this action?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

**Given your assessment of the benefits, challenges and long-term costs associated with this action, what is your level of comfort with moving forward?**

<input type="checkbox"/>	Strongly support this action
<input type="checkbox"/>	Support in principle, but support will depend on how the action is executed
<input type="checkbox"/>	On the right track, but more information and/or substantial changes are required. Currently, not comfortable supporting this action.
<input type="checkbox"/>	The action as proposed is not supportable.

## Community Partner Agreement

The City of Fernie and its Community Partners support the United Nations definition of sustainability, which is “meeting the needs of the present without compromising the ability of future generations to meet their own needs,” and the City’s sustainability vision:

***Fernie is an economically, environmentally and socially sustainable community where everyone has the opportunity to pursue an excellent quality of life.***

As a Community Partner, [Name of Community Partner] agrees that we:

1. Share Fernie’s vision, values and sustainability objectives.
2. Commit to participating in Fernie’s ongoing sustainability journey by:
  - a. Participating in annual Action planning processes;
  - b. Implementing Actions assigned to us that are within our resources;
  - c. Adopting our community’s shared Descriptions of Success as guiding visions in the areas that we impact through our work and activities; and
  - d. Incorporating sustainability planning and implementation strategies in the way we do business.
3. Will work together with all Community Partners, guided by these principles:

COLLABORATION	INTEGRITY
INCLUSIVE ENGAGEMENT	TRANSPARENCY
INNOVATION	OPEN COMMUNICATION

Dated this XX day of XXX, 20XX.

\_\_\_\_\_  
For [Name of Community Partner]

\_\_\_\_\_  
For the City of Fernie