INTEGRATED COMMUNITY SUSTAINABILITY PLANS IN THE BASIN-BOUNDARY REGION

ANALYSIS OF PROCESS, PLANS AND INDICATORS

SPRING 2014

CONTENTS

ICSP BACKGROUNDER

[Important note: This report was researched and written during the term of the 2005-2014 Gas Tax Agreement. Just prior to publication of this report, a new Gas Tax Agreement was introduced in BC. The new version of the agreement does not include the same provisions around Integrated Community Sustainability Planning that are referenced in this report. Rather, it focuses on other aspects of long-range planning undertaken by local governments.]

Since 2005, BC local governments have significantly enhanced their efforts to engage in high-level community sustainability planning, primarily as a result of a federal funding program that promotes this type of activity. The '2005-2014 Gas Tax Fund' transfers revenues from a federal tax on gasoline to local governments primarily for sustainable infrastructure projects. However, in order for local governments to receive their funding allotments under this agreement, they must demonstrate that they have undertaken 'Integrated Community Sustainability Planning' at some point during the term of the agreement.

In addition to funding for infrastructure projects, the agreement (which in BC was made between the Governments of Canada and BC, and the Union of BC Municipalities) includes provisions for funding that enable integrated community sustainability planning, including projects that increase a local government's capacity to prepare for, or undertake, planning processes. In the agreement, integrated community sustainability planning is defined as:

> *"long-term planning, in consultation with community members, that provides direction for the community to realize sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity" (S. 1.1).*

The BC Ministry of Community Services[1] (2007) offers the following alternative definition:

> *"[Integrated Community Sustainability Planning] builds on existing planning tools. It provides a framework that helps communities plan for their own needs while ensuring that the needs of future generations are also met" (p. 1).*

Even prior to the *Gas Tax Agreement*, BC local governments were recognized as being relatively well-advanced in terms of long-range planning (UBCM, 2007). For example, many local governments have developed Official Community Plans which guide land use management within their own jurisdiction. In addition, the Land and Resource Management Planning process resulted in development of landscape-level land use visions for most regions in the province. Among other plans, BC communities are also required to produce multi-year financial plans, solid waste management plans, and, in some cases, liquid waste management plans. Each of these documents relates to one or more goals of sustainability planning, but during development of the *Gas Tax Agreement*, signatories recognized a need to further encourage integrative planning approaches in BC.

No formal or mandated template for Integrated Community Sustainability Plans (ICSPs) exists in BC. While many communities have chosen to develop a standalone ICSP based on their own approach or some other established methodology (such as those described in the next section of this paper), the *Gas Tax Agreement* does not actually require it. If a local government decides to develop a standalone ICSP,

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[1] Now the Ministry of Community, Sport and Cultural Development

that document becomes the highest level policy document in that community, giving direction to all other plans and decisions. If a government decides not to develop a standalone document, they must instead demonstrate that they are applying certain principles of sustainability planning to other forms of planning at the local level. These principles were agreed to by the signing parties to the *Gas Tax Agreement*. They include:

- Long-Term Thinking – planning processes that are future oriented and consider changing circumstances,
- Broad in Scope – planning processes that include environmental, economic, social and cultural considerations,
- Integration – planning processes that coordinate sustainability efforts through linkages to other plans,
- Collaboration – planning processes that encourage cooperation with other stakeholders,
- Public Engagement and Education – planning processes that are designed to enhance public input into planning,
- Implementation – planning process that encourage follow-up action, and
- Monitoring and Evaluation – planning processes that set targets and track progress on achievement of objectives (Ministry of Community Services, 2007).

Integrated Community Sustainability Planning is supported in this province by signatories to the *Gas Tax Agreement*. The Union of British Columbia Municipalities provides guidance on how to apply Gas Tax funding to planning and capacity building projects undertaken by local governments. The BC Government's 'Smart Planning for Communities Initiative' (administered by the Fraser Basin Council) provides tools and resources to help local governments implement sustainability planning. Key components of the initiative include a province-wide network of sustainability facilitators, research on sustainability planning and a compendium of relevant guidance documents and sample plans.

While there has not been a significant amount of research conducted around the implementation of ICSPs at this point, there have been a few projects which have begun to investigate the impact of these plans on communities. In particular, the Fraser Basin Council has supported some research which has explored the effect of ICSPs on rural communities. In her 2012 study, Joan Chess found that while there is a lot of diversity among rural communities with regard to sustainability priorities, the most commonly cited priorities were: 1) protecting drinking water and 2) pursuing economic diversification. Further, the most important factors in moving toward these priorities were: 1) support from the community and officials, 2) access to funding, and 3) implementation costs. Interestingly, the study also found that while some priorities remained the same between municipal plans and Regional District plans, there was some variation between the two types of plans. In particular, while both had a focus on drinking water, Regional Districts more commonly also indicated protecting agricultural land and preventing rural and urban sprawl as being high on their priority list.

In Chess's study (of which respondents from the "Kootenays" made up one third of the 132 respondents as a whole), a variety of questions were posed in order to try to evaluate the success of ICSPs in rural British Columbia. While it is difficult to generalize from these results for the Columbia Basin Boundary

region[2] specifically (because communities were not separated geographically within the study), there were several significant findings that can be applied to our own examination of existing ICSPs and sustainability planning. For instance, almost all of the respondents indicated that the seven ICSP principles were either "suitable" or "very suitable" to sustainability planning in a rural context. This broad acceptance of the principles is likely the reason that many rural communities have made the move to create an overarching plan, rather than simply illustrating they are applying the principles— essentially they believe in this framework and these principles for planning.

In sum, the research conducted by Chess and the Fraser Basin Council found that the following tools are necessary for a successful ICSP process in rural British Columbia:

- technical leadership from a combination of in-house staff and outside experts,
- an appropriate planning process developed by the local government and residents,
- the seven ICSP principles, adapted in ways meaningful to a rural situation,
- a budget securing the necessary financial and human resources,
- demonstrated support from elected officials and community leaders,
- formal adoption of the final document and/or policies by the Council or Board,
- a demonstrated commitment to implementation,
- a community participation strategy with fun, creative and varied approaches, and
- research to identify residents' values and the reasons they choose to live a rural lifestyle in the places they do.

Further, this research found that a rural sustainability strategy would likely include the following primary actions:

- protect drinking water supplies,
- pursue economic diversification,
- encourage health and social well-being, and
- support locally-owned small business;

And these secondary actions:

- develop walking and/or cycling routes,
- promote water conservation,
- support volunteerism and community spirit, and
- support community organizations.

Finally, overall success of the strategy will be based on:

- support from elected officials and community leaders,
- access to funding, and
- costs of implementation (Chess, 2012).

These findings are a significant resource for our current examination of completed ICSPs in the geographic region serviced by the RDI. The following analysis will consider if and how Basin Boundary ICSPs incorporate the tools, actions and success factors identified by Chess.

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[2]The Columbia Basin Boundary region includes the Kootenay Development region in addition to Golden, Revelstoke, Valemount, and Columbia Shuswap Regional District Areas A & B.

METHODOLOGY

Our small sample examines all 10 communities within the Basin Boundary region that, as of 2013, had fully completed their ICSP process and had developed a formal ICSP. The communities in this sample are: Sparwood, Rossland, Nelson, Invermere, Grand Forks, Fernie, Cranbrook, New Denver, Kimberley and Valemount[3]. In completing these plans, communities used an established planning approach (such as *The Natural Step* or *Smart Growth* approaches), and / or developed their own process. There have been a variety of approaches taken among this sample and each approach used is identified and discussed within the study. Further, each plan is examined with respect to who was engaged in the planning process, who prepared the plan, and the extent of community involvement. Finally, a content analysis of the plans considers commonalities and differences across plans according to themes, key directions and indicators.

APPROACHES AND LOCAL PROCESSES

As discussed above, Chess (2012) found that there were nine tools necessary in order to complete a successful ICSP process in rural British Columbia. While some of the communities included in this study did use several of these tools, others did not. Without one on one discussions with planners it would be difficult to discern whether or not planners or communities regard their ICSPs as having been "successful". Based solely on the fact that they were successfully completed and adopted by council, they can all be considered a success. With regard to implementation and evaluating long term sustainability, further research is needed.

Based solely on Chess's criteria, our sample's processes were indeed successful. Each community in this study used a combination of in-house and outside experts as leaders for their projects. All of them developed a planning process they felt was suitable to their unique community (although four strictly followed the "Quick Start" process which created very similar ICSPs upon completion). All of them applied each of the seven ICSP principles in ways which suited their communities. Each community also engaged in research in order to discern the values of their community and strove to incorporate them into their planning principles and processes. Further, from the information available in the plans it seems that all of the communities had support from their elected officials and community members and all of the plans included in this sample were formally adopted by their Councils. Finally, while all of the plans involved the community in a variety of ways, it is difficult to conclude whether or not these were "fun, creative or varied approaches". Some plans involved significantly more community involvement than others.

While some plans do indicate a specific budget used to create the plan, not all include this information. Based solely on the fact that they were all successfully completed and do not contain mention of there having been financial barriers, we can reasonably assume that they had sufficient budgets for completion.

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[3] It is important to note that half of these communities would be considered "resort" communities (Rossland, Fernie, Kimberley, Invermere, Valemount). As a result, their concerns and focus areas often related to resort development and the protection of tourist opportunities. Further, both Nelson and New Denver are more reliant on a tourist economy than Sparwood or Cranbrook, which both rely on heavier industry as an economic driver. A full analysis of the impact of economic drivers on resulting ICSPs has not been the focus of this analysis, but should be considered as a contributing factor in shaping the focus of a community's ICSP.

All of the plans indicate a commitment to implementation, but it is difficult to comment on whether this commitment is "demonstrated" due to the fact that these are simply plans and the majority do not follow up on how sustainability actions have progressed. Four of the communities: Invermere, Cranbrook, Nelson and Rossland all continue to maintain websites which are updated regularly regarding sustainability initiatives and progress. As the single available measure for "a demonstrated commitment to implementation", these four communities would seem the most successful. Without further research with community planners specifically, this tool for success is difficult to apply to all of the communities in our sample.

THE NATURAL STEP (TNS) FRAMEWORK

The Natural Step Framework provides a clear and science-based understanding and definition of sustainability and a methodology for planning that focuses on lasting change (The Natural Step, n.d.). The framework focuses planners and decision-makers, who often disagree, on issues which can be agreed upon allowing organizations to engage in effective planning and strategies. At its base, the framework uses four key elements: 1) "The Funnel" as a metaphor for our current sustainability predicament (a visual representation of the economic, social and environmental pressures growing on society as natural resources and ecosystem services diminish while population numbers and consumption grow), 2) four principles of sustainability which maintain that in order to become a sustainable society we must eliminate: a) the systematic increase of concentrations of substances extracted from the Earth's crust [heavy metals and fossil fuels]; b) the systematic increase of concentrations of substances produced by society [plastics, dioxins, etc]; c) the systematic physical degradation of nature and natural processes; and d) conditions that systematically undermine people's capacity to meet their basic human needs [unsafe working conditions, insufficient pay for work, etc], 3) "backcasting" from principles (an approach which begins with describing an outcome and comparing it to today's reality and then asking how it can be achieved), and 4) a four step "A, B, C, D" process for sustainability strategies: A = Awareness (understanding sustainability and taking this awareness with them in planning); B = Baseline (assessment of how the four sustainability objectives are being violated and assets to deal with them); C = Compelling Vision (a vision of what sustainability would look like and actions necessary to get there); and D = Down to Action (priorities identified and concrete programs for change launched). The Whistler Centre for Sustainability uses this framework as a basis for sustainability planning. Further, the Centre has established a "Quick Start" Framework for small and medium-sized communities which builds on the priorities and principles of *The Natural Step* while providing structures for success which meet the needs of communities which might have fewer available resources to dedicate to sustainability planning. The "Quick Start" Framework is described below:

QUICK START FRAMEWORK

The "Quick Start" framework is a planning process based on *The Natural Step* sustainability framework. It combines *The Natural Step* with the award winning Whistler 2020 plan and adapts this model to a community's unique context, needs, assets and visions (Whistler Centre for Sustainability, 2011). The "Quick Start" process provides the community with an ICSP and actions and implementation tools to begin the journey toward sustainability. Importantly, it also recognizes that smaller communities might not have the resources available to engage in the complex process of creating a comprehensive ICSP as well as updating their OCP. In the end, the process allows communities to get started by outlining their vision, describing their current situation, writing a clear set of immediate actions and indicators,

developing a monitoring and reporting system and finishing with a "Next Steps" document to guide future development and implementation. The "Quick Start" framework relies heavily on the formation of a Community Sustainability Action Team (CSAT) in each community which serves as the "eyes and ears" of the project. These teams can range from 15-25 community members who represent community interest in the project. As the process develops, they provide input on public engagement opportunities, the current reality in their respective communities and possible indicators. They also assist in developing the community's vision and initial actions and are intended to serve as important community partners in the future implementation of the plan. Once formed, the CSAT members participate in sustainability and ICSP training in order to obtain a shared understanding of the process. Essentially, these teams form the backbone of the planning team and ensure the successful creation of the ICSP.

The following communities used the "Quick Start" process based on *The Natural Step Framework* in order to prepare their ICSPs:

FOREVER FERNIE (OCTOBER 2011)

In early 2011, the City of Fernie partnered with the Whistler Centre for Sustainability in order to develop an ICSP. As a first step, a 21 person CSAT was formed to work with the Whistler Centre team and the municipality throughout the process. In May of 2011 a public event was held and 60 community members worked together to describe their visions of success for Fernie. This event resulted in seven Strategy Areas which later evolved into ten "Descriptions of Success" for the community to strive to achieve by 2030. After these had been developed, "Descriptions of the Current Reality" related to the Strategy Areas were prepared. These "Current Reality" statements were compiled from a review of existing documents collected by the City of Fernie combined with input from City of Fernie staff, CSAT members and other community stakeholders. From there, the CSAT reviewed both the "Current Reality" and the "Descriptions of Success" in order to consider the "Sustainability Gap". From there, the CSAT came up with ideas for Actions for each strategy area in order to move Fernie closer to its goals. Finally, each Action was then proposed to the lead partner organization involved, and that group then decided whether it could take the Action on in the current year, whether it would have to postpone it for another year, or decline to take it on. A set of core indicators was developed which are intended to measure performance over time and a "Next Steps" document outlined how this ICSP will be carried out in the future in order to achieve success and move toward a more sustainable future. The "Next Steps" include ongoing community partnerships, annual action planning, ongoing monitoring and reporting and periodic reviews of the ICSP. All of this work resulted in "Forever Fernie", an ICSP uniquely suited to Fernie which takes into account context and resources, describes clearly stated priorities and actions to be taken while basing success in community partnerships and cooperation.

IMAGINE INVERMERE (JUNE 2011)

In 2011, the District of Invermere partnered with the Whistler Centre for Sustainability in order to develop an ICSP. As a first step, a 17 person CSAT was formed to work with the Whistler Centre team and the municipality throughout the process. The CSAT developed a shared vision of the community's desired future and articulated this vision in a "Descriptions of Success" document. Using this vision as a base, the committee then researched and wrote a "Current Reality" description of where Invermere was with regard to its vision. From these two documents, a set of ideas for action was developed that could move Invermere toward its desired future and address the "Sustainability Gap". A set of indicators was also created in order to measure success as the plan is implemented. At this point, community partners

were asked to take on actions for implementation and a basic monitoring and reporting system was developed to monitor progress. A detailed "Decision Making Framework" is also included to assist and guide future decision making in order to align with the ICSP. The finished product is called "Imagine Invermere" and the plan is a complete document including vision, context, actions, indicators and implementation tools that help Invermere move toward its desired future by 2030. Council approved the document in June of 2011. Invermere has also emphasized the importance of periodic reviews of the plan and refinement of the ICSP as time goes on. Finally, a website was created and continues to be maintained where community members can access information related to "Imagine Invermere" and receive updates on progress.

IMAGINE KIMBERLEY (SEPTEMBER 2011)

In early 2011, the City of Kimberley partnered with the Whistler Centre for Sustainability to develop an ICSP. As a first step, a 17 person CSAT was formed to work with the Whistler Centre team and the municipality throughout the process. Following a public event in January 2011 (attended by just over 100 people), the CSAT developed a shared vision of the community's future and articulated that vision in a "Descriptions of Success" document. The finished vision also included community input gained through web surveys as well as information from existing plans such as the OCP and the Cultural Plan. From there, descriptions of where the community is currently at were written up as "Current Reality". At this point an online survey polled ideas from approximately 150 citizens and the CSAT used this input to describe actions which could move Kimberley from its current position toward its desired future. In order to monitor success, a specific set of indicators was developed related to actions and community partners were asked to consider implementation actions. Finally, implementation tools (decision-making documents) were developed. Kimberley emphasized the importance of ongoing monitoring and reporting, revisiting Kimberley's Vision Statement and periodic review and refinement of the ICSP. The City Council of Kimberley approved "Imagine Kimberley" in September 2011 and they now have a comprehensive sustainability plan unique to their community which takes into account context, vision, actions and implementation tools in order to move toward sustainability by 2025.

VALEMOUNT'S FUTURE (MARCH 2013)

In early 2012, the Village of Valemount partnered with the Whistler Centre for Sustainability in order to develop an ICSP. As a first step, a 24 person CSAT was formed to work with the Whistler Centre team and the Village throughout the process. Using a 156-point survey and in-person input on challenges, opportunities and focus areas for Valemount, a set of "Priorities for Success" was developed for the Village. Following this, a shared vision for the future, or "Desired Outcomes", were developed by the CSAT and informed by the input of 137 community members via web surveys and a public event attended by 30 people in April of 2012. Additional public events in May also added the perspectives of 30 more people from in-person comments. Relevant materials from Valemount's existing OCP and "Vision 2020" were also incorporated in order to articulate a comprehensive and inclusive shared vision for 2030. This vision then formed the basis for writing a "Current Reality" document which was then combined with a survey polling the ideas of 84 citizens. The CSAT used this input to draft recommended actions going forward. Finally, a set of indicators and implementation tools was developed. At the end of the process (January 2013), the plan was titled "Valemount's Future". It provides the community with a detailed plan that incorporates significant community involvement in the creation of a vision, understanding the current reality and concrete actions to move forward toward sustainability by 2030. It also includes a "Next Steps" document which emphasizes the importance of aligning decision-making

with the ICSP, partnering with community stakeholders for successful implementation and in the future, expansion of the CSAT to include more members (or alternatively the formation of specific task forces). Valemount also committed to annual action planning and ongoing monitoring and reporting in order to ensure success of the plan.

THE ALBERTA URBAN MUNICIPALITIES (AUMA) PROCESS

The Alberta Urban Municipalities Association (AUMA) is a strong advocate of sustainable development and has developed a process to prepare a Community Sustainability Plan (CSP) which has been used by many municipalities throughout Western Canada and the Pacific Northwest in the United States (AECOM, 2009). The AUMA process is a long term program which integrates five pillars of sustainability - cultural, social, environmental, economic and governance - into the process of preparing a CSP. It begins with structuring the planning process through municipal government committing to the process and the possible formation of an advisory committee in order ensure community involvement. From there the process moves into the creation of a sustainable vision around community goals and values. This vision is then used to identify strategy areas to target in sustainability planning. The process then moves from identifying strategies into setting initiatives and investments to achieve success. Finally, the AUMA approach provides ways to ensure ongoing monitoring and implementation of the plan.

SPARWOOD COMMUNITY SUSTAINABILITY PLAN (SEPTEMBER 2009)

Sparwood's process for creating their sustainability plan combined aspects of *The Natural Step* (above) by educating District Staff and members of the Advisory Committee on *The Natural Step* and then utilized the AUMA process for planning. The plan itself was guided by AECOM, a consulting firm, and a Community Sustainability Advisory Committee (CSAC) comprised of 14 members of the community from a wide range of sectors, government, and interests. The committee was also assisted throughout the process by a sustainability facilitator from the Fraser Basin Council's Smart Planning for Communities program. Prior to beginning the planning process, Sparwood conducted a Community Sustainability Assessment with the help of AECOM. Sparwood's current status of sustainability was evaluated and it was found that Sparwood was already making progress toward sustainability in several areas. As a result, it was recommended that Sparwood prepare a full sustainability plan. The CSAC held a public workshop (attended by approximately 35 people) in order educate the local community about sustainability and to obtain public input on possible action items. Following the workshop, the CSAC refined the action items and sorted them into both short and long term goals. The resulting plan was adopted by Council in September 2009 (6 months after the process started) and provides a list of action items by category, along with a timeline for each action ranging from implementation in 2010 to 2025. Further, a timeline was developed for integrating sustainability planning into the yearly budget cycle and providing support for implementation and monitoring moving forward. In the end, Sparwood created a plan that is flexible, unique to its location and is intended to influence the future of Sparwood as it moves toward sustainability.

SMART GROWTH

Smart Growth is a non-governmental organization in B.C. devoted to fiscally, socially, and environmentally responsible land use development. Its mission is to work with government, communities, planners, developers and the public in order to create more liveable communities in B.C. There are ten principles of Smart Growth in B.C which have been developed over time and are gaining

widespread acceptance throughout the province (Smart Growth BC, n.d.). The principles are aimed at achieving an enhanced quality of life and preserving the natural environment along with saving money. They are also intended to ensure that growth in B.C is fiscally, environmentally and socially responsible and makes connections between development and quality of life. Priority is also placed on infill, redevelopment and strategies to increase density in British Columbia communities.

Several of the communities in this study have referred to Smart Growth principles in their ICSPs (including Sparwood and Invermere) but Grand Forks placed the most emphasis on following these principles in its plan.

GRAND FORKS: SUSTAINABLE COMMUNITY PLAN (SEPTEMBER 2011)

In 2007, the City of Grand Forks applied for ICSP funding. Once they received their funding they secured the facilitation services of Urban Systems, a consulting firm from Kelowna, B.C. The plan consists of two main parts: Part One identifies community context and outlines goals and early success projects; Part Two is a sustainable land use policy document intended to provide direction for the City in decision making going forward toward a more sustainable future (this long term policy is based firmly in the Smart Growth principles discussed above). The first step in this process was establishing a vision and set of guiding principles. These were developed with input from both the City of Grand Forks and its residents. In September 2007 City staff attended a meeting where they identified 13 main priorities which were then used as a framework for discussions with the Steering Committee and the community. Community input was gained through meetings and workshops held in December 2007. After this weekend session 56 different ideas were presented and recommendations for seven priority goals were drafted. All of this information was then reviewed by the Steering Committee who established a set of eight guiding principles under which the 56 ideas were placed where they fit. In the resulting plan, each of the eight goals is supported by a list of proposals or actions designed to achieve the overarching goal. Part Two of the plan consists of a sustainable land use plan including bylaws, maps and text intended to ensure sustainable land use and development in Grand Forks for all future land use projects. In this way, the plan Grand Forks created is distinct from the other ICSPs in this study as they have identified sustainable land use as a high enough priority that strict guidelines, definitions and distinctions for land within the city have been included and will guide decisions in the future.

TRANSITIONS MOVEMENT

The Transitions Movement, or Transitions Town Movement provides direction for communities by applying lenses (current threats) through which to assess what the future of that community might look like. The Transitions Movement aims to build community resilience in the face of peak oil production, climate change, and economic instability (Transitions US, 2013). Taken together, these three ideas have become drivers to empower local action on an international scale. The Transitions Town movement has inspired creative local solutions to living in a world with less oil.

New Denver used two Transitions Movement drivers (Peak Oil and Climate Change) as a basis for developing their resiliency plan and coupled them with the Twelve Principles of Permaculture described in the next section.

TWELVE PRINCIPLES OF PERMACULTURE

Permaculture is a "creative design response to a world of declining energy and resource availability" (Holmgren, 2002 as cited in Have Blue Consulting and Design Ltd. & Endemic Mountain Design, 2010, p. 11). The concept of "Permaculture" was developed by David Holgrem and Bill Mollison as a response to the declining availability of energy and resources in our current system. At its base, the concept is intended to provide a basis for a more permanent culture than exists today. It aims to do so by seeking out resourceful solutions for communities which utilize locally available energy and materials. At its most fundamental level the concept is based on three ethical principles which inform all others: 1) Care of the People, 2) Care of the Earth, and 3) Fair Share. From this ethical foundation, the 12 principles of permaculture can then be applied in order to increase resiliency in communities. In writing their ICSP New Denver chose to use these principles as a means of evaluating and scoring the resilience of their community. The 12 principles are: 1) Observe and Interact, 2) Catch and Store Energy, 3) Obtain a Yield, 4) Apply Self Regulation and Accept Feedback, 5) Use and Value Renewable Resources, 6) Produce No Waste, 7) Design from Pattern to Details, 8) Integrate not Segregate, 9) Use Small and Slow Solutions, 10) Use and Value Diversity, 11) Use Edges and Value the Marginal, and 12) Creatively Use and Respond to Changes.

NEW DENVER: RESILIENCE ACTION PLAN (APRIL 2010)

The Village of New Denver began its sustainability planning in late 2009. They hired the consulting firms of Have Blue Consulting and Design Ltd. and Endemic Mountain Design to assist them in their planning process. In creating its ICSP New Denver engaged in a planning process which took place over three phases. Phase 1 consisted of background research, defining sustainability, developing indicators and identifying opportunities. The research component of this phase led planners to the conclusion that the term "sustainability" is often misused and that the term "resilience" (being able to adapt to change) was more relevant to New Denver's vision. As a result, they based their plan on the resilient principles of permaculture (discussed above) in order to assess the resilience of New Denver. They accomplished this through a detailed study of existing plans (what they "say" they are doing) and comparing that with actual initiatives going on and bylaws which have been implemented (what they are actually doing). In the process the study found several areas of success, but also areas which need improvement. The gaps they identified became topics or actions to focus on as they move toward resiliency. Phase 2 of their process was dedicated to public participation through an open workshop in February of 2010, where participants engaged in brainstorming sessions on how to make New Denver more resilient. The workshop was attended by residents, Village staff and council members. The third and final phase of planning was the development of the New Denver Resilience Action Plan (essentially their ICSP). The resulting plan is action oriented and includes both Planning Directions and Bylaw Recommendations intended to move the community toward resiliency as it faces change.

COMMUNITY DEFINED & LEAD, CONSULTANT SUPPORTED

Several of the communities in this sample chose to define their own process for creating an ICSP (Cranbrook, Nelson, Rossland). While each of these communities also hired consultants to assist them in the writing and presentation of the final draft, their process did not follow any of the structures noted above. As such, the ICSPs they wrote are a unique reflection of the character and make up of their municipalities and visions.

CONNECTING TO OUR FUTURE: CRANBROOK CONNECTED (JUNE 2011)

In October of 2009 the City Council in Cranbrook made a commitment to develop an ICSP. In early 2010 Council decided that the process would be most effective under the leadership of a volunteer group of citizens. The Council went on to create an ICSP Committee in April of that year. The Committee was made up of seven community volunteers who were nominated from within other committees they were working on. The Committee was then provided with terms of reference, staffing resources and a $150,000 budget. Following a workshop and a series of committee meetings where sustainability planning was researched, Cranbrook came up with a five step process which was followed over the next year (June 2010 - July 2011) as they engaged in the creation of an ICSP. In this "pre-planning" phase McElhanney Consulting Services was hired to assist the committee, but as the process itself got underway it was entirely guided by the volunteers along with a facilitator from the Fraser Basin Council. Over the next year an ICSP was created through extensive public engagement at each step and includes an implementation framework. It was completed in May 2011 and is called "Connecting to Our Future". It was adopted by Cranbrook City Council on June 27, 2011 and stands as a living document intended to guide the community as it moves toward its vision of the future. The resulting plan is organized around "8 Big Ideas" developed out of the community's own definition of sustainability and present values, and there were 50 specific action items under each "Big Idea". The "Cranbrook Connected" website continues to be maintained and contains quarterly newsletters and updates on the progress of the ICSP and other relevant materials.

NELSON PATH TO 2040: SUSTAINABILITY STRATEGY (DECEMBER 2010)

In early 2010 the City of Nelson began their sustainability planning process by creating a project team to direct and design the process, and incorporate public input into the plan. At the highest level the project was overseen by a Steering Committee made up of the project team (city council members and staff) and Working Group Leads (five facilitators retained by the City of Nelson). The City of Nelson took a collaborative Working Group approach to develop their sustainability plan and emphasized the importance of broad public engagement at all stages of the planning process. The process began in March of 2010 with a series of meetings between the project team, invited stakeholders, youth, seniors and the public-at-large in order to obtain feedback on Nelson's ten Focus Areas (identified by the City Council). This feedback was then used to refine the Focus Areas and create context for the Working Group process to follow. Following this initial stage Working Group Leads and members were recruited and each working group consisted of a Lead along with a broad range of community volunteers (40 in total). The groups then went through a training session on sustainability and embarked on three rounds of meetings directed at drafting end-state goals and objectives, sustainability principles and directions for future action. Once the Working Group process was complete (October, 2010), feedback on the process was obtained from the public through 165 intergenerational interviews and survey responses. The outcome of this process was the creation of a draft Sustainability Strategy composed of three components: Sustainability Principles and Directions, Focus Areas, and the Path to 2040 Assessment Tool. It is intended to set the direction for all future policy and planning decisions for the City of Nelson. The resulting ICSP completed by the City of Nelson is called "Nelson Path to 2040: Sustainability Strategy" and was prepared with the assistance of Stantec Consulting Ltd., a Vancouver firm. The plan emphasizes ongoing reporting, recommendations and review of the plan every five years in order to ensure commitment and progress toward sustainability in the City of Nelson. Since the completion of the planning process, Nelson has developed a "Sustainability Checklist" to assist planners in making

sustainable decisions and as of 2011, began tracking sustainability initiatives taking place in Nelson. These items are updated and available through the City of Nelson's website.

ROSSLAND: VISIONS TO ACTION (MAY 2008)

The City of Rossland began its sustainability planning process in the latter part of 2006. In order to assist the city in its planning process and the writing of its ICSP, the Sheltair Group was hired as consultants to guide the process. The actual planning process began in February 2007 and was framed around the concept of the community engaging in a conversation about how to move Rossland forward into a more sustainable future. Throughout the process the plan was built on a mantra of "Visions to Action" and presents the community's vision of where it wants to be by the year 2030. At the local level, Rossland's ICSP was driven by a community-based, volunteer Steering Committee (made up of residents and City council members and staff) and a Sustainability Task Force (made up of 50 members of the community). The plan also includes the perspectives of a broad range of community members of varying ages, backgrounds and experiences who participated in the process through meetings, workshops (April and June 2007), task groups, scenarios, surveys (192 in total), the website (www.visionstoaction.ca) and newsletters. The culmination of the process was a Design Charrette developed by the consultant team which brought together design professionals, specialists and community members over 4 days in order to spatially explore the vision and discuss Strategic Actions for moving towards End-State Goals. The final document, appropriately titled "Visions to Action", expresses Rossland's commitment to a sustainable future. It is intended to be the highest level planning document for city planners going forward. It includes a community vision, end-state goals, and strategic directions and actions (147 of them) to guide the community's journey toward sustainability. Further, the process is intended to be a dynamic one which includes periodic evaluation and continuous improvement. In order to ensure implementation, the City appointed a Sustainability Commission in 2009. This commission then went on to form four Sustainability Task Forces to address Focus Areas which were prioritized by City Council. These Task Forces produce annual reports each year on the progress toward its sustainability vision and this information is regularly updated on the Visions to Action Website.

DEFINITIONS OF SUSTAINABILITY

Each of the communities in this study began their process by choosing a leadership team and educating the members of that team on sustainability. A fundamental part of that process was developing a shared understanding of sustainability. As a result, each plan includes a definition of sustainability so that this shared understanding can be communicated to the reader and future planners.[4] The majority of the communities in our study rely on a definition of sustainability developed by the Brundtland Commission in 1987. The definition comes from a report published by the World Commission on Environment and Development called "Our Common Future" (the report is also commonly referred to as the Brundtland Report). According to this Commission "sustainability" can be defined in the following way: "*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs*" (World Commission on Environment and Development, 1987). After the report was accepted by the United Nations General Assembly, the term "sustainable development" and this definition became popularized and accepted internationally. Due to the common acceptance of the Brundtland definition and its use worldwide, it is not surprising that almost all of the communities in our sample rely on it to define sustainability within their own plans.

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[4] Please see Appendix 1: Approaches, Definitions and Focus Areas for a detailed table indicating definitions.

Invermere, Sparwood and Valemount all rely solely on the Brundtland definition of sustainability in their plans. The City of Fernie, while citing Brundtland, also added its own sustainability vision which supports that definition: "Fernie is an economically, environmentally and socially sustainable community where everyone has the opportunity to pursue an excellent quality of life." Kimberley, while citing and emphasizing the Brundtland definition, also included the following more precise definition: "a sustainable community is one with a robust resilient economy within and serving a strong, equitable society, within a highly functioning natural environment." While the City of Rossland did not mention the Brundtland Commission specifically, their definition follows the Brundtland definition very closely: "Meeting our needs today without compromising the ability of future generations to meet their needs, and to enjoy a similar quality of life to what we enjoy today."

While all of the communities above either used the Brundtland definition on its own, or added to it, a couple of the municipalities in our sample chose to define sustainability themselves. Cranbrook's definition is: "A sustainable Cranbrook is...adaptable to change with social well-being and quality of life supported by a diverse and stable economy, maintained by a healthy environment, balanced to the needs and opportunities of present and future." Similarly, Nelson's plan simply states that "Sustainability is about enough, for all, forever." Further, Nelson set out five Sustainability Principles which are the driving force behind its plan: Cultural Strength, Healthy Neighbourhoods, Robust Ecosystems, Prosperity and Resiliency. Grand Forks chose to focus on defining the plan itself, rather than the term in its definition: "A Sustainable Community Plan (SCP) is intended to guide communities to envision, plan and implement a long-term, healthy, viable future that addresses the community's needs at the present time and ensures that the needs of future generations are also met." Grand Forks uses the image of the "Sustainability Stool" to emphasize their approach: a three-legged stool which needs all three legs to be present and of equal status in order to remain standing - the seat represents "cultural", and the legs are economic, social and environmental. The "sustainability stool" as envisioned by Grand Forks is reprinted below:

New Denver also used a graphic to represent their vision of sustainability and although it differs slightly from the stool used by Grand Forks, the concept is the same:
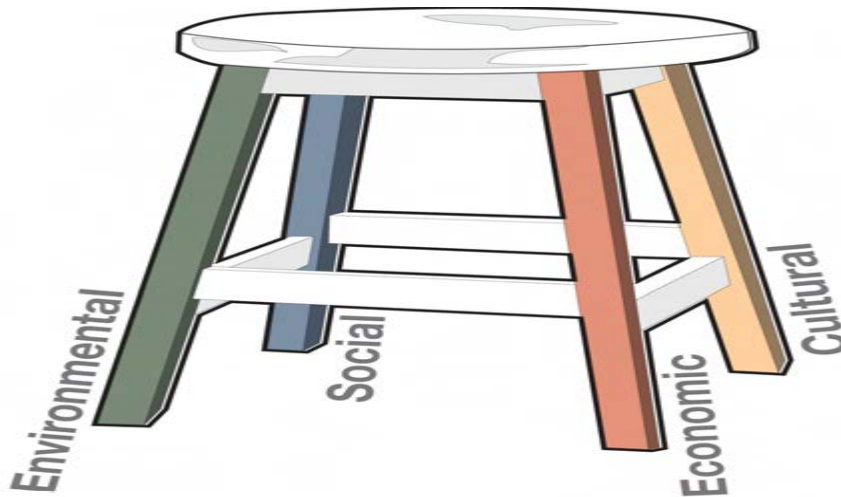
These images of sustainability stools are particularly interesting due to the fact that it is generally accepted that sustainable development requires a convergence of the three pillars of economic development, social equity and environmental protection. While culture is sometimes not included, all of the towns in our sample placed significant emphasis on issues which would be considered "cultural" in their ICSPs. New Denver is the only municipality that discussed the limitations of the term "sustainability" and chose instead to emphasize "resiliency" in its planning process. New Denver's definition of resiliency is stated as: "Resilience at a community level is about being able to adapt to change...". In particular, the village chose to use the principles of permaculture (discussed above) in order to assess the resilience of New Denver and address its future plans.

CONTENT ANALYSIS

When the provincial government of British Columbia created the ICSP program it did not set out any one specific template or process which needed to be followed in order to draft an ICSP for a community. In fact, it did rather the opposite. By emphasizing the uniqueness and individuality of each community, each municipality was free to create its own planning process as long as the Seven Principles were being followed. Several ICSP tool-kits were created as resource material for communities and there are a few well established approaches that could also be followed (those have been discussed above). Further, there are a few consulting firms in B.C. that have been involved in sustainability or ICSP planning. As the above examination has shown, in our small sample of ten municipalities in our region, four chose to use the Whistler Centre for Sustainability as a consultant and the other six developed their own unique plans by combining community input with established approaches. As such, the four done by the Whistler Centre are readily compared because they are organized in almost exactly the same manner. On the other hand, the remaining six, while having some similarities to these four, are quite different from the others in many ways. Analysis and generalizations are therefore at times difficult to make, but not impossible. With close attention to detail, language and organization these plans can be compared on the basis of the RDI's four research pillars (cultural, social, environmental, and economic) in order to discern the priorities of these communities with regards to planning and some of the most commonly cited strategies to achieving sustainability objectives. An analysis can also be made of indicators for success and measurements of achievement. The following section presents an analysis of common

Integrated Community Sustainability Plans in the Basin-Boundary Region

themes in strategic directions by research pillar, theme, and focus area. Associated indicators are summarized in Appendix 2.

PILLARS, FOCUS AREAS AND STRATEGIC DIRECTIONS

As indicated above, there are many sustainability initiatives which fall into more than one of the four (or five if governance is included) pillars of sustainability. As the ICSPs delve into more detail in sections on focus areas, or "big ideas", many communities clearly identify which of the pillars each idea addresses, or in some cases (Nelson, for instance), deliberately state how each idea links to each of the pillars. This technique demonstrates that communities have become more aware of the interconnectedness of their planning processes and the systems in their communities.

Each of the ten communities in this sample clearly identified somewhere between eight and 13 focus areas in their plans. Not surprisingly, these focus areas were strikingly similar among communities and the only real differences were when one or more areas of concern were grouped together (which is entirely logical when looking at sustainability and the interconnectedness of systems in a community). Importantly, each ICSP stresses how no one area is to be given priority or importance over any other area (although New Denver does state that "Water" and "Energy" were identified as "key priorities in terms of feasibility, value and public support"). Rather, all of these ideas and strategies are intended to inform future planning and to be given equal importance on the path to sustainability. Interestingly, when studying these plans closely it is important to note the vast similarities in approaches and concerns and the virtual lack of differences between them. The major concerns and areas of focus identified are listed below and have been organized and coded according to the RDI's established research pillars and themes.

ECONOMIC

Throughout all of the plans the economic pillar is largely focussed on increasing economic opportunities and viability through economic diversification, but sometimes also through increased employment opportunities. One plan also included housing in this category (a topic more often included in the "social" category) and another listed food security (also included under "environment" in other plans). It is also interesting to note that Sparwood is the only municipality that emphasizes the importance of supporting its one main industry (coal mining), while all of the others favoured diversification.

BUSINESS CLIMATE AND SECTORS

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Support for local business	• support the expansion of local "open markets" or co-ops (Kimberley, Sparwood, New Denver) • create and fund a position for a full time Economic Development Officer (Invermere) • establish an Economic Development Office (Grand Forks) • co-ordinate an inter-community business network in the region (Sparwood) • promote connections between local businesses and programs that foster those connections (Sparwood) • support legal bartering (Sparwood) • foster and support entrepreneurial leadership (Nelson)

	• create a local purchasing policy or bylaw which favours local energy, goods and labour (New Denver) [*also workforce, air & climate, land & food, wellness] • encourage grocery stores and restaurants to purchase local products (Rossland) • establish a policy regarding the size of commercial lots in order to discourage "big box" store development (Rossland) • provide competitive tax rates for businesses (Rossland)
Economic diversification	• provide a cleared and ready supply of light industrial land for potential development (Kimberley) • establish a policy which sets aside land for light industrial development (Rossland) • establish a development and incentive strategy to attract new business (Invermere, Kimberley) • develop an information package which outlines the advantages of doing business in the municipality and region (Rossland) • provide incentives or cost reductions for new businesses (Sparwood, Grand Forks) • consider building a casino (Sparwood) • attract, retain, expand and foster business and investment (Nelson) • attract new investments through the development of a new business/development zone (Cranbrook) • identify an ambassador to develop and nurture partnerships with large economic partners (Rossland) • support and encourage agriculture as an important contributor to the economy (Grand Forks) [*also Land & Food] • identify ways that arts and culture can contribute to the economy (Rossland) [*also Arts; Culture]
Tourism	• improve access to trails (Valemount) [*also wellness, recreation] • implement a visitor survey (Valemount) • engage the community and visitors to undertake a comprehensive community branding process (Kimberley) [*also Civic Engagement & Safety] • develop a sustainable tourism strategy (Kimberley, New Denver, Grand Forks) • develop a marketing strategy for tourism (Rossland) • diversify tourist opportunities and develop tourism potential (Sparwood, Valemount, Cranbrook) • continue to expand and develop current tourism opportunities (Rossland, Sparwood) • develop a formal tourism walking tour (Cranbrook) [*also Wellness; Recreation; Culture] • develop a walking tour that connects tourism facilities and downtown (Cranbrook)
Downtown revitalization	• **encourage a dense and compact downtown completely**

	• **connected by non-vehicular traffic** (all municipalities) [*also Infrastructure]
	• provide incentives and zoning to encourage and concentrate commercial ventures in the downtown core (Valemount, Sparwood, Nelson)
	• revitalize downtown (Sparwood, Rossland, Grand Forks)
	• **dedicate some of the city's infrastructure investment into downtown revitalization** (Cranbrook, Kimberley, Rossland, Sparwood)
	• reduce the negative impacts of parking downtown (Fernie, Rossland)
	• make downtown pedestrian-oriented (Fernie, Nelson, Rossland) [*also Infrastructure]
Ethical economic development	• align economic development with community values (Nelson) [*also wellness]
	• conduct an economic impact assessment in order to determine four season economic drivers (Rossland)
	• encourage responsible resort development (Rossland) [*also Recreation]
Regional economic development	• identify the top ten regional economic development opportunities and collaborate with other communities to build on them (Cranbrook)
	• establish a community economic development organization and strategy for the region (Rossland)
	• collaborate with other communities in order to create a backcountry recreation management plan (Rossland) [*also Recreation]

WORKFORCE

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Education and training	• enhance and expand training opportunities for local residents (Fernie, Invermere, Grand Forks) [*also education & learning]
Childcare	• implement a childcare program tailored to employment needs (Fernie) [*also wellness, education & learning]
Increased support for local workers	• determine a "living wage" for the municipality (Invermere) [*also wellness]
	• try to get the local mines to change from a "4 on, 4 off" schedule to a more regular schedule for workers (Sparwood)
Increased support for people who work remotely but live in the community	• attract "knowledge workers" who can work from home via the internet (Sparwood, New Denver) [*also demographics]
	• establish a remote working facility and business services hub in town for people who work remotely (Rossland, Grand Forks) [*also demographics]

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Increase in use and support of alternative modes of transportation	• **provide a variety of transportation options beside single occupant vehicles** (all municipalities) [*also Air & Climate] • **provide more linkages between residential and commercial areas for pedestrians and cyclists (Grand Forks, Kimberley, Fernie, Nelson, Cranbrook, New Denver, Rossland)** [*also Wellness] • **increased lighting and signage along bike and walking trails** (Grand Forks, Kimberley, Fernie, Nelson, Cranbrook, Invermere, Sparwood) [*also Wellness; Recreation] • pave some existing pathways (Sparwood) • secure long term funding for trail maintenance (Valemount) [*also Recreation; Wellness] • apply traffic calming measures (Grand Forks, Fernie) • **provide more bike lanes, bike racks and bike parking** (Grand Forks, Kimberley, Valemount, Invermere, Nelson, Sparwood) • **conduct a study on the feasibility of shared transport (including car share, bus or van, co-op system) between communities for those who work outside their home community** (Kimberley, Valemount, Nelson, New Denver) [*also Workforce] • develop a website to facilitate ride sharing (Invermere, Sparwood, Rossland) • establish a "hitching post" for ride share travellers (Rossland) • develop a cross country ski trail in the community for alternative winter transportation (Kimberley) [*also Wellness; Recreation] • host a competition for best design for a combined ski/bike rack (Kimberley) [*also Wellness] • reduce the distance between residential areas and the services they need in order to reduce personal vehicle use (Kimberley) • improved safety at unsafe intersections (Valemount) • increase effective snow removal for pedestrians (Kimberley, Fernie, New Denver) • build more sidewalks (Fernie, Grand Forks) • develop seating nodes throughout the community (Sparwood)
Mass public transit	• promote the development (or further development) of an affordable, regionally based public transportation system (all municipalities) [*also Air & Climate] • develop a local shuttle service in key areas (Invermere, Rossland) • develop a Transportation Master Plan (New Denver) • build a public transportation connection (gondola) between downtown and resort facilities (Rossland) • ensure that future recreation facilities are connected to the public transit system (Rossland) [*also Recreation]
Telecommunications	• create a plan to provide world class telecommunications infrastructure to help businesses thrive and compete internationally (Rossland) [*also business climate & sectors,

Focus Area	Strategic Directions (those adopted by 4 or more communities in bold)
	workforce]
	• implement broadband access throughout the community (Grand Forks)
Municipal and privately owned buildings	• **encourage the redevelopment of existing properties** (Grand Forks, Sparwood, New Denver, Cranbrook, Valemount, Kimberley)
	• establish policies and incentives for the reuse and adaptation of buildings over time (Rossland, Nelson)
	• conduct energy efficiency surveys on all municipal buildings (Fernie)
	• **upgrade old buildings to make them more energy efficient** (Invermere, Fernie, Grand Forks, New Denver, Cranbrook) [*also Air & Climate]
	• **develop mixed residential and commercial development in the downtown core** (all municipalities) [*also Business Climate & Sectors]
Sustainable infrastructure	• feasibility study on gravity-fed water systems (Valemount, New Denver) [*also Water; Air & Climate]

HOUSING

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Safe, accessible and affordable housing	• **encourage a wide range of housing styles and options** (Grand Forks, Rossland, Invermere, Nelson, Fernie, Kimberley)
	• establish a housing authority (Rossland)
	• **develop a housing plan/strategy** (New Denver, Invermere, Cranbrook, Kimberley)
	• update needs assessment for affordable housing (Fernie)
	• use city owned land to encourage the development of alternative housing (Rossland)
	• provide competitive tax rates for residents (Rossland)
High density development	• **encourage higher density residential development** (Grand Forks, Rossland); downtown (Invermere, Nelson); urban areas (Fernie) [*also Infrastructure]
	• increase parking spaces downtown (Valemount) [*also Business Climate and Sectors]
	• establish policies that encourage secondary suites within dwellings (Rossland, Sparwood)
	• place a cap on dwelling size in order to discourage "monster homes" (Rossland)
	• increase levies on "monster homes" and apply this money toward more sustainable projects (Invermere)
	• support the consolidation of smaller lots into larger properties to encourage higher density development (Grand Forks) [*also Land & Food]
"Green" buildings	• **develop a Green building code** (all municipalities) [*also Air & Climate]
	• foster the use of natural building techniques and local materials

	• through incentives (New Denver, Invermere, Valemount)
	• build a demonstration "eco house" to show residents the possibilities (New Denver) [*also Infrastructure]
	• develop a "green" building conference (Valemount)
Housing for seniors	• build a seniors housing complex or facility (Rossland, Sparwood)
	• **ensure appropriate and affordable housing for seniors** (Invermere, Fernie, Kimberley, Rossland, Sparwood) [*also Wellness]

SOCIAL

Throughout all of the plans, the social pillar is primarily focused on the health of its citizens, the safety of its neighbourhoods, the cohesion of the community and an encouragement of increased education, leisure activities and recreation. Some plans include the pillar of "governance" in their principles/goals, while others do not. Interestingly though, almost all discuss the importance of partnerships and collaboration among government, business and community in planning and implementation going forward. Others go even further and emphasize openness and accountability in local government as well as innovative leadership and participatory democracy.

DEMOGRAPHICS

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Increase population	• actively recruit new residents (Rossland) [*also workforce]
Population retention	• understand what is needed to attract and support new residents wanting to improve their lives (Valemount, Sparwood) [*also workforce]
	• make the community attractive for young families (Grand Forks)

EDUCATION/LEARNING

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Access to education	• raise awareness of education, learning and training opportunities outside the public education system (Rossland)
	• research and implement alternatives to the secondary school model (Rossland)
	• partner with higher education institutes to provide post-secondary options within the community (Rossland, Kimberley)
	• promote internet and video conferencing to provide learning opportunities to the community (Sparwood)
	• expand the mandate of the local Learning Centre to offer Continuing Education programs at an affordable price (Valemount)
	• expand technology at the local Learning Centre (Fernie)
	• lobby school district and Ministry of Education in order to ensure access to secondary and higher education locally (Valemount)
Improved educational facilities	• create facilities that foster an environment of learning (Grand Forks)
	• build on the assets of College of the Rockies (Cranbrook)
	• establish an institution for art education (Kimberley) [*also Arts]

Education connected to the economy	• find ways to keep graduates in the community as an employment and knowledge resource (Cranbrook)
Education connected to sustainability	• offer training to teachers on sustainability (Rossland) • **educate residents about sustainability topics** (New Denver, Cranbrook, Sparwood, Invermere, Kimberley) • explore the potential of a mining and aquatic habitat restoration institute (Kimberley) • continue to offer and expand the green building and living conference (Kimberley) • **increased education around healthy eating, clean air and exercise** (Grand Forks, Sparwood, Invermere, Fernie, Kimberley) [*also Wellness; Food & Land; Recreation] • **increased education and learning about waste reduction and recycling** (all municipalities) [*also Land & Food; Air & Climate] • increased education and awareness about "precycling" (Grand Forks) and avoidance of waste (Nelson) [*also Land & Food; Air & Climate] • provide courses on the uses of native plants (Invermere) [*also Land & Food]
Community service learning	• find balance between education and community issues (Grand Forks) • establish a Senior-to-Youth mentoring program (Rossland) • create education through experience opportunities such as Scouts/Guides or Outward Bound (New Denver) • create a program that provides school credits for experiential learning (New Denver) • create research and project opportunities between College of the Rockies students and the community (Cranbrook)
Cultures of learning	• encourage community members to be lifelong learners by taking courses at COTR (Cranbrook) • sustain an attitude of openness and a culture of learning which adapts positively to change (Nelson) • increase library usage (Sparwood) [*also Culture]

WELLNESS

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Access and availability of health care	• develop a specialized health related facility in the existing Heath Care building (Kimberley) • **ensure that existing medical services are maintained and possibly expanded** (all municipalities)
Increased recreational opportunities	• **further development and connection of trail system for pedestrians and cyclists** (all municipalities) [*also Infrastructure; Recreation] • improved lighting and signage on trails (Sparwood, Fernie, Cranbrook) [*also Infrastructure; Recreation] • **promote a supportive atmosphere for pedestrians and cyclists**

	(Grand Forks, Sparwood, Fernie, Valemount, Kimberley) [*also Infrastructure; Recreation]
	• implement a sports mentorship program (Sparwood) [*also Recreation)
	• facilitate the acquisition of future park lands (Rossland) [*also Recreation; Land & Food]
	• identify areas for future parks and green spaces (Grand Forks, Fernie) [*also Recreation]
	• develop or further develop cross country ski trails within the city (Kimberley, Fernie) [*also Recreation]
	• require developers to construct parks and trails (Sparwood) [*also Recreation]
	• develop a mountain biking trail network at the ski area (Kimberley) [*also Recreation; Infrastructure]
Support for those with illness or disabilities	• develop a trail loop which is special needs and wheelchair accessible (Fernie) [*also Recreation]
Affordable and acceptable childcare and housing	• establish a housing authority to investigate housing needs and effective solutions (Rossland, Kimberley) [*also Housing]
Emotional and spiritual health	• support for diverse spiritual and religious practices (Invermere)
Education and awareness of substance abuse	• ensure the DARE program is offered in schools (Sparwood) [*also Education & Learning]

CIVIC ENGAGEMENT AND SAFETY

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Increased public input in municipal government	• encourage increased community involvement in local government (Sparwood, Cranbrook, Grand Forks) • engage the community in municipal elections (Cranbrook) • maintain and expand citizen advisory/task groups (Rossland) • establish a mechanism to ensure follow-up with people who present to city council (Rossland) • establish venues for public input while reducing complaints (Grand Forks)
Increased connection between local government and the community	• increase communications between corporations and community (Sparwood, Cranbrook) • build partnerships between City, community groups and individual citizens that lead to more productive and coordinated action (Cranbrook) • create and support business councils (Rossland) [*also Business Climate & Sectors] • establish a tradition of refreshments and informal dialogue after council meetings (Rossland) • develop a "Citizenship and Local Government" class for implementation in secondary school (Grand Forks) [*also Education & Learning]
Government	• investigate the impacts of reducing the size of city council

accountability and transparency	(Rossland)
	• streamline government procedures (Rossland)
	• research the impacts of possible regional amalgamation (Rossland)
	• develop a Citizen's Bill of Rights (Grand Forks)
Government as an innovator with regard to sustainability and future planning	• set a timeline for sustainability plan evaluation and continually add or replace items (Sparwood)
	• work cooperatively with neighboring communities on sustainability initiatives (Sparwood, Rossland)
	• city sponsored annual sustainability awards (Cranbrook)
	• continued communication regarding new and ongoing sustainability initiatives (New Denver, Rossland)
	• upgrade all municipal vehicles to more energy efficient models (New Denver, Cranbrook, Rossland) [*also Air & Climate]
	• install low energy lighting and/or motion sensors for public lighting (New Denver) [*also Air & Climate]
	• allocate resources from the city budget in order to ensure and enforce sustainable land use decisions (Nelson) [*also Land & Food]
	• develop and implement a tax supported conservation fund (Kimberley) [* also Biodiversity]
Staffing government with qualified people	• continued access to education for those working on city council (Sparwood, Rossland) [*also Education & Learning]
	• retain highly qualified and energetic staff in local government (Rossland)
Public safety	• develop a local Emergency Plan (Rossland)

CULTURAL

Throughout all of the plans, the cultural pillar is mostly concerned with increasing opportunities for the arts, emphasizing community history and/or heritage, providing additional educational opportunities, acceptance and encouragement of diversity among citizens and sometimes recreation.

RECREATION

Focus Area	Strategic Direction (those adopted by 4 or more communities in **bold**)
Healthy and active populations	• hosting bike rodeos (Sparwood) [*also Wellness]
	• establish a Recreation and Trails Advisory Committee (Rossland) [*also Wellness]
	• provide opportunities for family adventures/camps (Sparwood) [*also Wellness]
	• establish a Pond Hockey League (Invermere)
	• develop and promote more free or subsidized recreation programs for low income families (Cranbrook) [*also Wellness]
Promotion and expansion of existing recreational opportunities	• increased promotion and communication about existing recreational opportunities (Rossland, Fernie, Sparwood) [*also Wellness]
	• revitalize existing arena (Rossland) [*also Wellness]
	• develop mountain biking trails at local ski resorts (Kimberley)

[*also Wellness]

- **provide a network of paths, trails and sidewalks that link recreational opportunities and facilities with the community** (Grand Forks, Rossland, Sparwood, Nelson) [*also Wellness; Infrastructure]
- **provide recreational access to nearby water bodies** (Grand Forks, Sparwood, Nelson, Kimberley) [*also Wellness]
- supply and maintain the facilities and services needed to increase the use and accessibility of recreational usage of water bodies throughout all seasons (Invermere, Fernie) [*also Wellness]
- protect and enhance existing parks and open spaces (Nelson) [*also Wellness]
- create an interactive community map (Cranbrook)
- develop an incentive program that will help local residents utilize local resorts at affordable rates (Rossland)
- identify and develop trails that could be developed for multi-season use (Sparwood) [*also Wellness]
- hire a recreation director to promote, facilitate and coordinate recreational opportunities (Invermere, Kimberley)
- expand and explore the use of the current recreation complex (Cranbrook, Valemount, Fernie)
- develop more camping areas (Nelson)

Focus Area	Strategic Directions
Regulation of outdoor recreation	- enforce bylaws that protect non-motorized recreational users on pathways throughout the year (Sparwood) - continued regulation of hunting and fishing (Sparwood) - provide courses on the basics of outdoor survival (Sparwood) [*also Education & Learning] - incorporate an outdoor recreation theme in town murals (Sparwood) [*also Arts] - designate formal parking areas at Nature Park entrances (Kimberley)
Recreation centres	build a recreation complex (Invermere) [*also Infrastructure]
Recreation and sustainability	ensure that recreation and leisure infrastructure serve as models of energy and water efficiency and carbon neutral design, construction and maintenance (Nelson) [*also Infrastructure; Water; Wellness]

HERITAGE

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Preservation of heritage buildings	**encourage the maintenance of heritage buildings and structures** (Grand Forks, Rossland, Sparwood, Cranbrook, Nelson) - provide tax incentives for preservation of heritage structures (Rossland) **complete an inventory of historic buildings and/or a heritage inventory** (Invermere, Sparwood, Kimberley, New Denver) - review existing heritage inventory (Fernie)

	• **restore heritage buildings** (Sparwood, Fernie, Nelson, Grand Forks) [*also Infrastructure] • establish a heritage conservation program (Rossland, Grand Forks)
Education and awareness of local history/heritage	• create a formal historical/heritage walking tour (Sparwood, Rossland) [*also Wellness; Recreation; Culture; Education & Learning] • promote the museum and/or relocate it to a more prominent location (Sparwood, Cranbrook, Rossland) [*also Culture; Infrastructure] • create more heritage displays around town (Grand Forks) [*also Culture]

CULTURE

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Multi-Use Community Centres	• build a multi-use community centre (Rossland, Fernie) [*also Recreation; Wellness] • combine existing community centres into a "Super Centre" (Cranbrook, Fernie) [*also Arts; Recreation; Infrastructure]
Communication regarding cultural events	• publish a community calendar to advertise events (Valemount) [*also Wellness] • continue arts and culture week (Sparwood) [*also Arts; Education & Learning] • **promote arts and culture opportunities** (Sparwood, Nelson, Invermere, New Denver) [*also Arts] • establish a cultural coordination group to meet quarterly and communicate cultural opportunities/activities (Valemount)
Provide more cultural opportunities	• attract more live shows and concerts (Sparwood) • **hold more yearly community activities or festivals** (Sparwood, Cranbrook, New Denver, Grand Forks) • acquire festival infrastructure (Fernie) [*also Infrastructure] • establish a centralized event manager (Kimberley) or events coordinator position (Fernie, Rossland) • create a cultural focal point of the community (Grand Forks)
Recognition of First Nations Culture	• recognition of First Nations culture in the community (Fernie) [*also Wellness]

ARTS

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Support for the arts	• encourage photography as a means to encourage outdoor recreation (Sparwood) [*also Wellness; Recreation] • create a paid position for someone to seek out grants for arts and culture (New Denver) [*also Culture] • acknowledge and promote accomplishments of local residents who have achieved recognition in arts/culture (Valemount, New Denver) • promote and encourage the sale of products made by local arts and culture community (Grand Forks) [*also Culture] • introduce a performing artist grant program (Cranbrook) [*also

	Culture]
Performing arts centres	• build more arts/cultural facilities (Sparwood, Grand Forks) [*also Arts; Infrastructure] • expand existing arts centre (Kimberley) [* also Culture; Infrastructure]
Public art	• display more local art in public locations (Sparwood) • develop a public art strategy (Kimberley, New Denver)

ENVIRONMENTAL

Throughout all of the plans, protecting the environment is emphasized and includes the topics of water, resources, land use and development, infrastructure, energy, food security and transportation.

BIODIVERSITY

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Environmental stewardship	• develop a community Code of Ethics for the environment (Invermere) • designate natural and environmentally sensitive areas to protect from development (Invermere, Grand Forks) [*also Land & Food; Air & Climate]
Invasive weeds	• control the spread of invasive weeds (Kimberley, Rossland)
Pesticide control	• implement a ban on pesticides for both public and private property (New Denver)

AIR & CLIMATE

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Encourage alternative energy systems and/or sources (such as solar, biomass, ground source heat, hydro/river power, ethanol, etc)	• **research possibilities for alternative energy sources and establish local industries to create clean electricity/energy from renewable resources such as biomass, biodiesel, geothermal, hydro, wind and solar** (all municipalities) • increased usage of energy efficient or reduced energy vehicles (Valemount, Invermere, Rossland) • create preferred parking spaces with electric vehicle charging stations downtown (Invermere) [*also Infrastructure; Business Climate and Sectors] • **incentive programs for energy use reductions** (Invermere, Grand Forks, New Denver, Rossland)
Protection of good air quality	• **implement an anti-idling bylaw** (New Denver, Rossland, Kimberley, Fernie) • create a Wildfire Management Plan (New Denver, Rossland) • institute an air quality bylaw (Rossland) • implement program for upgrading woodstoves (Valemount, Rossland, Kimberley)
Reduction in use of personal motor vehicles for transportation	• increased support for and development of public transportation (New Denver) [*also Infrastructure]

LAND AND FOOD

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Protection of existing agricultural land	• discourage the establishment of additional dwellings on Agricultural Land unless they are required to house farm help (Grand Forks) • study agricultural potential of land (Rossland, New Denver) [*also Wellness]
Promote local food production	• **educate residents about the "100-mile diet"** (Sparwood, Nelson, Grand Forks, Kimberley, Invermere) [*also Wellness; Education & Learning] • **support local food promotion** (all municipalities) [*also Wellness] • develop an online "food library" to help residents grow and produce their own food (Invermere) [*also Wellness] • challenge current government regulations regarding the production and selling of local meat products (Valemount) [*also Wellness; Business Climate and Sectors] • establish food gardens at local schools (Kimberley, Sparwood) [*also Wellness; Education & Learning] • adopt an urban agriculture bylaw (Kimberley) [*also Wellness] • allow some livestock and bee keeping in town or expand areas for raising animals (New Denver) [*also Wellness] • ensure access to water for agriculture (Grand Forks) [*also Water] • provide public land where people can plant food producing plants (New Denver) [*also Wellness] • draw on knowledge of long-term residents regarding garden productivity, food preservation, etc. (New Denver) [*also Wellness, Education & Learning] • develop festivals around the local production of food (New Denver) [*also Wellness] • establish a monthly garden tour to promote gardening (Invermere) • hold seed swaps (Invermere) • provide grants to local food producers (Invermere) • form a local food co-op (Kimberley) [*also Wellness] • establish a "pedal-powered gardening group" (Kimberley) [*also Recreation; Wellness]
Food security	• **support local food production** (all municipalities) [*also Wellness] • **develop a community garden and Farmer's Market** (Sparwood, Rossland, Fernie, Valemount, Grand Forks) [*also Wellness]
Community gardens and composting	• **create a community composting program** (Rossland, Fernie, Kimberley, Sparwood, New Denver, Invermere) [*also Wellness] • encourage residents to utilize existing composting facilities (Valemount, Cranbrook) • **establish community gardens** (Grand Forks, Sparwood, New Denver, Rossland, Invermere) [*also Wellness] • **establish community greenhouses** (Sparwood, New Denver, Valemount, Kimberley) [*also Wellness]
Recycling	• implement penalties for disposing of recyclable materials (New

	Denver)
Waste management	• local, efficient processing and collection of waste rather than shipping elsewhere (Invermere, New Denver, Valemount) [*also Air & Climate] • use of waste products as a resource (Invermere, Rossland) [*also Air & Climate] • conduct a feasibility study on using biogas from sewage for energy (Invermere) [*also Air & Climate] • reduce waste production and increase waste diversion through recycling and composting (Fernie, Nelson, Rossland) [*also Air & Climate] • further development of the "take it or leave it" station at the waste transfer station (Sparwood) • encourage the use of cloth bags at all local retailers (Cranbrook) • install UV treatment system at wastewater treatment facility (Kimberley) [* also Water]
Sustainable resource extraction	• develop the non-wood forest products sector including herbs, fungi, edible fruit and nuts (Valemount) [*also Business Climate & Sectors; Land & Food] • conduct a natural resource inventory and map to provide information for development (Rossland) [*also Business Climate & Sectors]
Sustainable land use planning	• adopt Smart Growth principles for planning and development (Invermere, Grand Forks) • integrate the "built environment" with the natural features of the town (Rossland) • clearly define growth areas in order to prevent "sprawl" (Rossland)

WATER

Focus Area	Strategic Directions (those adopted by 4 or more communities in **bold**)
Clean drinking water	• preserve high quality water for everyday use and use lower quality water for secondary use (Nelson)
Conservation	• **decrease water usage** (all municipalities) • **educate local residents about water consumption and usage** (all municipalities) [*also Education & Learning] • utilize "grey water" more effectively (New Denver, Sparwood) • encourage wastewater reuse (Kimberley, Invermere)
Recreational value of water	• plan to redevelop the diversion of local creeks and the possibility of making a lake close to town (Fernie, Rossland) [*also Recreation]
Stormwater management and flood control	• **effective stormwater management plans** (all municipalities) • install highway run-off collection and treatment system (New Denver)
Watershed protection	• **Watershed protection planning** (Rossland, Nelson, Kimberley, Invermere)

CONCLUSIONS/AREAS FOR FURTHER RESEARCH

In conclusion, this analysis of completed ICSPs in the Columbia Basin-Boundary region provides valuable insight into the concerns and focus of our local communities with regard to sustainability. By aligning the analysis with the RDI's research pillars and themes, this report can be an important tool for guiding future research topics and priorities of the RDI. Valuable future research could include one-on-one interviews with representatives from communities who have been involved in the ICSP process in order to track where the plans sit today. These interviews could shed light on how relevant the plans are to the everyday workings of municipal government. Further, it would be beneficial to know whether or not indicators are being tracked and what that data can tell us about the effectiveness of ICSPs in rural communities. Finally, it would also be interesting to inquire about whether municipal planners feel these plans have been influential and how they might measure that influence.

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APPENDIX 1: APPROACHES, DEFINITIONS AND FOCUS AREAS

Community	Approaches	Definitions	Focus Areas
Cranbrook	Community Defined & Lead, Consultant Supported	Self Defined: "A Sustainable Cranbrook is adaptable to change with social well-being and quality of life supported by a diverse and stable economy, maintained by a healthy environment, balanced to the needs and opportunities of present and future."	"8 Big Ideas": -Water Forever -Hometown Opportunity -Working Together -Moving Connections -Taking the Lead -Living Smart -Restore the Core -Past to Future
Fernie	"Quick Start"; The Natural Step	Brundtland and "Sustainability Vision": "Fernie is an economically, environmentally and socially sustainable community where everyone has the opportunity to pursue an excellent quality of life."	-Buildings & Sites -Community & Individual Health -Housing -Economy & Work -Education & Learning -Arts, Culture & Heritage -Recreation & Leisure -Land Use & Natural Areas -Transportation & Accessibility -Energy, Resources & Waste
Grand Forks	Smart Growth	Self Defined; "Sustainability Stool"	"8 Goals": -Strengthen arts & culture -Fortify sustainable economic development -Ensure a healthy natural environment -Promote constructive government-community relations -Advance the community's capacity for self-sufficiency -Develop a sustainable land use plan -Improve the social fabric of the community -Integrate health principles into all decisions
Invermere	"Quick Start"; The Natural Step	Brundtland	-Buildings & Sites -Community & Individual Health -Economy & Work -Education, Arts, Culture & Recreation -Energy -Food -Land Use & Natural Areas -Transportation & Mobility

			-Water & Waste
Kimberley	"Quick Start"; The Natural Step	Brundtland and their own, more "precise" definition: "...a sustainable community is one with a robust resilient economy within and serving a strong, equitable society, within a highly functioning natural environment."	-Arts, Culture & Heritage -Buildings & Sites -Community & Individual Health -Economy & Work -Education -Energy, Waste & Water -Food -Land Use & Natural Areas -Recreation & Leisure -Transportation & Mobility
Nelson	Community Defined & Lead, Consultant Supported	5 Sustainability Principles: -Cultural Strength -Healthy Neighborhoods -Robust Ecosystems -Prosperity -Resiliency	-Arts, Culture & Heritage -Energy & Climate Change -Food, Food Security & Agriculture -Healthy Living & Social Well-Being -Land Use -Water, Waste Water, Stormwater -Transportation & Mobility -Solid Waste -Natural Areas, Recreation & Leisure -Local Economy
New Denver	Transitions Movement and Twelve Principles of Permaculture	Resiliency rather than Sustainability: "...being able to adapt to change."	-Water -Energy -Food -Air -Transportation -Land -Shelter -Physical & Mental Health -Economy -Heritage, Arts, Culture, Community -Governance & Education
Rossland	Community Defined & Lead, Consultant Supported	Self Defined (almost identical to the Brundtland definition): "Meeting our needs today without compromising the ability of future generations to meet their needs, and to enjoy a similar quality of life to what we enjoy today...".	-Land Management -Natural Environment & Resource Lands -Community Economic Development -Recreation & Leisure -Housing & Affordability -Transportation -Intergenerational Care & Learning -Sense of Community -Energy & Air Quality -Water & Solid Waste Management

			-Governance
Sparwood	AUMA Process	Brundtland	-Health and Social -Arts, Culture & Heritage -Recreation & Leisure -Natural Areas -Built Environment -Governance & Partnership -Communication -Economic Development -Energy -Food -Materials & Solid Waste -Learning -Volunteerism -Transportation
Valemount	"Quick Start"; The Natural Step	Brundtland	-Buildings & Sites -Community & Individual Health -Economy & Employment -Education and Culture -Energy -Food & Agriculture -Land Use & Natural Areas -Recreation & Leisure -Resources, Waste & Water -Transportation & Mobility

APPENDIX 2: INDICATORS

RDI Pillar and Theme	ICSP Focus Areas	ICSP Indicators	Corresponding State of the Basin Indicators (Corresponding indicators from other themes are in *italic*)	Other Relevant State of the Basin Indicators
ECONOMIC				
Business Climate & Sectors	• local business • economic diversification • tourism • downtown revitalization • economic development	increased number of visitors and room nights sold		• GDP • Commodity prices • Major investment • *Perception of importance of various sectors to the regional economy*
		increased number of people willing to recommend town		
		increased number and diversity of business licenses	Business starts and closures	
		diversity of export industries		
		growth in self employment		
		increased economic diversity[5]	Job creation (total employment by sector)	
		decreased vacancies in the downtown area		
Workforce	• education & training • childcare • increased support for local workers • increased support for	increased median income	Income, *perception of financial security, perception of wage sufficiency*	• Employment insurance and income assistance • Workforce education • *Perception of job opportunities*
		lower unemployment rate	Unemployment	

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[5] "Economic Diversity" can be measured by looking at the concentration of employment in the top local industries or the number of industries supporting certain percentages of the working population.

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	residents who work remotely	increased number of residents working in the municipality	*Job creation (employment rate)*	
		affordable "food basket" rate[6]		
Infrastructure	• Increase in use and Support of Alternative Modes of Transportation • Mass Public Transit • Telecommunications • Privately Owned and Municipal Buildings • Sustainable Infrastructure	Increase in development density	*Housing stock diversity*	• Commuting time • Drinking water quality • *Greenhouse gas emissions* • *Perception of accessibility of outdoor recreation opportunities* • *Perception of broadband service quality*
		Increased length of trails		
		Increased options for public transportation within and outside the community	Transit service	
		Reduced motor vehicle accidents	*Mortality ratio (motor vehicle-related deaths)*	
		Reduction in traffic	Traffic volume	
		Increased hours of transit service and routes available	Transit service	
		Increased number of people who use alternative modes of transport to get to work		
		Increased ridership on public transit		
Housing	• Safe, Accessible and Affordable Housing • High density development • "Green" Buildings	Lower percentage of households spending more than 30% of their income on housing		• Home ownership affordability • Renting households • Dwellings occupied by usual residents
		Increase in construction of high density housing		

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[6] "Food Basket" rate measures the cost of a basket of common food items and compares it to other municipalities of an equal size as well as the family hourly income needed to purchase it.

	• Housing for Seniors	in the downtown core		• *Perception of housing affordability*
		Increase in housing options available	Housing stock diversity	
		Increase in buildings meeting "green" standards		
SOCIAL				
Demographics	• Increase population • Population retention			• Total population • Population by age and gender • Dependency
Education and Learning	• Access to education • Improved educational facilities • Education connected to the economy • Education connected to sustainability • Cultures of Learning	Increased number of students enrolled in schools	Student enrolment	• Early childhood vulnerability
		Increased number of residents with post-secondary education	*Workforce education*	
		Increased diversity of education offerings	*Perception of availability of lifelong learning opportunities*	
Wellness	• Access and availability of health care • Increased recreational opportunities • Support for those with illness or disabilities • Affordable and acceptable childcare and housing • Food security • Availability of clean air and water	Increased length of trails for pedestrians and cyclists		• Life expectancy • Mortality ratios • *Perception of support for vulnerable residents* • *Sense of well-being* • *Sense of belonging* • *Preference for local food* • *Air Quality* • *Drinking Water Quality* • *Perception of accessibility of outdoor recreation opportunities*
		Increased number and availability of bike racks		
		Increased number of parks	*Protected Areas*	
		Successful community gardens and ongoing Farmer's Market		
		Increased recreational facilities and		

	• Emotional and spiritual health • Education and awareness of substance abuse	opportunities		
		Increased usage of recreation opportunities		
		Local restaurants showcasing and serving local food		
		Increased number of active farms and home gardens	*Area farmed*	
Civic Engagement & Safety	• Increased public input in municipal government • Increased connection between local government and the community • Government accountability and transparency • Government as an innovator with regard to sustainability and future planning • Staffing government with qualified people • Public safety	Increased voter turnout in municipal elections	Voter Turnout	• Serious crime • *Volunteerism*
CULTURAL				
Recreation	• Healthy and Active Populations • Promotion and expansion of existing recreational opportunities	Increased local usage of recreation opportunities Increased length of trails Increased diversity of recreational		• Government spending on parks, recreation and culture • *Perception of accessibility of outdoor recreation opportunities*

	• Regulation of outdoor recreation • Recreation centres • Recreation and Sustainability	opportunities	• *Perception of importance of spending time outside* • *Perception of importance of cultural and recreational industry*
		Number of facilities that are shared among recreation providers (increases programming due to collaboration and partnering)	
		Increase in total hectares of designated recreation areas *Protected Areas*	
Heritage	• Preservation of heritage buildings • Education and awareness of local history/heritage	Preservation of "heritage" feel of municipalities	• *Perception of importance of arts, culture and heritage to quality of life*
		Increased number of buildings in the heritage registry	
Culture	• Multi-Use Community Centres • Communication regarding cultural events • Provide more cultural opportunities • Recognition of First Nations culture	[No indicators]	• Government spending on parks, recreation and culture • Language spoken most often at home • *Perception of importance of arts, culture and heritage to quality of life* • *Perception of availability of artistic and cultural opportunities* • *Participation in artistic and cultural activities*
Arts	• Support for the arts • Performing arts centres	Increased number of participants in arts programs *Participation in artistic and cultural activities*	• Government spending on parks, recreation and

	• Public art	Increased diversity of arts programs offered	*Perception of availability of artistic and cultural opportunities*	culture • *Volunteerism (arts and cultural organizations)*
ENVIRONMENTAL				
Land & Food	• Protection of existing agricultural land • Promote local food production • Community composting program • Recycling • Waste Management • Sustainable resource extraction • Sustainable land use planning	Reduction of waste in landfills		• Wildfire history • Perception of need for more parks • Preference for local food • Perception of wildfire threat
		Enhancement of composting		
		Zero Waste or Closed Loop System		
		Elimination of the need for a landfill		
		Reduction of litter		
		Curbside recycling and composting pick up service		
		Increased amount of protected or park land	Protected areas	
		Increase in the number of active farms and/or individual gardens	Area farmed	
		Increase in restaurants using local food		
		Year Round Farmer's Market		
Air & Climate	• Encourage alternative energy systems and/or sources • Protection of good air quality • Reduction in the use of personal motor vehicles for transportation	Improved air quality	Air quality	• Climate extremes • *Understanding of environmental issues*
		Reduction in Greenhouse Gases (GHG)	Greenhouse gas emissions	
		Increased public transit routes and options	*Transit service*	
		Increased length of trails		
		Increased use of		

		renewable energy sources in homes, buildings and vehicles		
		Reduction in energy use		
Water	• Clean drinking water • Conservation • Recreational Value of Water • Stormwater Management and Flood Control • Watershed Protection	Installation of water meters		• Glacier extent • Stream flow timing • *Protected areas*
		Reduced consumption of water	Consumptive water use	
		Municipal control of lands surround watersheds (Rossland)		
		Align water quality with usage	Stream health, *drinking water quality*	
Biodiversity	• Environmental stewardship • Invasive weeds • Pesticide control	[No indicators]		• Species at risk • Invasive species • *Perception of human-wildlife conflict* • *Understanding of environmental issues*

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