

# IMPLEMENTATION OF Community Sustainability Plans by BC's Local Governments



A Research Project Conducted by the Fraser Basin Council's  
Smart Planning for Communities Program

July 2016



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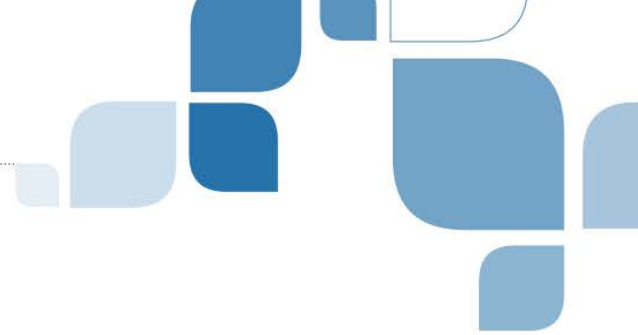
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*The opinions expressed in this report are the author's, and do not necessarily reflect those of the Fraser Basin Council, the Smart Planning for Communities Program, and/or the Real Estate Foundation of British Columbia.*

## EXECUTIVE SUMMARY

This report presents the findings of research conducted in 2015-2016, on the implementation of community sustainability plans by BC's local governments. With the 2005 federal Gas Tax Agreement, BC's local governments were required to apply the Integrated Community Sustainability Planning (ICSP) principles, in return for receiving their per capita funding. Having met the Agreement's requirement in the ensuing years, BC's local governments are at various but largely unknown stages of implementation. Also largely unknown are their successes and challenges in attempting to implement such comprehensive plans at the local level, for the first time.

Two research methods were used: 1) a literature review, and 2) an online survey. A total of 20 documents were reviewed, including academic journal articles, reports, conference presentations, and books. In each document, the factors identified by the author(s), as being important to successful plan implementation, were noted. This information was then collated into common themes or categories of factors. The questionnaire was then developed around these factors identified in the literature.

There were 53 respondents to the survey, out of an estimated 1,000 or more elected officials and senior staff in 191 local governments across BC. While a number of trends are evident, the reader is cautioned about the small sample size.

Almost 60% of respondents indicated that their local government has a sustainability plan, while about 28% replied 'No'; and 13% replied 'Not sure/don't know'. For those with a plan, it appears that implementation overall has been more positive than negative to date, with about 55% indicating that 'Its going well' or 'So far so good'; 20% indicating 'A bit rocky'; and only 14% indicating 'Not well'.

The respondents were asked to rate their local government's performance on each of the 15 factors identified as part of successful implementation. Local governments were rated most frequently on four factors as being 'Excellent': 'Elected officials support and leadership', 'Staff support and leadership', 'Policy' and 'Coordinating body'. They were rated on all 15 factors as 'Good'. In contrast, one factor – 'Coordinating body' – also received the most replies as being 'Absent', followed by 'Funding', 'Capacity' and 'Technology'.

The respondents were also asked to choose the best combination of five factors that would lead to successful implementation. For those who indicated that their local government has a sustainability plan, the top five in order were: 'Elected officials support and leadership', 'Funding', 'Community and/or stakeholder support and leadership' tied with 'Capacity', and then a three-way tie among 'Vision and priorities', 'Staff support and leadership', and 'Local government jurisdiction'. For those who indicated that their local government did not have a plan or were not sure, their choice for the best combination of five factors, in order, were: 'Funding', 'Capacity',

'Awareness and education', Vision and priorities', and "Elected officials support and leadership' tied with 'Policy'.

The responses to identifying the factors that hinder or prevent implementation tend to mirror those that enable success. Funding - ie. the lack thereof - received the most responses by a large margin, as being extremely influential. A distant second rating as extremely influential was 'Elected officials support and leadership', tied with 'Capacity'. Another three factors – 'Capacity', 'Community and stakeholder support and leadership', and 'Vision and priorities' – were also selected as having influence in hindering or preventing implementation. All these elements present barriers to making progress when they are not present. The results suggest the practicalities involved: progress is difficult in the absence of leadership, financial and human resources.

As discussed earlier, the nature of sustainability planning requires a greater level of cooperation among orders of government, in applying this concept at the local level, compared to more typical land use planning. A positive finding, respondents indicated that collaboration does occur, specifically with adjacent local governments, the provincial government, and First Nations government. It is encouraging to see the degree of collaboration noted with First Nations governments, given the recent work by the national Truth and Reconciliation Commission, ongoing treaty negotiations, and agreements and Memoranda of Understanding among the various orders of government. However, a similar number of responses indicated 'none' regarding collaboration with First Nations, suggesting that ongoing support and resources are needed to initiate and/or continue the development of working relationships, between local and First Nation governments across the province.

Lastly, the connection between the local and federal governments appears to need further discussion in regards to implementation. The federal government has played an important role since 2005, in supporting local governments in BC and across Canada, through the Gas Tax Agreement, with funding to implement priorities from their sustainability plans. The federal government however, may have a more 'hands-on' role in working with local governments whose boundaries may encompass for example a major port, a river with migratory fish, and/or be immediately adjacent to a national park.

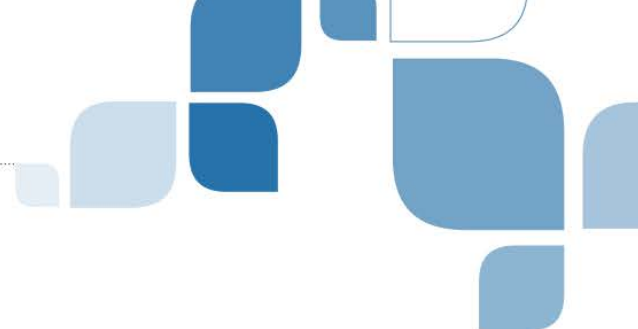
Although the participation rate in the survey was less than anticipated, the results provide some indication of the relative importance of various factors for successfully implementing community sustainability plans. Local governments in BC should try to have the following elements in place, to enable successful implementation:

- funding
- support and leadership from elected officials
- support and leadership from the community and stakeholders

- capacity
- support and leadership from staff
- vision and priorities, and
- local jurisdiction.

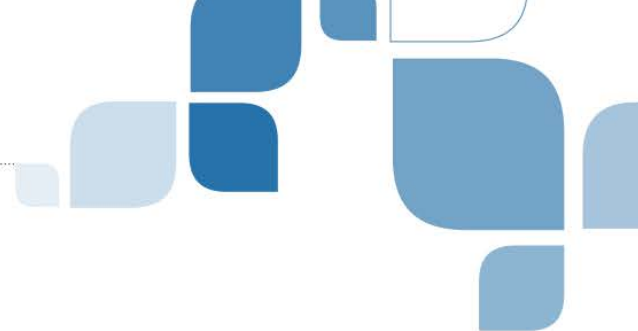
The optimal combination for BC's local governments and their communities, for making progress in becoming sustainable, may best be summarized as:

- having everyone on board – elected officials, staff, residents, community leaders, and partner agencies
- knowing where you are headed, and
- having the financial and human resources to get there.



## Table of Contents

ACKNOWLEDGEMENTS .....	1
EXECUTIVE SUMMARY .....	2
LIST OF FIGURES AND TABLES .....	6
1.0 INTRODUCTION .....	7
1.1 History of Community Sustainability Planning in BC .....	7
1.2 Purpose .....	8
1.3 Scope .....	9
1.4 Definitions .....	9
2.0 RESEARCH METHODS .....	11
2.1 Literature Review .....	11
2.2 Online Survey .....	12
3.0 RESULTS .....	13
3.1 About the Respondents and their Local Governments .....	13
3.2 Factors for Successful Implementation .....	16
3.3 Sustainability Planning Topics and Implementation .....	20
3.4 Success in Implementation .....	21
3.5 Challenges in Implementation .....	23
3.6 Interjurisdictional Aspects of Implementation .....	25
4.0 DISCUSSION of RESULTS .....	28
4.1 Successes .....	28
4.2 Challenges .....	28
4.3 Interjurisdictional Aspects .....	29
4.4 Research Project Results Compared with the Literature .....	30
4.5 Response Rate .....	31
5.0 CONCLUSIONS .....	32
BIBLIOGRAPHY .....	33
APPENDIX 1. Literature Review Documents .....	35
APPENDIX 2. List of Sustainability Plan Topics Used in the Online Survey .....	38
APPENDIX 3. Questionnaire from the Online Survey .....	37



## LIST OF FIGURES AND TABLES

**Figure 1.** Proportion of local governments with or without a community sustainability plan

**Figure 2.** Timeframe since adopting the community sustainability plan

**Figure 3.** Overall status of implementing the community sustainability plan

**Figure 4.** Overall performance on implementation success factors

**Figure 5a.** Best combination of five factors to enable successful implementation – as rated by respondents with a community sustainability plan

**Figure 5b.** Best combination of five factors to enable successful implementation - as rated by those unsure or without a community sustainability plan

**Figure 6.** Frequency of topics in sustainability plans

**Figure 7.** The five plan topics considered most important overall

**Figure 8.** Five sustainability plan topics for which implementation is going or has gone well

**Figure 9.** Level of importance of factors on sustainability plan topics with implementation going well

**Figure 10.** Five sustainability plan topics for which implementation is going or has gone poorly

**Figure 11.** Level of influence of factors on sustainability plan topics with implementation going poorly

**Figure 12.** Degree of collaboration with other orders of government in implementing sustainability plan

**Figure 13.** Order of government with most influence on local government's ability to successfully implement sustainability plan topics

**Table 1.** Relative Importance of Implementation Success Factors – Comparison of Literature Review Findings and Research Project Results



# Implementation of Community Sustainability Plans by BC's Local Governments

## 1.0 INTRODUCTION

This report presents the findings of research conducted in 2016, on the implementation of community sustainability plans by BC's local governments. As part of the 2005 federal Gas Tax Agreement, BC's local governments were required to apply the Integrated Community Sustainability Planning (ICSP) principles, in return for receiving their per capita funding.

Having met the Agreement's requirement in the ensuing years, BC's local governments are at various but largely unknown stages of implementation. Also largely unknown are their successes and challenges in attempting to implement such comprehensive plans at the local level, for the first time. The research project attempts to address this gap in knowledge. This introductory chapter describes the history of community sustainability planning in BC and outlines the research rationale. Chapter 2 describes the research methodology, while Chapter 3 presents the research results. Chapter 4 discusses a number of key findings and Chapter 5 provides the conclusions.

### 1.1 History of Community Sustainability Planning in BC

The concept of sustainable development was first created by the United Nations' Brundtland Commission in the late 1980's. A commonly used definition is adapted from the 1987 Brundtland Commission report, Our Common Future: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland 1987). In the ensuing decades, the concept has evolved and is now commonly described as 'sustainability'.

While there are many definitions, common among them are the belief that economic, social, and environmental aspects are equally important to human well-being; that decisions should be based on the long-term; and that future generations' needs must also be considered. Some definitions include governance and cultural elements as well.

Applying 'sustainability thinking' to planning at the community level in BC, began to be more common in the early 2000's; for example in Dawson Creek, Rossland and Whistler, by their respective local governments and residents. Several years later, the 'sustainability thinking' approach was formalized as part of the 2005 Gas Tax Agreement between the federal, provincial and local governments across Canada, and was given the name Integrated Community Sustainability Planning (ICSP). In British Columbia, the 2005 Agreement stated that in return for receiving their annual per capita funding, local governments must demonstrate that they are

applying the elements or principles of sustainability planning at the local level to all forms of planning. For the purposes of this research, it is important to note that implementation is one of the seven principles cited in the Gas Tax Agreement. These principles are:

**Long-term thinking** – planning and/or plans are future oriented to enhance community sustainability (e.g. communities address the need to become resilient in the face of changing circumstances).

**Broad in scope** – planning or plans consider the communities' environmental, economic, social and cultural sustainability.

**Integration** – planning processes or plans reflect a co-coordinated approach to enhance community sustainability through linkages between different types of plans or planning activities.

**Collaboration** – planning processes engage community members and other partners to support community sustainability (e.g. First Nations, neighboring communities, NGOs, private sector, other levels of government).

**Public engagement and education** – designing processes that enhance public input into planning processes.

**Implementation** – keeping plans off the shelf and putting them into action.

**Monitoring and evaluation** – setting targets and tracking results to celebrate progress and focus efforts on areas that need the most improvement.<sup>1</sup>

In 2013, a report by the Union of BC Municipalities (UBCM) described the status of ICS Planning: *To date all BC local governments (municipalities and regional districts) have met or have a clear timeline for meeting their ICSP requirement. Local governments have met this commitment through a variety of approaches which take into consideration the size of their community and their capacity to undertake such planning activities* (UBCM 2013; p.26).

Based on the information collected in 2013 for UBCM's report, it became apparent that some local governments had prepared their plans in the mid -2000's, while others completed theirs more recently. The range in time frames implies that some local governments should be well into implementation while others are likely in earlier stages. Whatever the implementation stage, anecdotal evidence (based on the writer's experience and communication with professional peers), suggests that implementing these plans can be a major challenge for BC's 191 local governments, whether large or small, urban or rural.

## 1.2 Purpose

Given that one of the seven ICSP principles (noted above) is implementation, it is important to understand how implementation is occurring, what elements or factors underlie the successful implementation of plans, and what elements hinder implementation. Communication with

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<sup>1</sup> Ministry of Community Services. 'The Integrated Community Sustainability Planning (ICSP) Initiative', February 2007.

professional planners, academics, elected officials, and chief administration officers, from BC and elsewhere in Canada, indicated that research into the implementation of community sustainability (or similar) plans, has not been conducted for all of BC's local governments. As well, an initial, high level review of the academic literature found limited research on this topic for BC. Several BC municipalities have participated in a national study on implementing community energy plans.<sup>2</sup> A study by UBC evaluated sustainability plans from 20 BC municipalities and found most to be weak with regards to elements that promote implementation (Stevens & Mody, 2013). Although the UBC work was the most directly related, it was limited to 20 local governments; BC has 191 local governments. Further, there is huge diversity among the 191 local governments, from huge metropolitan cities to tiny remote towns of less than 500 residents.

Given the above, indicating that plan implementation is a major concern, this research project was carried out with the following objectives:

- Collate the collective experience of local government regarding implementation of sustainability plans
- Gather information on the types of projects being implemented
- Identify the factors involved in implementation
- Specify those factors that are particularly crucial for successful implementation
- Identify commonalities and differences according to the size of the local governments (by population), and by region of BC; and among elected officials and staff
- Share the results with local government, enabling them to apply the 'lessons learned' in a practical way to suit their circumstances
- Add to the knowledge base about creating and implementing community sustainability plans in BC.

### 1.3 Scope

As noted previously, there is huge diversity among BCs local governments, not only in size, but in their economic base, geographic location, and ecosystem in which they are located. Thus the scope of the research encompasses all 191 local governments – 162 municipalities and 29 regional districts.

### 1.4 Definitions

For the purposes of this project, the definition of a community sustainability plan was based on several considerations. As described above, the Gas Tax Agreement in BC required that local governments apply the sustainability planning principles to local planning; ie. a separate stand-alone 'sustainability plan' was not required, although certainly welcomed. As the 2013 UBCM inventory revealed, local governments met this requirement through a variety of ways. Some did develop a stand-alone sustainability plan; others conducted an ICSP process and captured the

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<sup>2</sup> BC's Community Energy Association- three-year research project into the implementation of community energy plans across Canada; Federation of Canadian Municipalities conference February 2015.

results in an Official Community Plan; others created policy statements; while a few used other types of plans such as asset management plans or climate change action plans, as the means best suited for their circumstances.

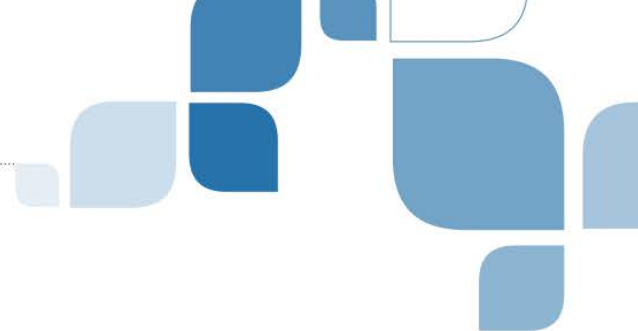
Given this diversity, the online survey was developed to accommodate the range in approaches. More specifically for the online survey, when asking if their local government has a community sustainability plan, the following definition was used:

a '**community sustainability plan**' includes an integrated community sustainability plan, an official community sustainability plan, a sustainability charter, policies and/or similar strategies or plans to pursue community sustainability.

The intention was to ensure that all planning efforts and plans towards achieving community sustainability were included in the survey, and to discover the degree of implementation to date.

It was also important to define the word 'implementation', given the focus of the research. For the purposes of this research project, '**implementation**' is defined as:

a local government putting into effect or action its community sustainability plan, which includes the preparation of subsequent plans, policies, and/or bylaws; initiating programs; and/or constructing physical works.



## 2.0 RESEARCH METHODS

Two main research methods were used: 1) a literature review, and 2) an online survey.

### 2.1 Literature Review

The literature review was conducted during the summer and fall of 2015. A total of 20 documents were reviewed, including academic journal articles, reports, conference presentations, and books (see Appendix 1). The documents were chosen because they were directly related to implementing Integrated Community Sustainability Plans or similar community sustainability plans, and/or implementing related plans such as community energy or climate change plans. In each document, the factors involved in implementing plans identified by the author(s), were noted and collated into a list of common factors.

Among the 20 documents, there were 15 factors identified by the authors as being important to successful plan implementation. Of the 15 factors, 11 were identified frequently. These 11 factors (with the frequency of being identified noted after) are:

- Awareness and education (communications, public engagement) - 16
- Clear vision and priorities (may include a timeframe) - 16
- Community and/or stakeholder support and leadership - 15
- Indicators and monitoring (data) – 13
- Funding – 12
- Elected officials' support and leadership – 12
- Policy – 10
- Coordinating body (governance, decision making, integration) – 10
- Staff support and leadership – 9
- Capacity (local government, partners) – 7
- Related benefits (economic, social) – 6.

The other four factors identified less often in the literature are:

- Legislation – 3
- Local government jurisdiction – 3
- Expertise (access to) – 2
- Technology (access to) – 2.

While these last four factors are important, they were not seen as being as equally important to implementation as the 11 listed above, according to the literature review. (However, any of these last four may be extremely important to a particular local government, depending on its situation.)

In conclusion, as evidenced by the literature review, research across Canada and in BC shows that there are a number of factors crucially important to successful implementation of community sustainability plans. These factors were used to develop the online questionnaire for BC's local governments.

## 2.2 Online Survey

The main research method was a questionnaire survey using the online software Survey Monkey. The survey was developed for both elected officials and senior staff, to answer as individuals who are either elected representatives for or are employed by the particular local government. The survey did **not** request a formal response on behalf of any one local government, as a corporate entity.

In late March, several weeks before launching the survey, a notice was distributed to all municipal Mayors and Councils, and regional district Chairs and Board members, as well as their senior staff. The notice was also sent to the Chiefs and Councillors of the eight First Nations governments, incorporated under the BC Local Government Act. The notice provided a brief background about the research project and advised them of the forthcoming survey. Similarly, several weeks later in mid-late April, an invitation to participate was sent to the same people, along with the link to connect them to the survey. A reminder with the closing date was sent in mid-May, and the survey was then closed in late May, after having been available for four and one-half weeks.

The notice, invitation and reminder were distributed by email through the five regional local government associations, affiliated with the Union of BC Municipalities (UBCM):

- North Central Local Government Association
- Southern Interior Local Government Association
- Association of Kootenay Boundary Local Governments
- Association of Vancouver Island and Coastal Communities, and
- Lower Mainland Local Government Association.

As well, the notice, invitation and reminder were posted on the websites for, or placed in the e-newsletters of: UBCM, Civic Info BC, the Fraser Basin Council, the Local Government Management Association, the Planning Institute of BC, and the Climate Action Toolkit's website and LinkedIn site.

The survey itself consisted of six sections (see Appendix 3). The first section asked respondents about themselves and their local government. The second section asked questions about how the local governments were faring with plan implementation, and their overall performance on the success factors.

The third section asked questions about the specific topics in their respective sustainability plans; while the next two sections asked respondents about how well or poorly implementation is going or had gone for specific topics, and the factors involved in success or challenges. The last section asked about interjurisdictional aspects.

There were 53 responses to the online survey. Of the 53, 20 participants completed the entire questionnaire. The results are presented in the following chapter.

## 3.0 RESULTS

This chapter presents the results of the online survey with local government elected officials and senior staff. While a number of trends are evident, the reader is cautioned that these results are based on 53 respondents, out of an estimated 1,000 or more elected officials and senior staff in 191 local governments across BC.

### 3.1 About the Respondents and their Local Governments

The first part of the survey was aimed at gathering basic background information about the respondents. Of the 53 respondents, 70% (37) were staff and 30% (16) were elected officials. While all but one region was represented, most of the respondents were from the Kootenays (38% or 20), followed by the Lower Mainland-South Coast (15% or 8), and the North West and North East (both with 11% or 6). Of the 53, most of them - 81% - were with a municipality, and 19% were with a regional district.

Given the large proportion of participants from the Kootenay region, small communities and rural areas were well represented. Of those with a municipality, over half have populations less than 10,000 residents. For those with a regional district, most have populations of less than 100,000 residents.

When asked if their local government has a sustainability plan, 58.5% replied 'Yes'; 28.3% replied 'No'; and 13.2% replied 'Not sure/don't know'. Of those with a plan, 38% had formally adopted it more than five years ago, with another third having adopted theirs within the past two to three years (Figures 1 and 2).



For those who responded 'No' or 'Don't know/not sure' as to whether they have a community sustainability plan, the online survey software automatically took them to another section. This section had two questions; one about the best combination of factors for successful implementation, and whether they were interested in training on these factors. These results are presented below in Section 3.2.

Figure 1. Proportion of local governments with or without a community sustainability plan

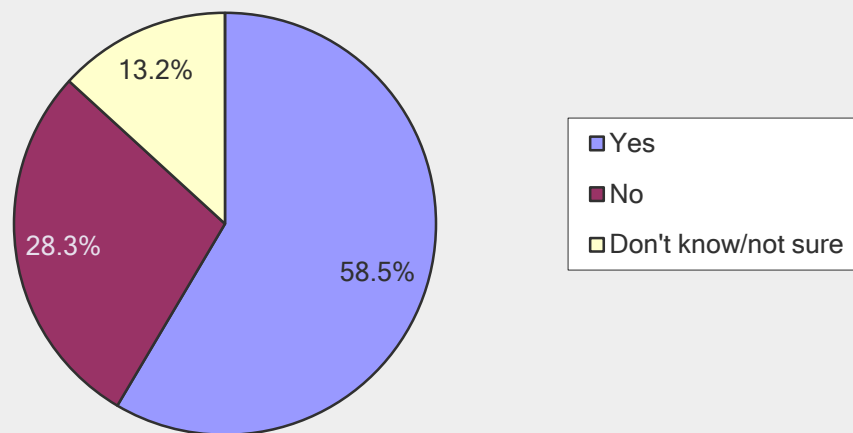
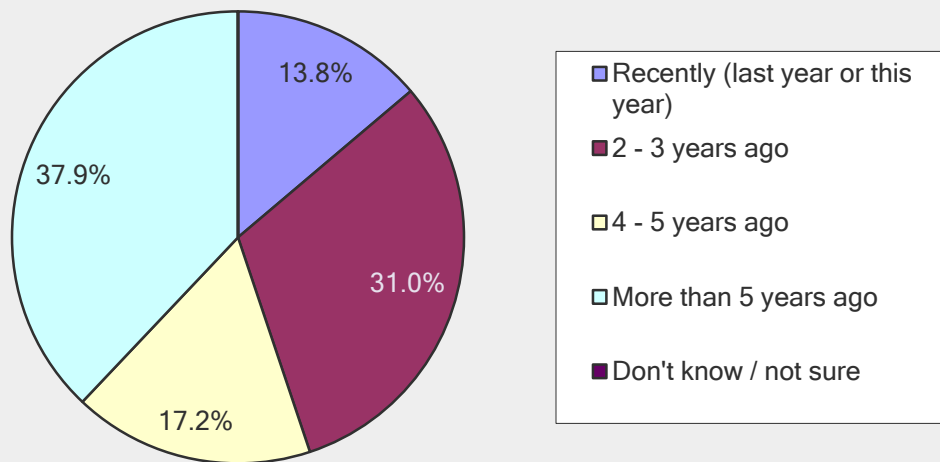


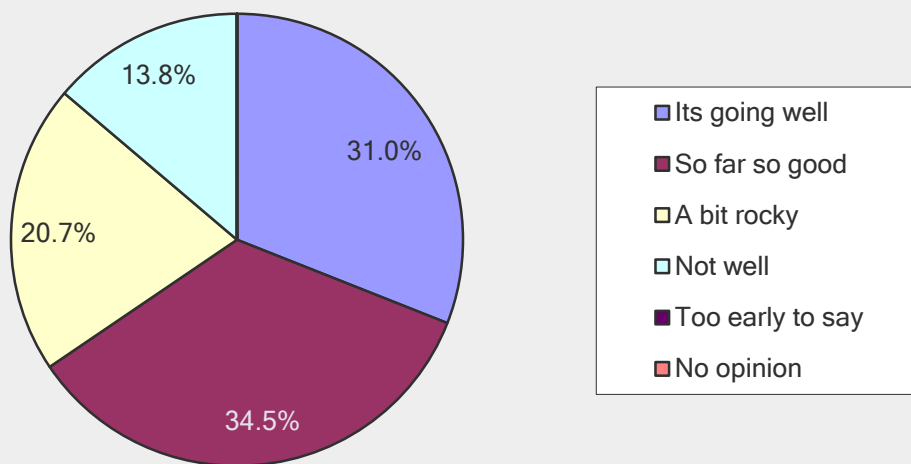


Figure 2. Timeframe since adopting the community sustainability plan



For those with a plan, it appears that implementation overall has been more positive than negative to date, with about 55% indicating that 'Its going well' or 'So far so good'; 20% indicating 'a bit rocky'; and only 14% indicating 'not well' (Figure 3).

Figure 3. Overall status of implementing the community sustainability plan



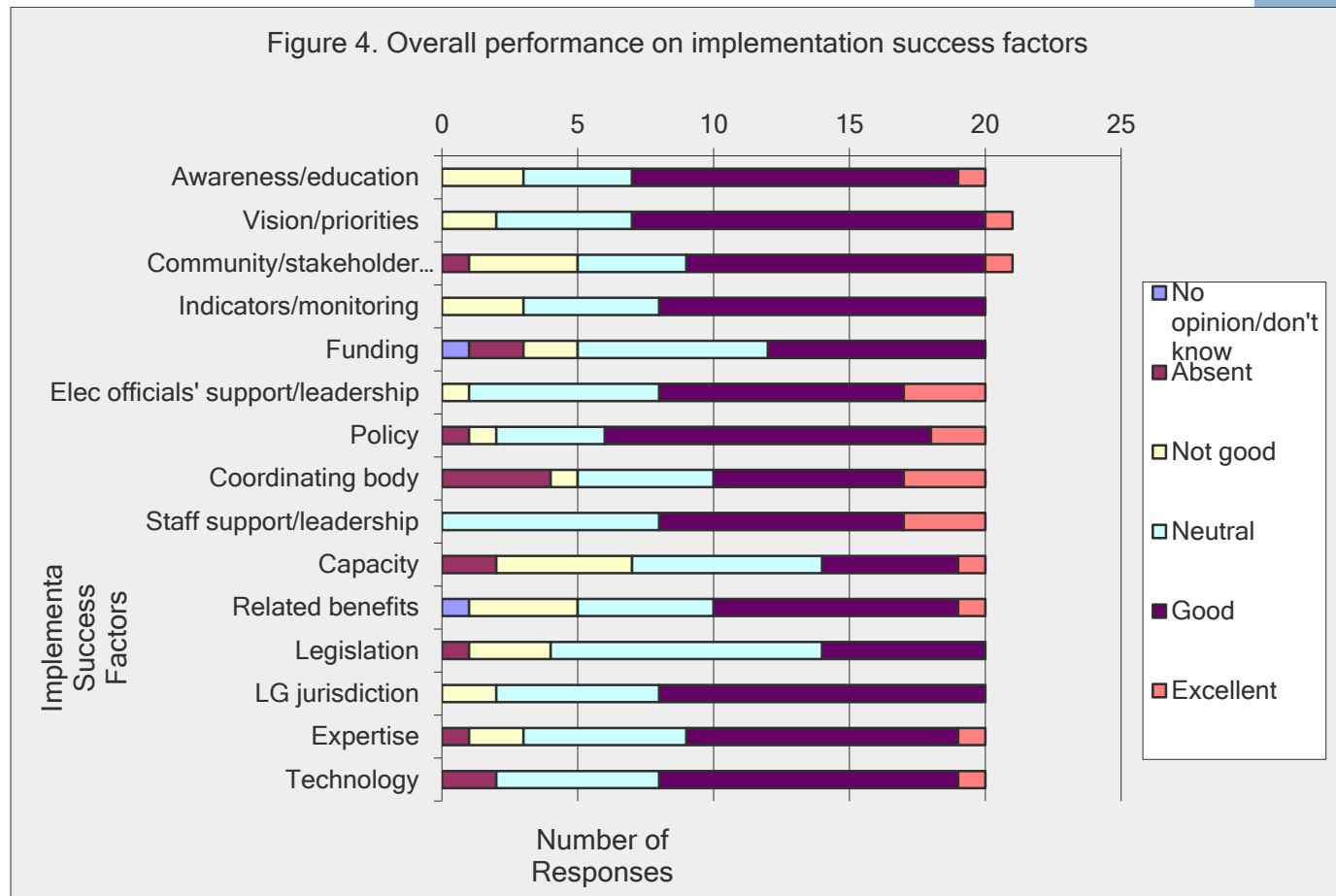
## 3.2 Factors for Successful Implementation

The second part of the survey then moved into the factors identified in the literature review, as being important to successful implementation. The survey defined each one as follows:

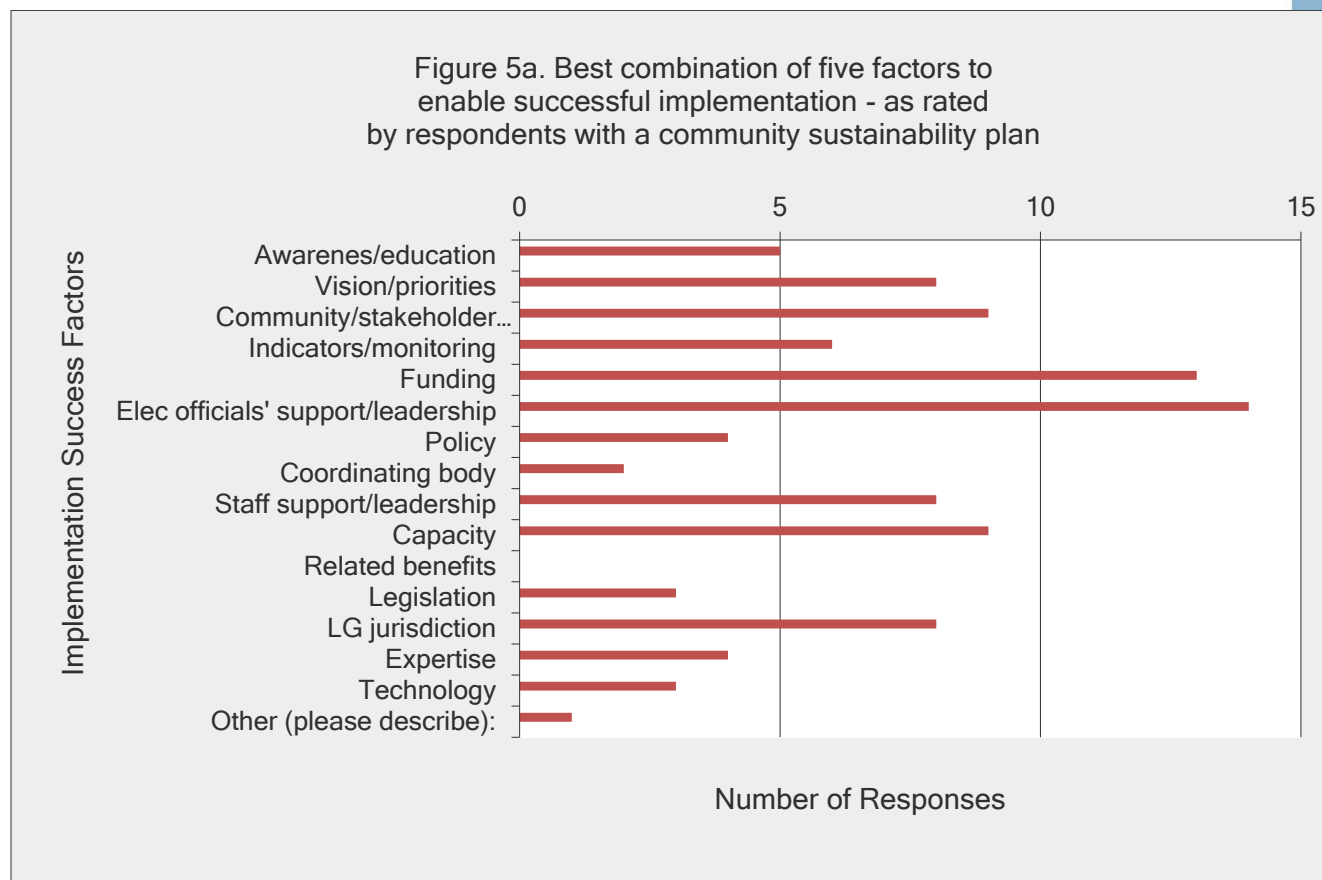
- Awareness and education - ongoing communication and engagement with residents and partner organizations
- Vision and priorities - desired outcomes and priorities defined and supported
- Community and/or stakeholder support and leadership - demonstrated support; individuals help lead the way
- Indicators and monitoring - practical system of parameters, targets, and regular reporting
- Funding - internal and/or external sources
- Elected officials' support and leadership - demonstrated support; leading the way
- Policy - new and/or revised decision-making guidelines
- Coordinating body - a group reflecting the range of interests and jurisdictions that works collaboratively
- Staff support and leadership - demonstrated support; individuals help lead the way
- Capacity - enough individuals with time, knowledge, skills and resources
- Related benefits - direct and indirect benefits of actions identified; eg. reducing GHG's also create jobs
- Legislation - provincial and/or federal legislation supports and/or requires local government action
- Local government jurisdiction - has the authority to take action
- Expertise - access to internal and/or external
- Technology - access to internal and/or external.

(The option 'Other (please describe)' was also provided.)

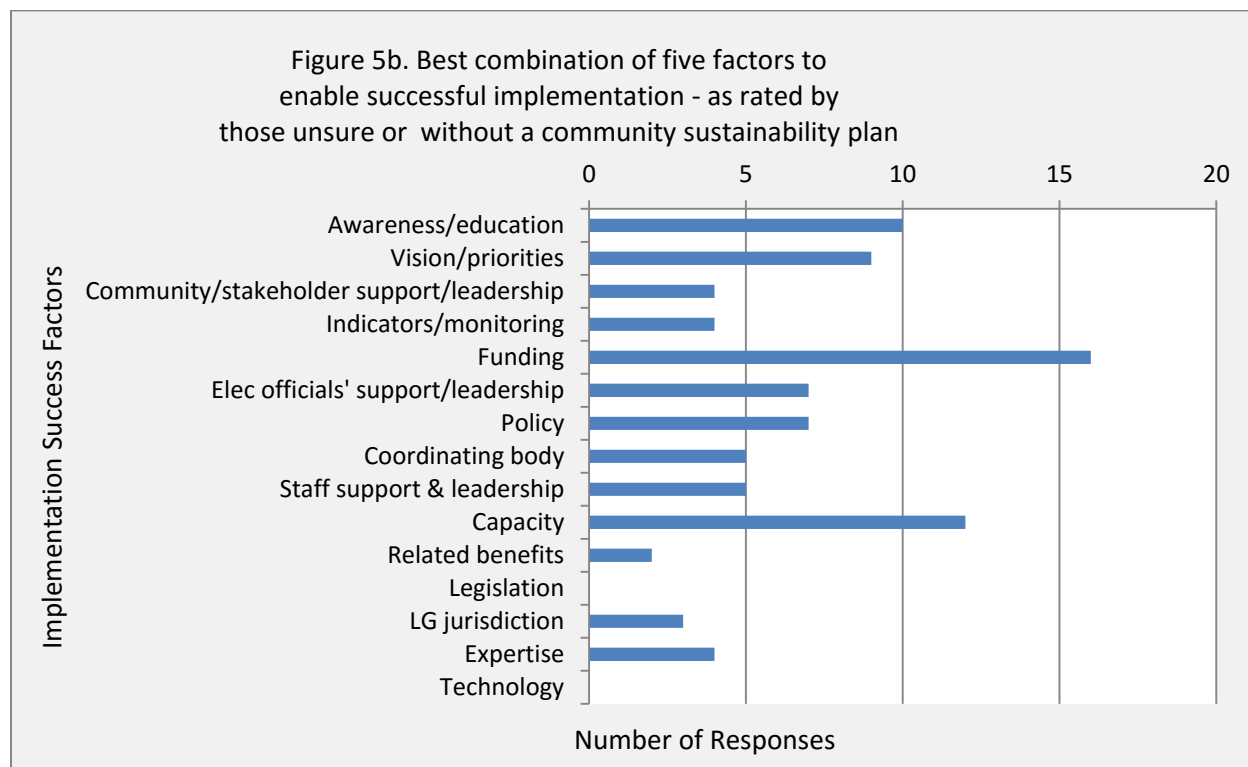
The respondents were asked to rate their local government's performance on each of the factors identified. As shown in Figure 4, local governments were rated most frequently on four factors as being 'Excellent' – 'Elected officials support and leadership', 'Staff support and leadership', 'Policy' and 'Coordinating body'. They were rated on all 15 factors as 'Good'. All the factors received a number of replies as 'Neutral'. One factor – 'Coordinating body' – received the most replies as being 'Absent', followed by 'Funding', 'Capacity' and 'Technology'.



The respondents were then asked to choose the best combination of five factors that would lead to successful implementation (Figure 5a). The top five in order were: 'Elected officials support and leadership', 'Funding', 'Community and/or stakeholder support and leadership' tied with 'Capacity', and then a three-way tie among 'Vision', 'Staff support and leadership', and 'Local government jurisdiction'.



As noted earlier, respondents who answered 'No' or 'Don't know/not sure' about having a sustainability plan, were asked two questions. For their first question, they too were asked to identify the best combination of five factors to ensure successful implementation. As shown in Figure 5b, their top five factors, in order, were: 'Funding', 'Capacity', 'Awareness and education', 'Vision and priorities', and "Elected officials support and leadership" tied with 'Policy'.



For those whose local government has a sustainability plan, the next question asked respondents, of the five factors chosen, which ones they would like help with, such as training or peer exchanges. The factor 'Funding' was by far the most important - chosen by 75%; followed by 'Capacity' selected by 45% of respondents. The third most frequently selected by 35%, was a tie between 'Policy' and 'Expertise'.

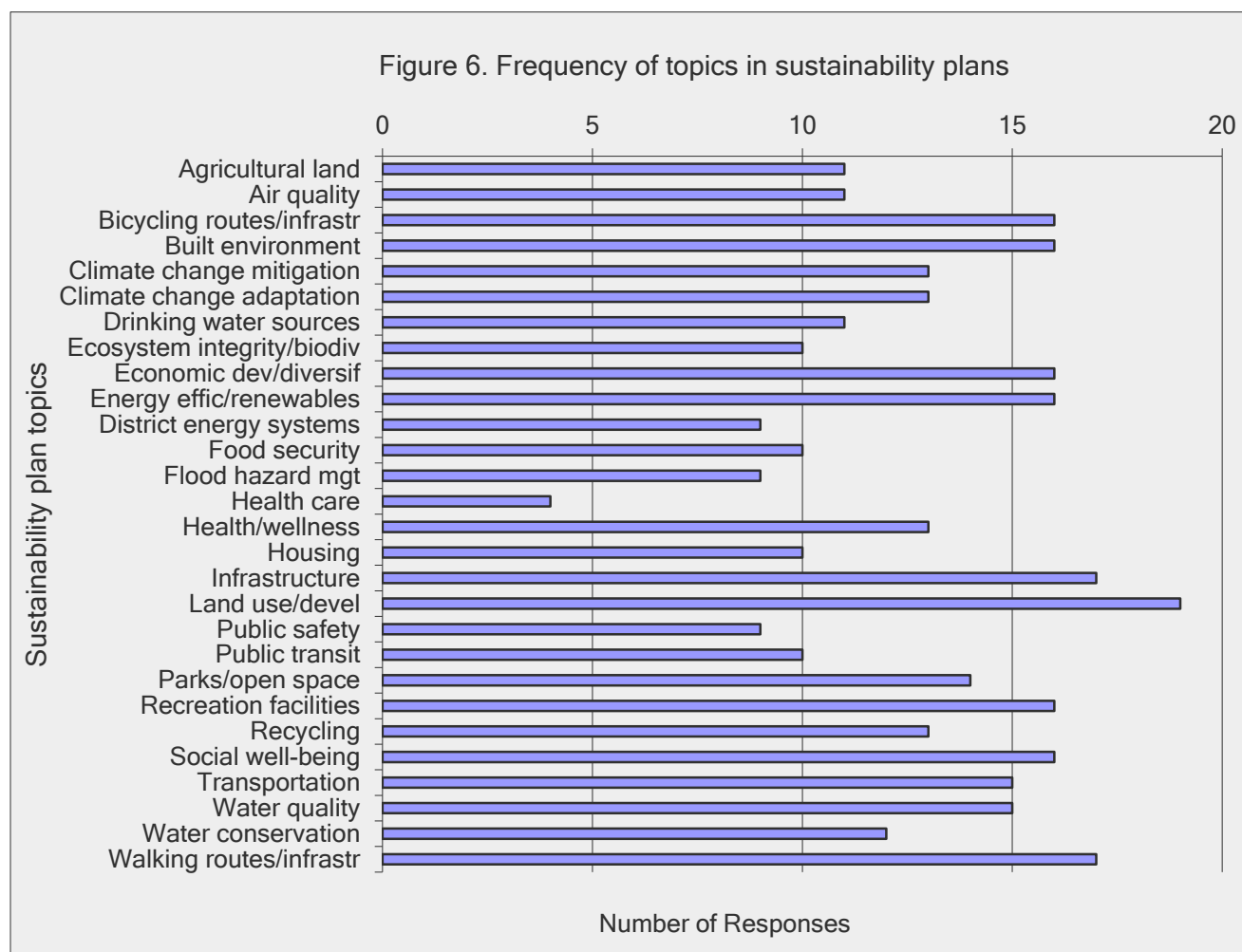
Those who had answered that their local government did **not** have a plan, or were **not sure**, were also asked in their second question, if they wished to receive help with such things as training or a peer exchange. Their choice of topics were in order: 'Funding' and 'Capacity tied for first, followed by a three-way tie among 'Vision and priorities', 'Elected officials support and leadership', and 'Policy'.

Continuing with the survey of those with a sustainability plan, the last question in this part asked if regular updates, on implementing their sustainability plans, were provided to their Council or Board. A resounding 'Yes' was indicated by 75% of the replies, and 'No' by 25%.

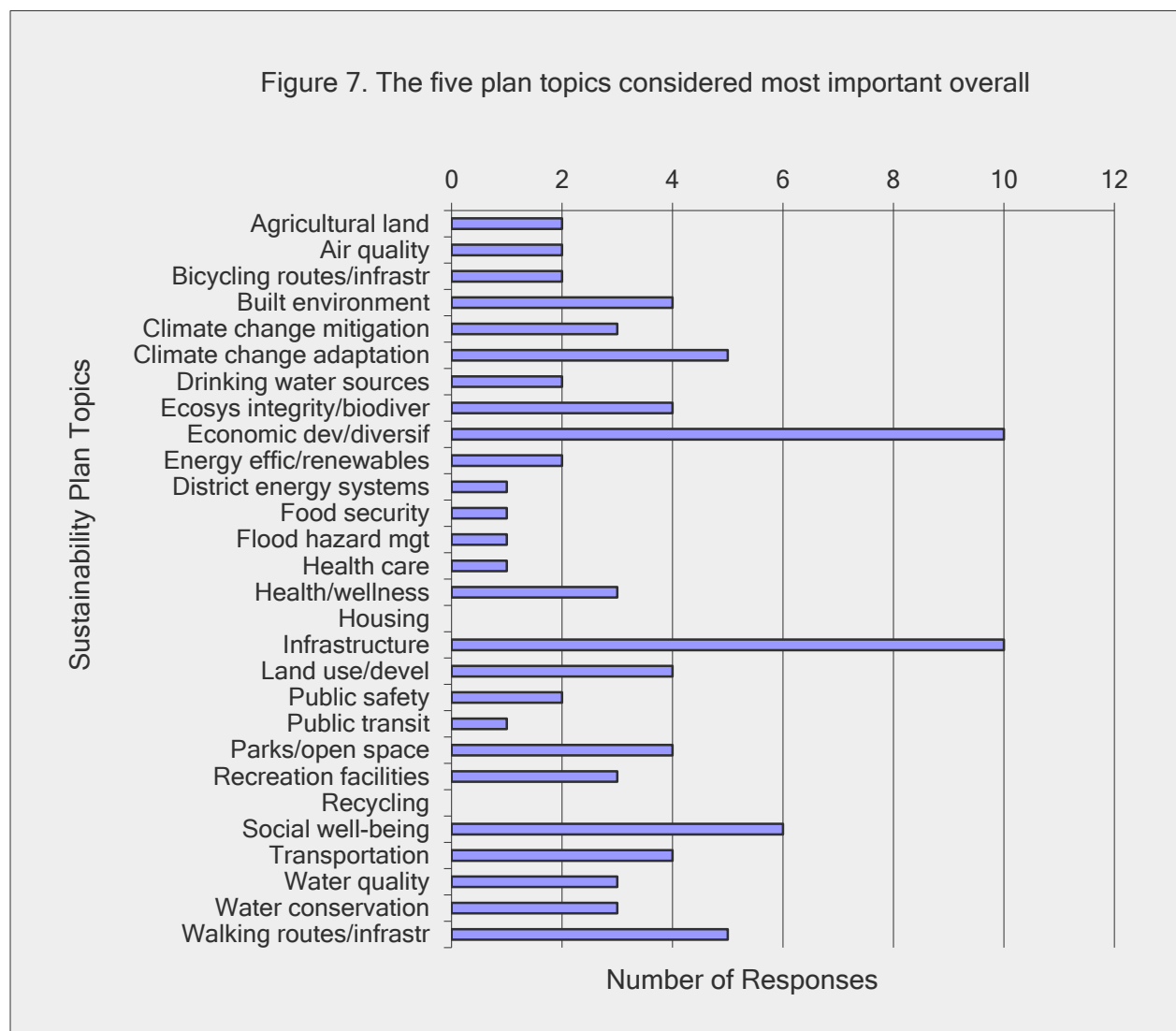
The following sections present responses from those who have a community sustainability plan.

### 3.3 Sustainability Planning Topics and Implementation

The third part of the survey focused on specific topics within the participants' community sustainability plans (see Appendix 2; the topics' names are shortened in the following graphs). As noted earlier, almost 60% or 31 respondents said yes, their local government has such a plan. They were asked to indicate which topics were included in their plan, in preparation for the subsequent parts of the survey asking about successes and challenges. As shown in Figure 6, the most common topics identified were (in order): land use and development, infrastructure, walking routes, bicycling routes, and built environment (eg, urban design, public spaces).

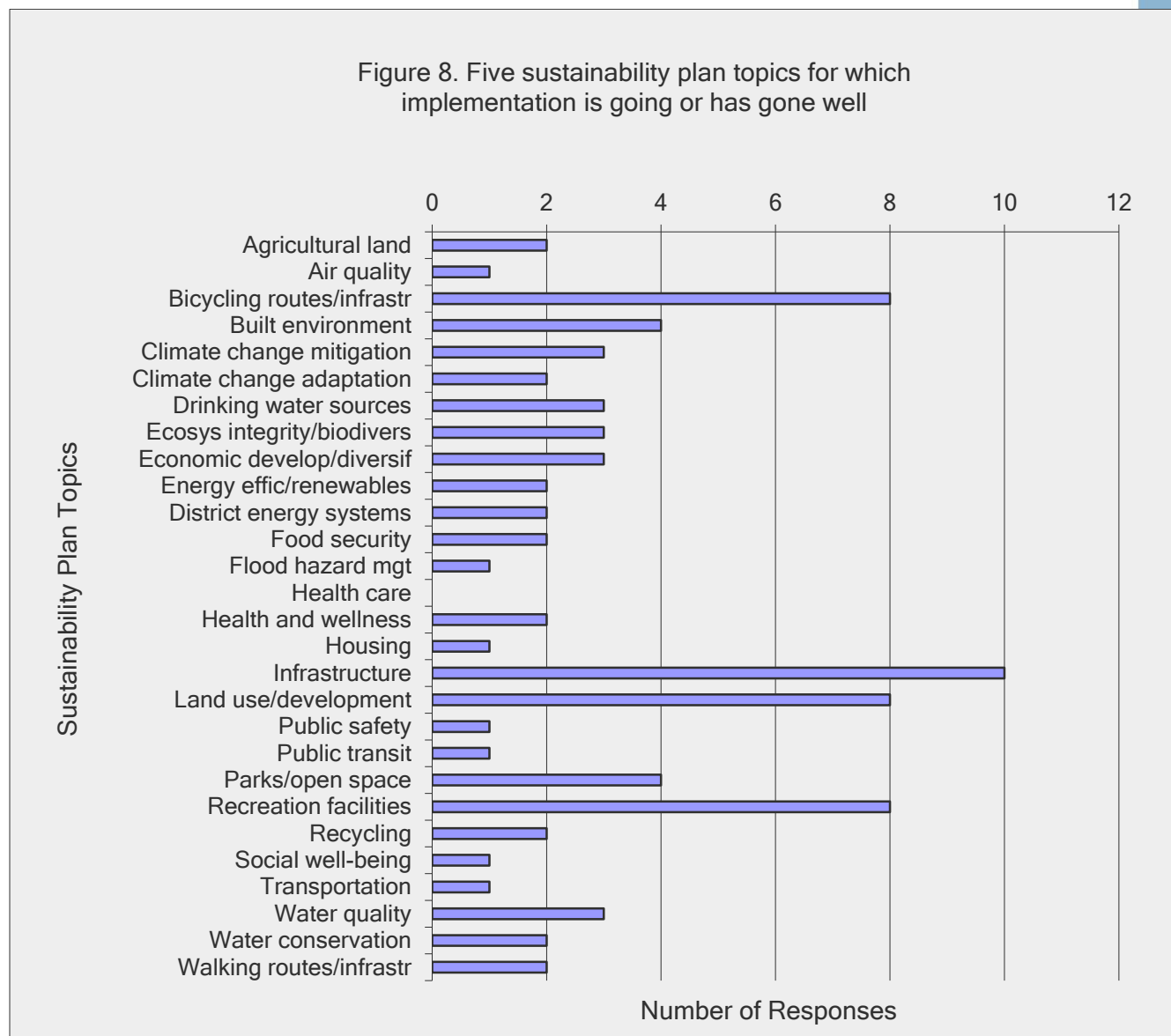


Respondents were then asked, among these same topics, to choose a maximum of five which are considered the most important. The two topics identified most frequently by far – and tied – were economic development and infrastructure (Figure 7). The next topic was social well-being, followed by climate change adaptation.



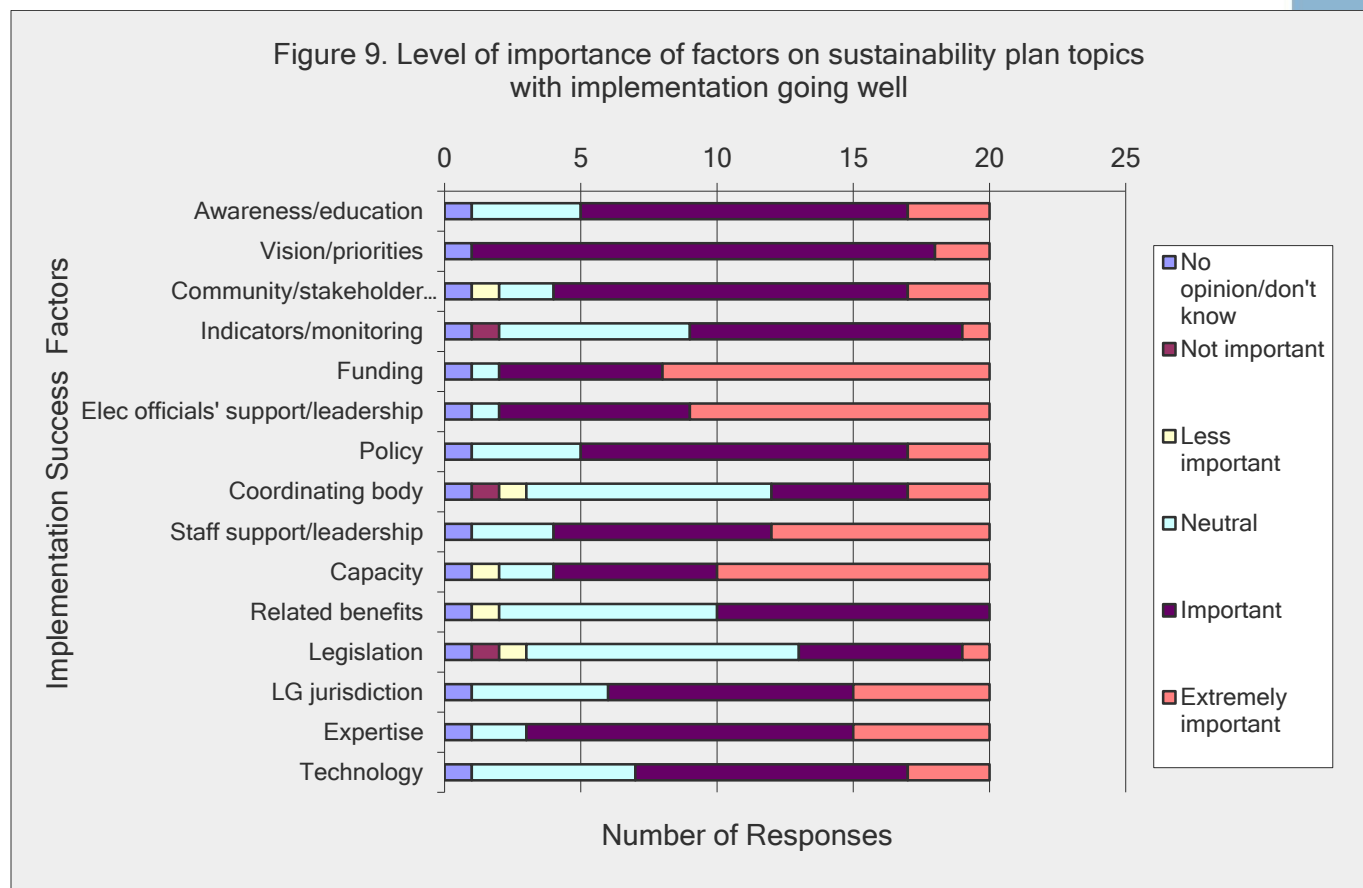
### 3.4 Success in Implementation

The next part of the survey was focused on successful implementation. Participants were asked to choose five topics, for which implementation is going well, from among the full list of topics in their sustainability plans. The topics being implemented with the most success, in order, are infrastructure, land use and development, recreation facilities, and bicycling routes (Figure 8).



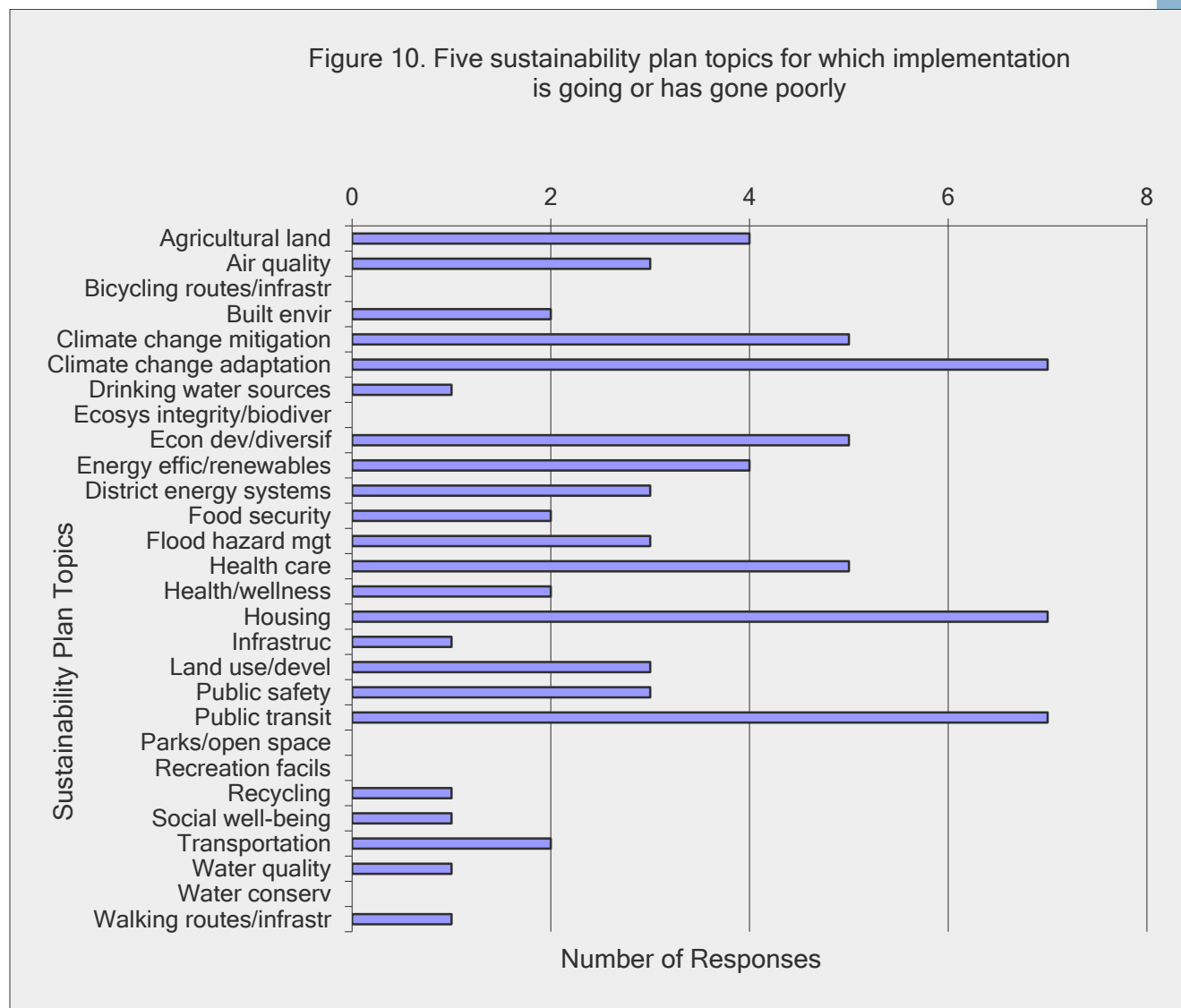
The respondents were then asked to indicate the level of importance of each of the success factors, in helping implementation to go well for their chosen plan topics. As evident in Figure 9, most of the factors were rated as 'Extremely important' and 'Important'. The factors identified most often as 'Extremely important' were 'Funding, 'Elected officials support and leadership', and 'Capacity'; followed closely by 'Staff support and leadership'. Very few factors were rated as being 'Less important' or 'Not important'.



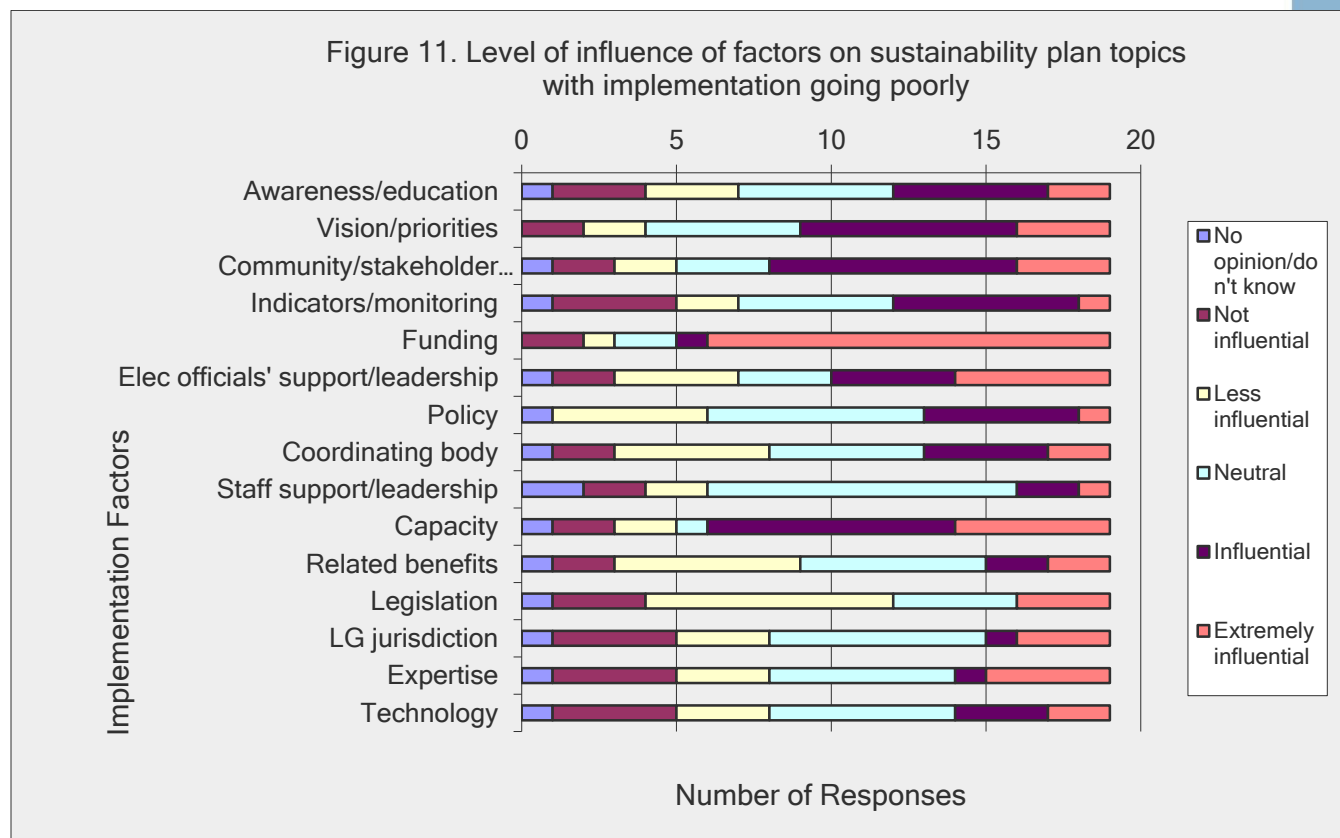


### 3.5 Challenges in Implementation

The next part of the survey asked the participants to switch their focus toward topics for which implementation was proving to be challenging or having gone poorly. Three topics were selected most frequently (tied): 'Climate adaptation', 'Housing', and 'Public transit'. The next three topics (also tied) were: 'Climate change mitigation', 'Economic development', and 'Health care services'.



As above, the participants were asked again to rate the factors related to implementation. However, this time they were asked to indicate the level of influence of these factors, in hindering or preventing implementation. Not surprisingly, 'Funding' was rated as 'Extremely influential' by more than two-thirds (68%) of the respondents (Figure 11). A distant second choice was 'Elected officials support and leadership' tied with 'Capacity' (26%). Three factors were rated as 'Influential' in hindering or preventing implementation: 'Community and/or stakeholder support and leadership', 'Capacity', and 'Vision and priorities'.



An open-ended question was next, asking respondents to share successes and challenges. The replies were similar in noting that the main challenges lie with political will, funding, capacity, and lacking jurisdiction for things such as health services and transit. One respondent noted how important it had been in receiving funding for particular projects, such as bicycling infrastructure.

### 3.6 Interjurisdictional Aspects of Implementation

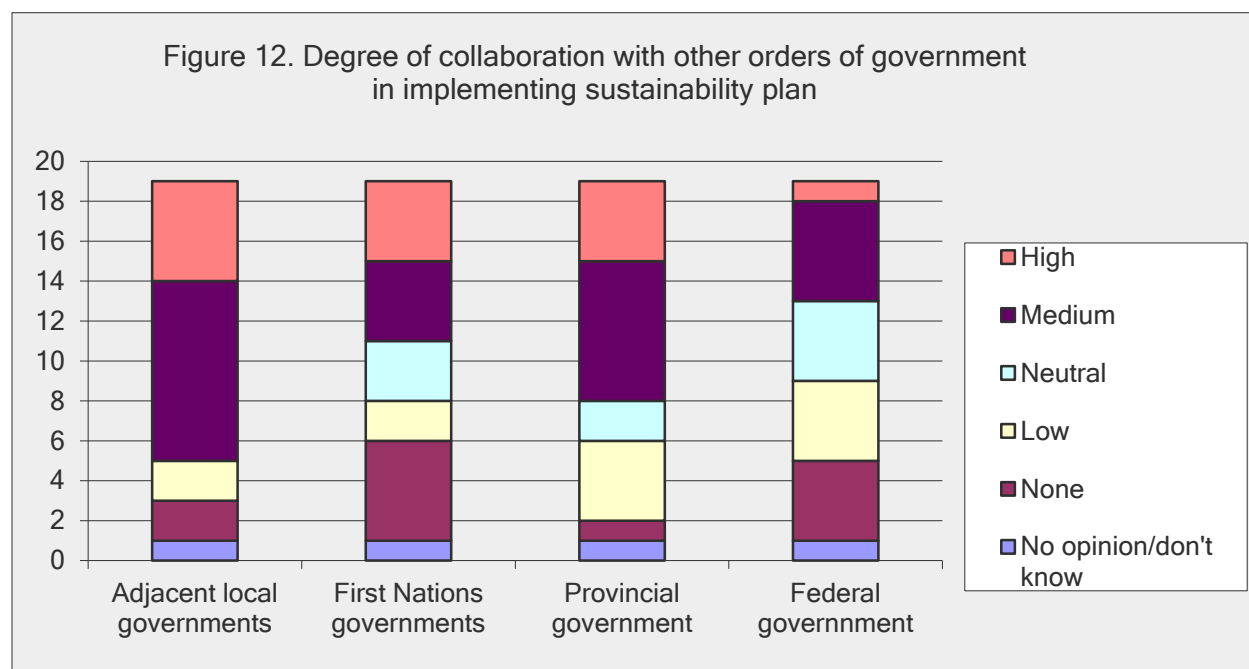
The final part of the survey turned its attention to interjurisdictional aspects of implementation. The concept of sustainability encompasses all aspects of a community – economic, social, environmental, and cultural – as well as considering future generations and the very long term, such as 50 to 100 years. Given this approach to planning at the local level, other orders of government are involved, as they hold the legislated authority or jurisdiction over these aspects. Depending on the subject, there may also be overlapping jurisdictions with local government.

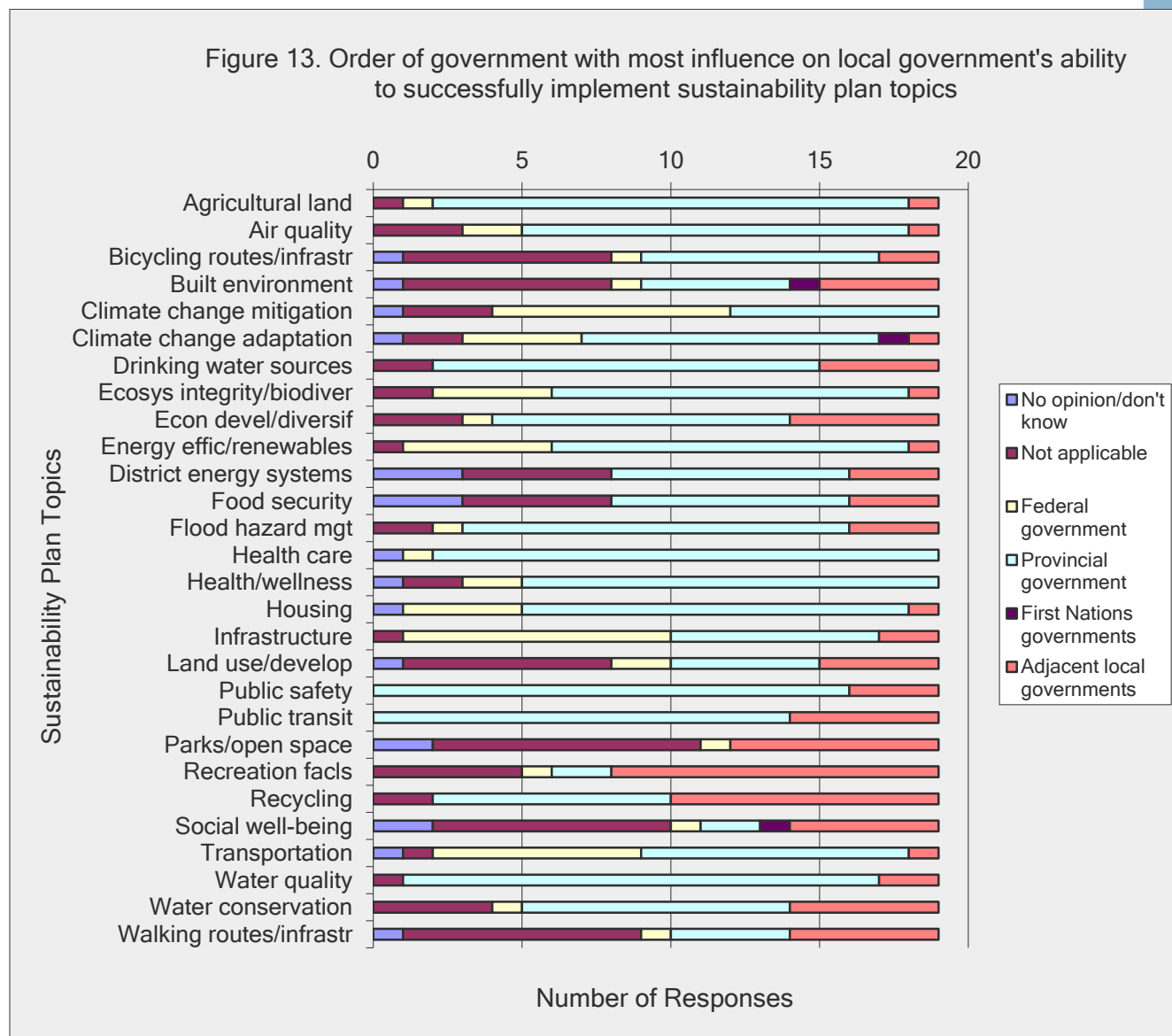
Given the inter-jurisdictional nature of becoming a sustainable community, respondents were asked to rate their level of collaboration with other jurisdictions in implementing their plans. As shown in Figure 12, collaborating with adjacent local governments was rated most frequently as 'High', followed closely by First Nations and provincial governments as also receiving high levels of collaboration. All four orders of government received ratings of 'Medium' levels of collaboration,

with adjacent local governments selected most frequently among the four orders of government. In contrast, First Nations government and the federal government were most frequently noted as 'None' regarding collaboration.

The next question asked the respondents to indicate which order of government has the most influence on their ability to successfully implement particular parts of their community sustainability plans (Figure 13). The provincial government was selected most frequently for almost all topics. Adjacent local governments were selected most frequently for recreation facilities, recycling, and parks and open space. The federal government was selected most frequently for infrastructure, climate change mitigation, and transportation. First Nations governments were not selected as having influence over the ability to implement a sustainability plan by local government. Several topics received ratings of 'Not applicable', presumably indicating that these topics are fully within the influence of the particular local government to implement.

The survey concluded with an open-ended question, asking about their successes and challenges with the interjurisdictional nature of implementing a sustainability plan. The one respondent noted that they work well with their regional district. The person also wrote that although s/he had indicated provincial for most things, it is also the federal government, because implementation is tied to funding and funding comes from the federal government.





## 4.0 DISCUSSION of RESULTS

As noted at the end of Chapter 2.0, the survey received fewer responses than anticipated. The following discussion is based on the total number of replies (53), and the total number of replies from those who fully completed the survey (20). The research project had originally intended to compare the results between municipalities and regional districts, population size, regions, and elected officials or staff, to potentially reveal significant similarities and differences. However, given the small sample size of fully completed questionnaires, any such comparisons would not be meaningful. (The participation rate is addressed below.)

### 4.1 Successes

The survey results show that funding and the support and leadership of elected officials – the two most frequently ranked as ‘Extremely important’ – are the two most important factors for enabling successful implementation of community sustainability plans. These results confirm the importance of political will and the financial resources for carrying out various projects. The next two factors most frequently ranked as ‘Extremely important’ were capacity and the support and leadership of staff. These two factors speak to the practicalities of having the human resources to organize and manage projects, as part of their daily work.

Complementing the above practicalities, having a vision and priorities was rated most frequently (85%) by respondents as ‘Important’. This finding confirms that knowing where you are heading – ie. the desired outcome - is also an essential component to successful implementation.

Looking in a bit more detail at the contents of the sustainability plans, two topics were identified as being considered the most important overall: infrastructure and economic development and diversification. In then looking at which topics were going well with implementation, infrastructure was again identified most frequently. This result - being one of two topics considered most important overall and its implementation going well - indicates that focused attention can lead to action and progress on a particular topic.

As well, there was a high degree of consistency between respondents’ rating of their local governments overall performance on factors important to implementation (Figure 4), with their ratings of how important the factors were when implementation is going well for particular plan topics (Figure 9). One factor – ‘Elected officials support and leadership’ – was rated most frequently in both, as ‘Excellent’ and ‘Extremely important’. Of the remaining factors, many were rated in both as ‘Good’ and ‘Important’. These results indicate that local governments are generally doing well with the factors they see as important to implementing their plans.

### 4.2 Challenges

The responses to identifying the factors that hinder or prevent implementation tend to mirror those that enable success. Not surprisingly, funding - ie. the lack thereof - received the most

responses by a large margin, as being highly influential. The next two factors that were rated the same were the support and leadership of elected officials, and capacity. Another three factors - capacity, community and stakeholder support and leadership, and vision and priorities – were also selected as having influence in hindering or preventing implementation. These elements present barriers to making progress when they are not present. The results support the practicalities as noted above; progress is difficult in the absence of leadership, financial and human resources.

In again looking at the contents of the sustainability plans, the next most frequently identified topics rated as being the most important include social well-being, climate change adaptation, and walking routes and infrastructure. However, climate change adaptation was also one of three topics identified most frequently for implementation going poorly, tied with housing and public transit. This result indicates that although something may be considered more important than others, challenges in implementation can still occur. Even though practical matters such as a lack of funding and capacity hinder implementation, topics such as climate change adaptation may appear to be overwhelming in their complexity and relative newness in the list of things needing local governments' attention.

#### 4.3 Interjurisdictional Aspects

As discussed earlier, the nature of sustainability planning requires a greater level of cooperation among orders of government, in applying this concept at the local level, compared to more typical land use planning. A positive finding, respondents indicated that collaboration does occur, specifically with adjacent local governments, the provincial government, and First Nations government. It is encouraging to see the degree of collaboration noted with First Nations governments, given the recent work by the national Truth and Reconciliation Commission, ongoing treaty negotiations, and agreements and Memoranda of Understanding among the various governments. However, a similar number of responses indicated 'none' regarding collaboration with First Nations, suggesting that ongoing support and resources are needed to initiate and continue the development of working relationships, between local and First Nation governments across the province.

Lastly, the connection between the local and federal governments appears to need further discussion regarding implementation. The federal government has played an important role since 2005, in funding local governments in BC and across Canada, through the Gas Tax Agreement. For the past decade, the Agreement has provided ongoing annual funding to help local governments deal with sustainability challenges such as climate change, public transportation, air quality, and water quality. While the funding is important to successful implementation, the responses indicating that there is less collaboration with the federal government may indicate two things.

First, there was a high rate of participation in the survey by local governments from the Kootenay region, which is in the south-easternmost corner of BC. Logically, these communities would not be dealing with items such as local marine environments or ports, which are federal responsibilities.



Second, particularly for communities on the coast, there is the 'hands-on' aspect of project implementation, where cooperation between local and federal governments would make practical sense. Many of BC's coastal cities are obviously affected by things such as the management of the marine environment, major ports and international airports. However, inland communities throughout BC may have national railways running through them, be located along rivers that have migratory fish populations, and/or be near or adjacent to national parks.

#### 4.4 Research Project Results Compared with the Literature

Keeping in mind the small number of responses in this project, it may be useful to compare these results to those from the literature review. As presented earlier (Section 2.1), the literature review found a good level of consistency in identifying the factors important to successful implementation of community sustainability plans in BC and across the country. The numbers in brackets in the list below refer to the number of papers containing the factor, rather than a rating given by the local individuals involved in the various studies, as to the factors' importance. However for the purposes of this analysis, the number of times a success factor was included among the papers is taken as an indicator of the relative importance these factors are to community leaders across Canada, as they implement their local sustainability plans.

Table 1 below compares the literature review findings to the results of this survey, listing the factors from more important to less important for successful implementation. The list of factors by order of importance from the research project is based on the responses to Q.10, which asks participants to identify the best combination of five factors for successful implementation. A comparison based on the ranking of the exact numbers is not possible. However, what is do-able and potentially useful is looking at how the factors' rankings are clustered in roughly three groups, indicating more, moderate and less importance. For example factors such as funding and community/stakeholder support and leadership are in the medium to high ranking group in both lists; while legislation, technology and expertise were similarly ranked as being of low importance in both lists.

In contrast, some factors were ranked quite differently. In the literature review, awareness and education were among the most important, while the survey results indicate a ranking of moderate to less importance. Another example, the literature indicates a coordinating body as having moderate importance, while the survey indicates that a coordinating body is of less importance.

One possible reason for the differences is that the studies from the literature may have included residents and community organizations, while this research involved only local government staff and elected officials. Given that funding and elected officials support and leadership were the most highly ranked success factors in this survey, reflects the practical approach and responsibilities carried by staff and officials in implementing the plans.



Literature Review	No.	Research Project	No.
Awareness and education	16	Elected officials' support/leadership	14
Vision and priorities	16	Funding	13
Community/stakeholder support and leadership	15	Community/stakeholder support and leadership	9
Indicators and monitoring	13	Capacity	9
Funding	12	Staff support and leadership	8
Elected officials' support and leadership	12	Vision and priorities	8
Policy	10	Local government jurisdiction	8
Coordinating body	10	Indicators and monitoring	6
Staff support and leadership	9	Awareness and education	5
Capacity	7	Policy	4
Related benefits	6	Expertise	4
Legislation	3	Legislation	3
Local government jurisdiction	3	Technology	3
Expertise	2	Coordinating body	2
Technology	2	Related benefits	0

**Table 1.** Relative Importance of Implementation Success Factors – Comparison of Literature Review Findings and Research Project Results

## 4.5 Response Rate

It is difficult to determine why the response rate to the online survey was less than anticipated; ie. 53 people out of a possible 1000 or more total elected officials and staff from 191 local governments across BC. Some possible reasons are:

- survey 'fatigue' – continuously receiving invitations for surveys on any number of topics
- timing – local governments use the calendar year for financial reporting, and may have been preparing for annual audits in the spring
- workloads – both staff and elected officials having too many demands on their time and energy
- relevancy – the research topic may not have been considered to be as important or relevant as other topics.

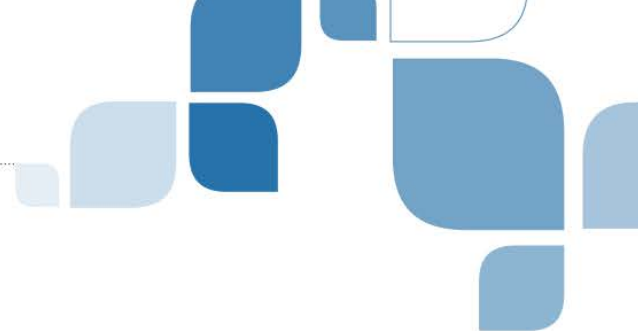
## 5.0 CONCLUSIONS

Although the participation rate in the survey was less than anticipated, the results provide some indication of the relative importance of various factors for successfully implementing community sustainability plans. Local governments in BC should try to have the following elements in place, to enable successful implementation:

- funding
- support and leadership from elected officials
- support and leadership from the community and stakeholders
- capacity
- support and leadership from staff
- vision and priorities, and
- local jurisdiction.

The optimal combination for BC's local governments and their communities, for making progress in becoming sustainable, may best be summarized as:

- having everyone on board – elected officials, staff, residents, community leaders, and partner agencies
- knowing where you are headed, and
- having the financial and human resources to get there.



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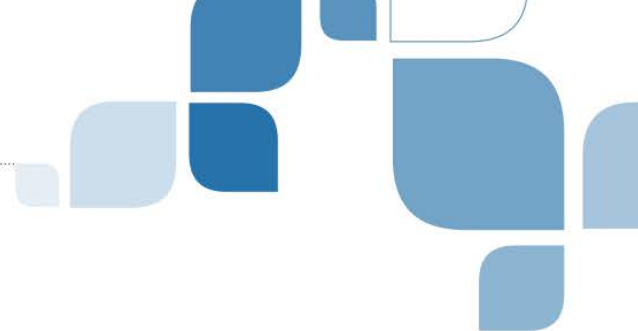
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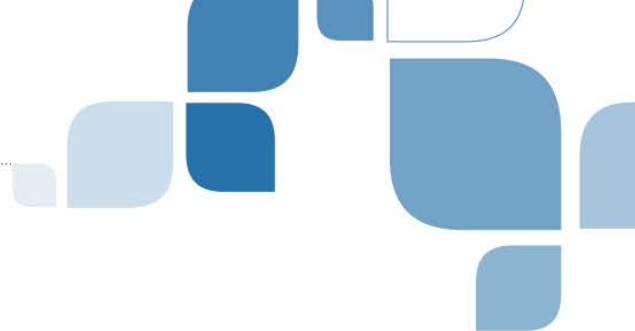
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## APPENDIX 2. List of Sustainability Plan Topics Used in the Online Survey

Agricultural land  
Air quality  
Bicycling routes/infrastructure  
Built environment (buildings, urban design, public spaces)  
Climate change mitigation  
Climate change adaptation  
Drinking water sources  
Ecosystem integrity including biodiversity  
Economic development/diversification  
Energy efficiency/renewable energy  
District energy systems  
Food security  
Flood hazard management  
Health care services  
Health and wellness  
Housing  
Infrastructure (roads, water, sewer, storm water, solid waste)  
Land use and development (may include urban/rural sprawl)  
Public safety (police, fire, emergency preparedness)  
Public transit  
Parks and open space  
Recreation facilities (indoor/outdoor)  
Recycling  
Social well-being (eg. volunteerism, community spirit, sense of belonging)  
Transportation (road, rail, air, marine)  
Water quality (surface, ground)  
Water conservation  
Walking routes/infrastructure  
Other - please specify:



## **APPENDIX 3.** Questionnaire from the Online Survey





## Implementation of Community Sustainability Plans in BC

### IMPLEMENTING COMMUNITY SUSTAINABILITY PLANS in BC

#### INTRODUCTION

With the 2005 federal Gas Tax Agreement, BC's local governments were required to apply the Integrated Community Sustainability Planning (ICSP) principles to local planning, in return for receiving their per capita funding. Having met the Agreement's requirement in the years following, BC's local governments are at various but largely unknown stages of implementation. What is the status of implementation in BC? What is going well? What are the challenges in attempting to implement such comprehensive plans for the first time at the local level?

Your participation in this survey will help discover how well implementation is proceeding, what factors underlie successful implementation of plans, and where the challenges and perhaps even failures, persist. The final report is expected to reveal the status of implementation, along with practical recommendations for local governments across BC.

For the purposes of this research project, 'implementation' is defined as: a local government putting into effect or action its community sustainability plan, which includes the preparation of subsequent plans, policies, and/or bylaws; initiating programs; and/or constructing physical works.

As well, the phrase 'community sustainability plan' includes an integrated community sustainability plan, an official (sustainable) community plan, a sustainability charter, policies, and/or related strategies and plans that contribute to community sustainability.

#### Directions

The survey takes approximately 20 minutes to complete. Your answers will be confidential; there is no way to track your identity.

Thank you for participating. The results of the research will be presented in a final report by summer 2016, and shared with BC's local governments and related organizations. Our thanks to the Real Estate Foundation of BC for its support.



## Implementation of Community Sustainability Plans in BC

### PART 1. About your local government and you

\* 1. Are you an elected official or a staff person?

- ☐ Elected official
- ☐ Staff person

\* 2. In which region of the province is your local government located?

- ☐ Lower Mainland - South Coast
- ☐ South Vancouver Island
- ☐ Mid to North Vancouver Island - Mid Coast
- ☐ North Coast - Haida Gwaii
- ☐ North West
- ☐ Northern Interior
- ☐ North East
- ☐ Cariboo-Central Interior
- ☐ Thompson - Okanagan
- ☐ Kootenays

\* 3. Are you with a municipality or a regional district?

- ☐ Municipality
- ☐ Regional District

\* 4. Please check the category which best indicates your municipality's population, as of the 2011 Census:

- ☐ Not applicable - I'm with a regional district.
- ☐ Less than 1,999
- ☐ 2,000 to 9,999
- ☐ 10,000 to 24,999
- ☐ 25,000 to 49,999
- ☐ 50,000 to 99,999
- ☐ 100,000 to 199,999
- ☐ More than 200,000

\* 5. Please check the category which best indicates your regional district's population (including your member municipalities), as of the 2011 Census:

- ☐ Not applicable - I'm with a municipality.
- ☐ Less than 49,999
- ☐ 50,000 to 99,999
- ☐ 100,000 to 199,999
- ☐ 200,000 to 299,999
- ☐ More than 300,000

\* 6. In answering Q. 6, please remember that for the purposes of this research project, 'community sustainability plan' includes an integrated community sustainability plan, an official (sustainable) community plan, a sustainability charter, policies, and/or related strategies and plans that contribute to community sustainability.

Does your local government have a community sustainability plan?

- ☐ Yes
- ☐ No
- ☐ Don't know/not sure



## Implementation of Community Sustainability Plans in BC

### PART 1 continued

\* 7. Approximately when did your local government formally adopt your community sustainability plan?

- ☐ Recently (last year or this year)
- ☐ 2 - 3 years ago
- ☐ 4 - 5 years ago
- ☐ More than 5 years ago
- ☐ Don't know / not sure

\* 8. Generally speaking, how would you rate your local government overall on implementing your community sustainability plan?

- ☐ Its going well
- ☐ So far so good
- ☐ A bit rocky
- ☐ Not well
- ☐ Too early to say
- ☐ No opinion

**Implementation of Community Sustainability Plans in BC****PART 2. Factors Important to Implementation**

**Research done elsewhere in Canada shows that there are a number of factors that are important for successful implementation of community sustainability and related plans.**

\* 9. In implementing your sustainability plan, how would you rate your local government's overall performance on each of the following factors?

	Excellent	Good	Neutral	Not good	Absent	No opinion/don't know
Awareness and education (ongoing communication and engagement with residents and partner organizations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision and priorities (desired outcomes and priorities defined and supported)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indicators and monitoring (practical system of parameters, targets, and regular reporting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding (internal and external sources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected officials' support and leadership (demonstrated support; help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy (new and/or revised decision-making guidelines)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Excellent	Good	Neutral	Not good	Absent	No opinion/don't know
Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff support and leadership (demonstrated support; individuals help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity (enough individuals with time, knowledge, skills, resources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also creates jobs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legislation (provincial and/or federal legislation supports and/or requires local government action)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local government jurisdiction (local government has authority to take action)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise (access to internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology (access to internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe):	<div></div>					

\* 10. Based on your experience, what is the best combination of these factors to enable successful implementation? Choose up to five (5) maximum.

- ☐ Awareness and education (ongoing communication and engagement with residents and partner organizations)
- ☐ Vision and priorities (desired outcomes and priorities defined and supported)
- ☐ Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)
- ☐ Indicators and monitoring (practical system of parameters, targets, and regular reporting)
- ☐ Funding (internal and/or external sources)
- ☐ Elected officials' support and leadership (demonstrated support; leading the way)
- ☐ Policy (new and/or revised decision-making guidelines)
- ☐ Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)
- ☐ Staff support and leadership (demonstrated support; individuals help lead the way)
- ☐ Capacity (enough individuals with time, knowledge, skills and resources)
- ☐ Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also create jobs)
- ☐ Legislation (provincial and/or federal legislation supports and/or requires local government action)
- ☐ Local government jurisdiction (has the authority to take action)
- ☐ Expertise (access to internal and/or external)
- ☐ Technology (access to internal and/or external)

Other (please describe):

\* 11. Considering these same factors, which ones would you like help with (eg. 'how to' training, information sources, peer exchanges)? Choose up to five (5) maximum.

- ☐ Awareness and education (ongoing communication and engagement with residents and partner organizations)
- ☐ Vision and priorities (desired outcomes and priorities defined and supported)
- ☐ Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)
- ☐ Indicators and monitoring (practical system of parameters, targets, and regular reporting)
- ☐ Funding (internal and/or external sources)
- ☐ Elected officials' support and leadership (demonstrated support; leading the way)
- ☐ Policy (new and/or revised decision-making guidelines)
- ☐ Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)
- ☐ Staff support and leadership (demonstrated support; individuals help lead the way)
- ☐ Capacity (enough individuals with time, knowledge, skills and resources)
- ☐ Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also creates jobs)
- ☐ Legislation (provincial and/or federal legislation supports and/or requires local government action)
- ☐ Local government jurisdiction (has the authority to take action)
- ☐ Expertise (access to internal and/or external)
- ☐ Technology (access to internal and/or external)

Other (please describe):

\* 12. Are progress reports on implementation provided to your Council or Board on a regular basis?

- ☐ Yes
- ☐ No
- ☐ Don't know / not sure





Fraser Basin Council



Smart Planning  
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## Implementation of Community Sustainability Plans in BC

### PART 3. Sustainability Planning Topics and Implementation

\* 13. Which of the following topics is part of your sustainability plan? Please choose as many as apply.

- ☐ Agricultural land
- ☐ Air quality
- ☐ Bicycling routes/infrastructure
- ☐ Built environment (buildings, urban design, public spaces)
- ☐ Climate change mitigation
- ☐ Climate change adaptation
- ☐ Drinking water sources
- ☐ Ecosystem integrity including biodiversity
- ☐ Economic development/diversification
- ☐ Energy efficiency/renewable energy
- ☐ District energy systems
- ☐ Food security
- ☐ Flood hazard management
- ☐ Health care services
- ☐ Health and wellness
- ☐ Housing
- ☐ Infrastructure (roads, water, sewer, storm water, solid waste)
- ☐ Land use and development (may include urban/rural sprawl)
- ☐ Public safety (police, fire, emergency preparedness)
- ☐ Public transit
- ☐ Parks and open space
- ☐ Recreation facilities (indoor, outdoor)
- ☐ Recycling
- ☐ Social well-being (eg. volunteerism, community spirit, sense of belonging)
- ☐ Transportation (road, rail, air, marine)
- ☐ Water quality (surface and ground)
- ☐ Water conservation
- ☐ Walking routes/infrastructure

Other (please describe):

\* 14. Based on the same topics, which of them are considered to be the most important overall? Please choose up to five (5) maximum.

- ☐ Agricultural land
- ☐ Air quality
- ☐ Bicycling routes/infrastructure
- ☐ Built environment (buildings, urban design, public spaces)
- ☐ Climate change mitigation
- ☐ Climate change adaptation
- ☐ Drinking water sources
- ☐ Ecosystem integrity including biodiversity
- ☐ Economic development/diversification
- ☐ Energy efficiency/renewable energy
- ☐ District energy systems
- ☐ Food security
- ☐ Flood hazard management
- ☐ Health care services
- ☐ Health and wellness
- ☐ Housing
- ☐ Infrastructure (roads, water, sewer, storm water, solid waste)
- ☐ Land use and development (may include urban/rural sprawl)
- ☐ Public safety (police, fire, emergency preparedness)
- ☐ Public transit
- ☐ Parks and open space
- ☐ Recreation facilities (indoor, outdoor)
- ☐ Recycling
- ☐ Social well-being (eg. volunteerism, community spirit, sense of belonging)
- ☐ Transportation (road, rail, air, marine)
- ☐ Water quality (surface and ground)
- ☐ Water conservation
- ☐ Walking routes/infrastructure

Other (please describe):





## Implementation of Community Sustainability Plans in BC

### PART 4. Success in Implementation

\* 15. Thinking about the topics in your sustainability plan, please indicate the topics for which implementation is going or has gone well. Please choose up to five (5) maximum.

- ☐ Agricultural land
- ☐ Air quality
- ☐ Bicycling routes/infrastructure
- ☐ Built environment (buildings, urban design, public spaces)
- ☐ Climate change mitigation
- ☐ Climate change adaptation
- ☐ Drinking water sources
- ☐ Ecosystem integrity including biodiversity
- ☐ Economic development/diversification
- ☐ Energy efficiency/renewable energy
- ☐ District energy systems
- ☐ Food security
- ☐ Flood hazard management
- ☐ Health care services
- ☐ Health and wellness
- ☐ Housing
- ☐ Infrastructure (roads, water, sewer, storm water, solid waste)
- ☐ Land use and development (may include urban/rural sprawl)
- ☐ Public safety (police, fire, emergency preparedness)
- ☐ Public transit
- ☐ Parks and open space
- ☐ Recreation facilities (indoor, outdoor)

- ☐ Recycling
- ☐ Social well-being (eg. volunteerism, community spirit, sense of belonging)
- ☐ Transportation (road, rail, air, marine)
- ☐ Water quality (surface and ground)
- ☐ Water conservation
- ☐ Walking routes/infrastructure

Other (please describe):

\* 16. Thinking about the five maximum topics selected above, for which implementation has gone or is going well, please rate how important the following factors have been in enabling successful implementation.

	Extremely important	Important	Neutral	Less important	Not important	No opinion/don't know
Awareness and education (ongoing communication and engagement with residents and partner organizations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision and priorities (desired outcomes and priorities defined and supported)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indicators and monitoring (practical system of parameters, targets, and regular reporting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding (internal and/or external sources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected officials' support and leadership (demonstrated support; help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy (new and/or revised decision-making guidelines)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Extremely important	Important	Neutral	Less important	Not important	No opinion/don't know
Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff support and leadership (demonstrated support; individuals help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity (enough individuals with time, knowledge, skills, resources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also creates jobs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legislation (provincial and/or federal legislation supports and/or requires local government action)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local government jurisdiction (has authority to take action)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise (access to internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology (access to internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe):	<div></div>					



## Implementation of Community Sustainability Plans in BC

### PART 5. Challenges in Implementation

\* 17. Thinking about the topics in your sustainability plan, please indicate the topics for which implementation is going or has gone poorly. Please choose up to five (5) maximum.

- ☐ Agricultural land
- ☐ Air quality
- ☐ Bicycling routes/infrastructure
- ☐ Built environment (buildings, urban design, public spaces)
- ☐ Climate change mitigation
- ☐ Climate change adaptation
- ☐ Drinking water sources
- ☐ Ecosystem integrity including biodiversity
- ☐ Economic development/diversification
- ☐ Energy efficiency/renewable energy
- ☐ District energy systems
- ☐ Food security
- ☐ Flood hazard management
- ☐ Health care services
- ☐ Health and wellness
- ☐ Housing
- ☐ Infrastructure (roads, water, sewer, storm water, solid waste)
- ☐ Land use and development (may include urban/rural sprawl)
- ☐ Public safety (police, fire, emergency preparedness)
- ☐ Public transit
- ☐ Parks and open space
- ☐ Recreation facilities (indoor, outdoor)



- ☐ Recycling
- ☐ Social well-being (eg. volunteerism, community spirit, sense of community)
- ☐ Transportation (road, rail, air, marine)
- ☐ Water quality (surface and ground)
- ☐ Water conservation
- ☐ Walking routes/infrastructure

Other (please describe):

\* 18. Thinking about the five maximum topics selected above, for which implementation is going or has gone poorly, please rate how influential the following factors have been in hindering or preventing implementation.

	Extremely influential	Influential	Neutral	Less influential	Not influential	No opinion/don't know
Awareness and education (ongoing communication and engagement with residents and partner organizations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision and priorities (desired outcomes and priorities defined and supported)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indicators and monitoring (practical system of parameters, targets, and regular reporting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding (internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected officials' support and leadership (demonstrated support; help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy (new and/or revised decision-making guidelines)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Extremely influential	Influential	Neutral	Less influential	Not influential	No opinion/don't know
Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff support and leadership (demonstrated support; individuals help lead the way)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity (enough individuals with time, knowledge, skills, resources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also creates jobs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legislation (provincial and/or federal legislation supports and/or requires local government action)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local government jurisdiction (has authority to take action)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise (access to internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology (access to internal and/or external)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe):	<div></div>					
19. Optional: Please share your successes and challenges in implementing your plan (overall or particular parts).						
<div></div>						



## Implementation of Community Sustainability Plans in BC

## PART 6. Inter-jurisdictional Aspects of Implementation

\* 20. Generally speaking, to what degree are you collaborating with other orders of government in implementing your sustainability plan?

	High	Medium	Neutral	Low	None	No opinion/don't know
Adjacent local governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First Nations governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provincial government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Optional - comments:

\* 21. Looking at the 30 possible topics in your sustainability plan, which order of government has the most influence on your ability to successfully implement this part of your plan?

	Adjacent local governments	First Nations governments	Provincial government	Federal government	Not applicable	No opinion/don't know
Agricultural land	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Air quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bicycling routes/infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Built environment (buildings, urban design, public spaces)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate change mitigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate change adaptation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drinking water sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ecosystem integrity including biodiversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Adjacent local governments	First Nations governments	Provincial government	Federal government	Not applicable	No opinion/don't know
Economic development/diversification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energy efficiency/renewable energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
District energy systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flood hazard management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health care services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and wellness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infrastructure (roads, water, sewer, storm water, solid waste)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land use and development (may include urban/rural sprawl)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public safety (police, fire, emergency preparedness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and open space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation facilities (indoor, outdoor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social well-being (eg. volunteerism, community spirit, sense of belonging)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation (road, rail, air, marine)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water quality (surface and ground)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water conservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking routes/infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe):						
<div></div>						

22. Optional: Please share your successes and challenges related to the inter-jurisdictional aspects of implementing your sustainability plan.



## Implementation of Community Sustainability Plans in BC

### PART 7. For those who **DO NOT** have a community sustainability plan

**The next two questions are only for those who answered 'no' or 'don't know/not sure' to Q.6 Does your local government have a community sustainability plan?**

\* 23. Based on your experience, what is the best combination of the factors below, to enable successful implementation? Choose up to five (5) maximum.

- ☐ Awareness and education (ongoing communication and engagement with residents and partner organizations)
- ☐ Vision and priorities (desired outcomes and priorities defined and supported)
- ☐ Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)
- ☐ Indicators and monitoring (practical system of parameters, targets, and regular reporting)
- ☐ Funding (internal and/or external sources)
- ☐ Elected officials' support and leadership (demonstrated support; leading the way)
- ☐ Policy (new and/or revised decision-making guidelines)
- ☐ Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)
- ☐ Staff support and leadership (demonstrated support; individuals help lead the way)
- ☐ Capacity (enough individuals with time, knowledge, skills and resources)
- ☐ Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also create jobs)
- ☐ Legislation (provincial and/or federal legislation supports and/or requires local government action)
- ☐ Local government jurisdiction (has the authority to take action)
- ☐ Expertise (access to internal and/or external)
- ☐ Technology (access to internal and/or external)

Comments:

\* 24. Considering these same factors, which ones would you like help with (eg. 'how to' training, information sources, peer exchanges)? Choose up to five (5) maximum.

- ☐ Awareness and education (ongoing communication and engagement with residents and partner organizations)
- ☐ Vision and priorities (desired outcomes and priorities defined and supported)
- ☐ Community and/or stakeholder support and leadership (demonstrated support; individuals help lead the way)
- ☐ Indicators and monitoring (practical system of parameters, targets, and regular reporting)
- ☐ Funding (internal and/or external sources)
- ☐ Elected officials' support and leadership (demonstrated support; leading the way)
- ☐ Policy (new and/or revised decision-making guidelines)
- ☐ Coordinating body (a group reflecting the range of interests and jurisdictions that works collaboratively)
- ☐ Staff support and leadership (demonstrated support; individuals help lead the way)
- ☐ Capacity (enough individuals with time, knowledge, skills and resources)
- ☐ Related benefits (direct and indirect benefits of actions identified; eg. reducing GHG's also creates jobs)
- ☐ Legislation (provincial and/or federal legislation supports and/or requires local government action)
- ☐ Local government jurisdiction (has the authority to take action)
- ☐ Expertise (access to internal and/or external)
- ☐ Technology (access to internal and/or external)

Comments: