

District of Sparwood Community Sustainability Plan

Vision of a Sustainable Community:

“Honouring our heritage and actively creating a sustainable future.

Sparwood is a vibrant and active community nestled at the heart of the Elk Valley in the Canadian Rockies, dedicated to encompassing our heritage and creating a healthy future through environmental, cultural and economic principles.”



District of Sparwood
Community Sustainability Plan

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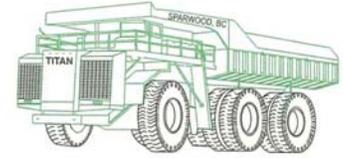
September 2009

Mayor's Message



DISTRICT OF SPARWOOD

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HOME OF THE WORLD'S LARGEST TRUCK

August 27, 2009

Dear Citizens:

Thank you for your interest in the sustainability process that the District of Sparwood has undertaken. The completion of this Community Sustainability Plan (CSP) shows that the District is dedicated to creating a well balanced community that is able to meet the needs of the current generation without compromising the needs of future generations. The CSP will provide guidance to not only the District, but also individuals, businesses and other organizations who want to move the community forward in a sustainable fashion.

The District of Sparwood initiated the creation of the CSP and a process was developed for Sparwood that included specific sustainability ideas based on Sparwood's unique location, aspects of Smart Planning, the Alberta Urban Municipalities Association, The Natural Step, and AECOM. A Community Sustainability Advisory Committee was formed and its members represented many different facets of the community, from business owners and industry to health care workers and law enforcement.

A public workshop was held to generate ideas (action items) from the community on where they would like to see Sparwood in the future. The workshop was a success and I thank all those that attended for their input and participation.

The CSP provides a list of these action items and I encourage everyone to look through these items and wherever possible implement them into their organization, business, community and family.

Sustainability planning will be integrated into Sparwood's yearly budget cycle and a process will be established to implement and monitor ongoing sustainability actions in the future. Part of this process will involve the Community Sustainability Committee. Anyone interested in participating should contact our office and learn how to become involved and to help shape Sparwood's future.

To become involved, or to leave a suggestion, comment or concern about the Community Sustainability Plan, please call the District of Sparwood at (250) 425-6271 or email sparwood@sparwood.bc.ca.

Sincerely,

David Wilks, Mayor

Acknowledgements

The District of Sparwood gratefully acknowledges the enthusiasm and commitment demonstrated by the members of the Community Sustainability Advisory Committee. The committee members are “action-oriented” and eager to roll up their sleeves to help the Sparwood community work towards sustainability. Their names are listed below along with the area they represent.

Community Sustainability Advisory Committee

Jim Banks, Government (Council)

Cina Wales Green, Business

Cpl. Andy Veltmeyer, Public Protection

Sharon Strom, Mining

Tracy Kaisner, Forestry and the Public

Barbara Nunes, Government (Financial)

Pierre Laberge, Environment

Chris Nand, Mining (Labour)

Joan Halverson, Health

Tracy Chala, Public

Harold Baytaluke, Public

Danny Dwyer, District Staff

Jen Woodall, District Staff

Jessica Wallman, District Staff

District of Sparwood staff members Danny Dwyer, Jen Woodall, and Jessica Wallman were instrumental in making this plan a success. We particularly thank Jen Woodall and her coordination efforts and congratulate her on the birth of a healthy baby girl!

An important advisor throughout the process was Laurie Cordell, a Sustainability Facilitator with the Fraser Basin’s Smart Planning for Communities program. Thank you Laurie!

Sustainability planning would only be undertaken by the direction of Council. Thank you to members of Council of the District of Sparwood for your foresight and for providing the impetus for preparing and completing this plan.

Executive Summary

The Council of the District of Sparwood decided to engage in sustainability planning. This Community Sustainability Plan (CSP) will provide the District with guidance to move the community towards sustainability. That is, it will act as a resource for the District, community organizations and business interests to use while planning a course for Sparwood that meets the needs of the current residents and considers the needs of future generations.

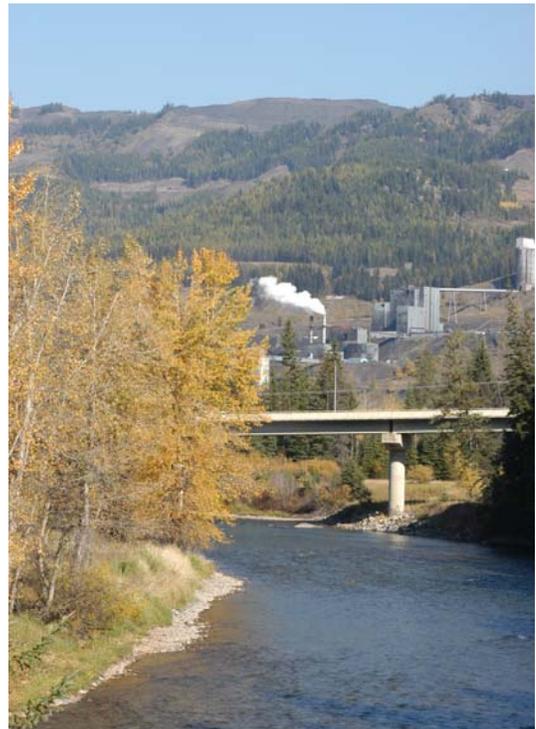
Sustainability is a balance between the five pillars of sustainability - social, cultural, environmental, economic, and governance pillars.

Prior to the start of the sustainability planning process, a Community Sustainability Assessment was completed. The consultant, AECOM, worked through a sustainability assessment template with a group of volunteers who formed the Sustainability Initiatives Committee. This group evaluated Sparwood's sustainability on a number of levels including the current status of sustainability initiatives undertaken and planned, a review to determine the sustainability of existing policy and viewing community aspect categories such as health and social, and arts and culture, through a sustainability lens.

Interviews with senior staff of each government department revealed that Sparwood is already making great strides towards sustainability. An excellent example is provided by one particular sustainability initiative.

The Public Works Department expends time and resources repairing sidewalks. The reason for the repair is simple – some residents dig trenches along the sidewalk that fills with water when watering lawns. The bedding material under the sidewalk becomes saturated, freezes in the fall, heaves and damages the sidewalk requiring a repair.

Education encourages homeowners to, without a trench; allow water to run across the sidewalk. Consequently, a repair would not be required. If the same home owner was convinced that the lawn didn't need so much water, less water would be used, less water would need to be distributed and less storm water/contaminants would reach the Elk River. This small initiative has impressive implications when multiple home owners learn more about sustainability.



Following the completion of the Community Sustainability Assessment, the Initiatives Committee determined that Sparwood was ready for a sustainability planning exercise and recommended that the District prepare a Community Sustainability Plan (CSP).

The District of Sparwood initiated the creation of a Community Sustainability Plan. A process for the CSP was developed that included Sparwood's own ideas about sustainability considering its unique location combined with features of other processes developed by Smart Planning, the Alberta Urban Municipalities Association, The Natural Step, and AECOM. This process was overseen by the Community Sustainability Advisory Committee and their vision for a sustainable community.

The next stage in the process was public engagement. At a workshop held on May 6, 2009, the Advisory Committee, several District staff and Council members, as well as the public gathered to receive an education about sustainability and to create and prioritize action items in a workshop setting to propel Sparwood towards sustainability. Following the workshop the Advisory Committee refined the action items, sorted them into timelines – both long and short term, and reviewed order of magnitude costs for action items that suggested a capital cost.

Council also reviewed the order of magnitude costs, a draft plan and final plan, which was adopted by resolution on September 8, 2009.

The CSP provides a list of the action items, grouped with similar items in categories such as food, energy, and economic development. A timeline for each action is provided ranging from implementation in 2010, to 2025 and beyond. A timeline was developed for sustainability planning to be fully integrated with Sparwood's yearly budgetary cycle, and is provided as a description of the steps that will be taken to implement and monitor ongoing sustainability actions in the future.

This CSP is ultimately flexible. Council can decide to modify actions items, delete action items, roll them into the following year or add new action items as opportunities arise. Action items can be the responsibility of the District, arts or cultural organizations with the District, or individuals. The CSP is a community initiative and it is anticipated that community interest about sustainability will increase. This plan will influence how Sparwood will look and feel in the future.

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1. Definitions

Action items – Items that must be implemented by the District in order to reach Sparwood’s sustainability goals and vision

AECOM - Consultant used by the District of Sparwood to create the sustainability plan

Advisory Committee – A group of volunteers responsible for working with the District and the consultant to help create the Community Sustainability Plan. This same committee is involved with implementing the plan in an advisory role

AUMA - Alberta Urban Municipalities Association – the creator of a sustainability planning process used for the preparation of Community Sustainability Plans

Backcasting – Creating an idea of what the future of a sustainable Sparwood would look like, then creating action items to get to that future

Baseline and performance indicators – Baseline indicators are the current status, and performance indicators are a desired outcome and the means of measuring success

Community Assets – Identifiable resources that the community possesses

Community Sustainability Assessment – A process completed prior to the Community Sustainability Plan. It involves an examination of the current state of affairs of sustainability planning in a municipality

CSP - Community Sustainability Plan. A plan that assists with sustainability decision making for the future.

Council – The council for the District of Sparwood

Descriptions of success – Ideas of what a sustainable Sparwood would look like. It involves an examination of the current state of sustainability planning in a municipality.

Order of magnitude costs – An estimate of the amount of money that the completion of a certain project would require.

Pillars of Sustainability – Social, Cultural, Environmental, Economic and Governance. The environmental pillar includes the natural and the built environment.

The District – The District of Sparwood

TNS – The Natural Step – A science based decision making tool that helps facilitate complex decision making and helps integrate numerous ideas of sustainability

2. Introduction

2.1 Background

Welcome to Sparwood's Community Sustainability Plan! This plan describes what sustainability is, and outlines the process used to prepare the plan. It includes the descriptions of success, the current reality and action items to help Sparwood work towards sustainability (these terms will be explained later in this document). It provides a timeframe for implementation and a process to integrate the plan into the fabric of Sparwood's administrative and budgetary cycle, and a process to ensure the community is informed yearly of the results of the implementation of the plan.

The Sparwood Council is committed to sustainability and will rely on the services of a highly motivated and dedicated group of individuals involved in monitoring the plan and ensuring new action items are considered on a yearly basis. A growing interest in sustainability is anticipated in the community as these ideas take hold and become realities.

Sustainability will become embedded into the fabric of the Sparwood community.

Can we ever be sustainable? The answer is yes! This will occur when our demand for resources stabilizes; when we find alternatives to existing resource use and the resulting harmful by products generated; when we reduce our consumption; and when everyone's capacity to meet their needs is no longer compromised. These are high aspirations, but with a step by step approach and increasing public engagement, Sparwood will become sustainable.

Throughout this document, many references are made to the Sustainability Initiatives Committee and the Community Sustainability Advisory Committee. Both these committees were appointed by Council. The Sustainability Initiatives Committee was involved in preparing the Community Sustainability Assessment, which is described in the next section. The Community Sustainability Advisory Committee was involved in preparing this document - the Community Sustainability Plan (CSP). This same committee, with a new terms of reference, will also be involved in monitoring the plan. In this document, the Sustainability Initiatives Committee will be called the Initiatives Committee and the Community Sustainability Advisory Committee will be called the Advisory Committee.

A Community Sustainability Assessment was completed prior to the CSP. A summary from the assessment is reprinted here to provide context and direction for the CSP.

2.2 Summary of the Community Sustainability Assessment

Integrated Community Sustainability Planning (later renamed "Smart Planning") was a condition under the agreement for the Federal Gas Tax Funding. In British Columbia, the Gas Tax funding arrangements provided Sparwood a grant of \$5,000 to prepare a Community Sustainability Assessment.

The sustainability assessment process for Sparwood involved interviews with senior staff, a policy review, the appointment of an Initiatives Committee to oversee the assessment, and facilitated workshops with the committee using the Community Sustainability Assessment template as a guide.

The interviews with District staff revealed how advanced Sparwood is in terms of sustainability. There are many examples of sustainability initiatives already in place. The departments are coordinated by a strong administration and Council. This is evident in the cross departmental integration of sustainability initiatives.

Sparwood is developing a reputation for encouraging community involvement in seminars, workshops, local activities, and events that have a sustainability focus. The information obtained from the interviews and the policy review was shared with the committee in advance of the workshops. These resources helped the committee to understand how their local government manages resources and how advanced they are in sustainability planning.

Many policies, though not identified as sustainability initiatives, could be considered as such. The policy review, in most cases, included a rationale as to why a certain policy, initiative, or statement would be considered sustainable. A difficulty encountered in working through the Community Sustainability Assessment template was that many of the committee members were unfamiliar with District policies. Fortunately, three members of the committee were District staff and one member was a councillor. A policy review in advance added value to discussions during the workshops. The committee became informed of existing policies and were able to provide highly relevant recommendations.

The search for representative stakeholders to make up the Initiatives Committee resulted in an energetic group of committee members. The committee was well balanced in terms of age, expertise, and the stakeholder groups they represented. There were many interesting perspectives and discussions. For example, one member was a high school student and a member of her school's Environmental Committee. She presented an interesting perspective on youth in the community and, in particular, the differences in how different age groups obtain information. The mines were represented by management and the Local Steelworkers Union. It was interesting for the committee to meet these two stakeholders and be involved in discussions related to the interactions associated with the mine and the community.



A sustainability educational component was integrated into the committee's orientation.

The facilitated workshop where the committee worked through the template was scheduled for one meeting. However, another meeting was required to finish. The questions were comprehensive but encouraged the facilitators and the committee members to adapt to sustainability thinking. The progression of questions, not all easily answered, led the group through a logical sequence to conclusions and recommendations, which is the preparation of a Community Sustainability Plan.

With the assessment in hand, and the knowledge that Sparwood is already engaged in sustainability and implementing sustainability initiatives, the next steps will lead to more initiatives and a more comprehensive approach to sustainability. Sparwood is the result of a unique partnership with the mines that has resulted in the development of a successful resource based community.

The following is an overview of the results of the sustainability assessment template:

Section A – Community Context

Sparwood is a community greatly influenced by natural resources. Its reason for existence is due to the straight tall timbers in the area, hence the name Sparwood and the coal mining industry. As a result, the economy is strong but cyclical. The nature of this economy and the presence of larger commercial sectors in the surrounding area makes the population base more variable and less committed to supporting local businesses. The absence of sales tax in Alberta, and Fernie's established shops and services draw business away from Sparwood.

However, Sparwood has significant potential for growth as it has a great sense of community, a low crime rate, low taxes, and a range of recreational resources. Building on positive initiatives like the Active Communities Challenge, Sparwood will develop into a town that is known for much more than its coal mining economy. Revitalizing Sparwood's business atmosphere, reworking its infrastructure, and working to develop a solid community will do much to create a thriving and diverse community.

Section B - Assessing the Sustainability Dimensions of Sparwood's Vision

The long term vision for Sparwood as identified in the Statement of Purpose and Overall Goal shows a desire to diversify Sparwood's economic base. Sparwood's location in the Elk Valley presents a unique opportunity to provide services to additional sectors outside the mining industry. The plan shows development occurring in such a way that environmental, social, and dollar costs are minimized while still providing the greatest benefit.

Section C - Assessing the State of Planning in Sparwood

As part of the Community Sustainability Assessment, the OCP, Zoning Bylaw, Recreation Plan, along with other plans and polices were examined in the context of what the community has in place in regards to specific sectors like Health and Social, Economic Development, Water, Natural Areas, Land Use, Affordability and Housing, and others. Participants in the workshop felt that several plans had provisions for Recreation and Leisure, as well as Natural Areas. The OCP appears to be deficient in six of the 15 sectors

examined. These areas could be addressed in a Community Sustainability Plan, which would result in greater integration of Sparwood’s policies.

The table below shows the community aspect categories considered sufficient, areas considered partially sufficient and the areas considered deficient.

Table 1.1 Community Aspect Categories Review

Areas Considered Sufficient	Areas Considered Partially Sufficient	Areas Considered Deficient
Health and Social	Arts, Culture and Heritage	Energy
Recreation and Leisure	Economic Development	Governance and Partnerships
Natural Areas	Water	Materials and Solid Waste
	Food	
	Buildings	
	Land Use	
	Transportation	
	Learning	
	Affordability and Housing	

Section D – Assessing Sustainability Planning Capacity and Resources

Smart Planning is characterized by planning processes that engage community members and partners to support sustainability, and that encourage and emphasize public input and education.



Workshops would be held to build sustainability capacity and consist of: interaction in person, in person training, a basic problem solving approach, public events (catered), and dynamic speakers. The number of existing committees’ is extensive and includes: Design Review Committee, Parcel Tax Review Committee, and the Initiatives Committee. Although several meetings are advertised, the public rarely attends. However, they can also participate by attending Council meetings, participate in bylaw changes, and attend sessions related to the Active Communities Challenge etc. Challenges to community participation include the availability of volunteers, and limitations for volunteering created through shift work at the mines.

Actions required to move ahead with sustainability planning include: securing funding to undertake a community sustainability planning process, and conducting a community sustainability planning process which involves the Initiatives Committee, since most individuals are already in place. The Initiatives Committee may need to be supplemented by other appointees that are willing to make a longer term commitment.

Sparwood determined that it would use its 2009 Gas Tax funding to complete its Community Sustainability Plan.

Section E - Moving Forward with Smart Planning: Next Steps

Smart Planning encourages communities to take a fresh look at their future and take actions to become more sustainable. The next steps for the vision of a sustainable community are to revise the community vision to incorporate the identified priority areas.

The next steps for enhancing the integration and effective implementation are:

- In a CSP, focus on the following community aspects - energy, governance and partnerships, materials and solid waste, and water conservation.
- Prepare a CSP.
- Create a vision with the public.

The next steps for building capacity and engaging in Smart Planning are:

- Advisory Committee member development - Interaction in person, in person training, basic problem solving approach, public events, dynamic speakers.
- Secure funding to undertake a community sustainability planning process, conduct a community sustainability planning process, and involve the Initiatives Committee.
- Confirm that the individuals already in place with the Initiatives Committee, supplemented by other appointees are willing to make a longer term commitment as members of the Community Sustainability Advisory Committee.

The Community Sustainability Assessment was successfully concluded. Council and District staff were/are engaged in the process; the public was involved as members of the Initiatives Committee and received a sustainability education in the process. The results indicate that Sparwood is already on the path to sustainability.

3. Sparwood's Approach to Sustainability

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs.”

Brundtland Commission 1987

3.1 Introduction

The District of Sparwood recognized the importance of a sustainable approach to the development of the community. Consequently, Council made the decision to prepare a CSP. Sparwood is experiencing significant growth. This creates an ideal opportunity for the examination of current sustainability initiatives being carried out and an opportunity to explore new sustainable principles and strategies.

Sustainability is viewed as a systems concept connecting the cultural, social, environmental, economic and governance aspects of local municipal development, affecting every level of organizations from a local neighbourhood to the entire planet. These aspects are called the pillars of sustainability. Sustainability is defined as a process, which meets the needs of the present generation without compromising the ability of future generations to meet their needs.

3.2 Sustainability Origins

The Brundtland Commission (formerly known as the World Commission on Environment and Development) was formed in 1983 by the United Nations to address the growing concern with the accelerating deterioration of the human environment and natural resources and the resulting impact on the economic and social development around the world. The report helped to create a global awareness regarding environmental problems and challenged the developed nations to fix it.

Sustainable development became a new buzz word. Despite some initial reluctance to jump on the band wagon; governments and the general public are beginning to take ownership and are helping to create solutions to problems related to development and the environment. A CSP is prepared by engaging the public in creating action items and provides the guidance necessary to move a community towards sustainability.

3.3 Community Sustainability Plan Defined

A sustainable community seeks to balance the cultural, social, environmental, economic and governance pillars of sustainability in a meaningful way.

A CSP is a document providing long term guidance and a framework to work towards sustainability. It is a tool that Council and Administration uses to provide direction for future development and assess the

sustainability of municipal initiatives, whether led by the private or public sector. A CSP focuses on the goals for each pillar of sustainability and provides the right questions for Council to ask when making decisions.

As a community plan, the Sparwood CSP can also be used in a wide variety of ways by a number of different groups. For example:

- a. A household making decisions based on actions identified in the CSP
- b. An organization using the CSP as a guide may take on a specific action item
- c. A school developing student programs that support the direction of the CSP
- d. A local business using the CSP to make decisions to reduce their packaging of goods.

While Council and District staff are the drivers/keepers of the plan, the entire community is involved in carrying it out.

3.4 Established Sustainable Processes or Tools

In BC, each municipality can select a planning process best suited to their needs. Sparwood utilized elements of Smart Planning, the Alberta Urban Municipalities Association (AUMA) and AECOM's processes to prepare community sustainability plans. The AUMA process is used by many municipalities throughout western Canada and the Pacific Northwest of the United States.

The Natural Step (TNS), also described on the following pages and appendices, is another useful decision making tool and is an integral part of Sparwood's process.

3.4.1 Alberta Urban Municipalities Process

The AUMA is a strong advocate of sustainable development and has developed a process to prepare a CSP. The AUMA process is a comprehensive long term program that includes and integrates the five pillars of sustainability (cultural, social, environmental, economic, and governance). Included below are the phases that lead to the successful completion of a CSP.

Phase I: Structuring the Planning Process

In this phase, a municipal council commits to developing a CSP, determines its scope, and provides the necessary resources to the planning process. Council's support and leadership is critical to the success of this planning initiative. Council is advised to consult citizens throughout the process, and may decide to form an Advisory Committee. It would consist of community leaders, including councillors and municipal staff, to bring additional resources and influence to create and implement a plan. The Advisory Committee will vary in size and complexity, depending on the size, capacity and/or commitment of the community.

Phase II: Creating a Shared Understanding of Sustainable Community Success

After structuring and providing resources to the process, Council and the Advisory Committee adopt sustainability principles and engage citizens to develop a shared understanding of success by creating a

sustainable vision through discussions about the community's vision, core values, and goals it has for the social, cultural, environmental, economic and governance pillars of sustainability.

Phase III: Determining and Analyzing Issues to Community Success

After creating a shared vision of the future, the Advisory Committee identifies a number of strategy areas that need to be addressed to achieve the vision from Phase II. The point is to develop creative tension, in other words a gap in participants' minds between current reality and future success. The creative tension will aid in generating new ideas for initiatives and investments to "bridge the gap", which is the focus of the next phase. For example, a description of success is; Sparwood showcases and shares its culture and heritage throughout the community. An action item to get to that description of success is; relocate the museum to a prominent location.



Phase IV: Identify Initiatives to Move from Current Reality towards Success

At this point, the Council and citizens have described the current reality and have come up with descriptions of success for their strategy areas. This sets the stage for brainstorming a series of initiatives and investments in each area. Once Council and citizens brainstorm potential initiatives and investments, they are screened and prioritized to ensure that they:

1. Move the community towards its vision considering all five pillars of sustainability
2. Move the community towards the sustainability principles
3. Provide flexibility for future community leaders to take action
4. Generate sufficient economic and political return, with a foundation in good governance to seed future investments.

Ideas that meet these criteria are good short-term initiatives or investments that set the stage for future steps. Since the CSP process is a municipal initiative, Council is responsible for leading the community in implementing the initiatives outlined in the plan. At this stage partner organizations could take responsibility for certain initiatives, either by leading or supporting implementation.

Once priority initiatives have been identified, the municipality scans the full list of proposed investments and compiles them into an overarching plan of investment for the community that will take it in a step-by-step manner toward its vision, forming the basis for the CSP.

Phase V: Ongoing Monitoring and Implementation

Once the plan is complete, the municipality monitors the progress of the plan and implements its actions along with partner organizations. This generally consists of Council meetings, sometimes with citizens or the Advisory Committee, to review responsibilities outlined in the plan and make necessary adjustments. In

addition, Council can consider how the vision and other elements of the plan can be further integrated into the operations of the municipality.

The following initiatives were integrated with the phases outlined above and were either used as an educational resource or as support in the preparation of the CSP:

- Interview results with senior departmental staff (from the sustainability assessment)
- Policy review (from the sustainability assessment)
- The creation of virtual sustainability resource library
- Community asset review
- A TNS workshop with District staff
- Encouraging Council, District Staff and members of the Advisory Committee to take the TNS on line training module

These additional initiatives added value to the AUMA process, particularly the presentation by The Natural Step to District of Sparwood staff. This was extremely important to gain support for sustainability from staff as they are working with members of the community every day and their influence will generate support for sustainability in the community. An overview of the workshop is included in **Appendix A**.

TNS Canada offers on-line course that provides practical sustainability education. The courses include:

- An overview of key sustainability concepts such as systems thinking and backcasting; scientific and sustainability principles; and a step by step process for strategic planning and decision making
- Case studies and interactive activities that present current social, ecological and economic issues and help learners apply theoretical knowledge to practical business and community situations
- An extensive resources section including relevant information on the state of the world, the science of sustainability and the TNS framework along with lessons from leaders, tools and business and community case studies from around the world.
- A final exam and certificate that recognizes the learner's accomplishment.

TNS is described in more detail in the next section.

3.5 The Natural Step

The Natural Step (TNS) is part of an international non-profit research, education and advisory organization that uses a science-based framework to help organizations, individuals and communities take meaningful steps toward sustainability. The mission of TNS is to act as a catalyst for change by making the fundamental principles of sustainability easier to understand and sustainability initiatives more effective and easier to implement.

Founded in 1989 in Sweden by Dr. Karl-Henrik Robèrt, the organization now has offices in twelve countries. TNS has received numerous international awards for its work, including Mikhail Gorbachev's Millennium Award in 1999 and The Blue Planet Award in 2000 – considered the "Nobel Prize of the Environment."

3.5.1 Why The Natural Step?

How do we make economic progress, giving everyone the opportunity for a fulfilling life, without continuing to damage the natural systems upon which we all depend? That is the challenge of sustainable development.

For new solutions we need more than scientific reports about the impacts of our unsustainable activities. We need a framework that provides us with a big picture understanding of our sustainability challenge – one that includes an “upstream” view of the root causes of impacts our activities are having on nature and our own social systems. Only by understanding the root causes of our un-sustainability can we begin to design long-lasting solutions to the problems we face. The alternative is to continue as we have in past: creating and implementing short-lived, piecemeal and ineffective solutions to problems we didn’t see coming.

The number of tools and methods for dealing with environmental and social issues has grown to a point of confusion. They all have something to offer, but to make the best use of them we need to develop a shared, science-based mindset that facilitates complex decision-making and allows us to integrate the various approaches to sustainability. Given this need and challenge, The Natural Step has:

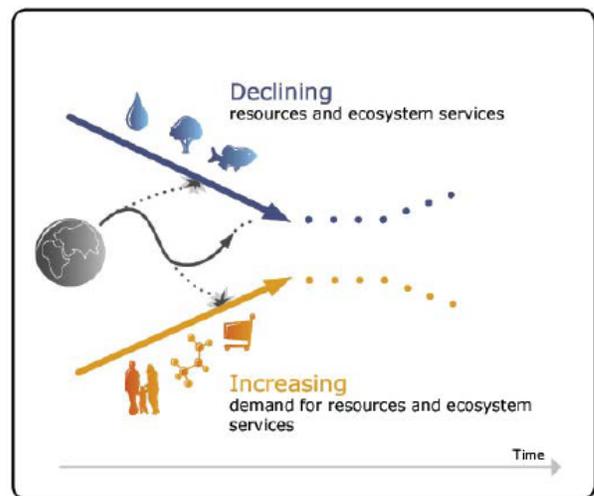
- Developed such a framework
- Documented its scientific relevance
- Established a 20-year track record that confirms the framework’s potential.

The Natural Step Framework is now being used internationally by hundreds of organizations – Fortune 500 companies, government departments, universities, municipalities, and small and medium-sized businesses in their respective journeys to sustainability. The Natural Step provides two unique services:

- A clear, compelling, science-based definition of sustainability
- A practical, easily-accessible planning process to help organizations make smart economic decisions while moving toward their sustainability goals.

3.5.2 The Natural Step Framework

The Natural Step framework addresses the need for a systematic way to understand and plan for sustainability. It is a methodology for planning that combines an elegant, rigorous, science-based understanding of sustainability with a tested planning approach that results in effective action. By focusing planners and decision-makers on agreeable items, the framework helps create a common perspective and language for sustainability. It defines sustainability at an overarching “principle” level, which allows organizations to create effective strategies for dealing with our present challenges and to move wisely toward sustainability. It is unique in its ability to bring disparate stakeholders and individuals together to explore the path forward to sustainability.



The Funnel as a Metaphor shows the problem of balancing increasing demand with fewer resources

The Framework has four key elements:

- The Funnel as a Metaphor
- Four Root Causes of Un-sustainability and Four Objectives for a Sustainable Society
- Backcasting from Principles
- A Four-stage “ABCD” strategic planning process

The Natural Step is described in more detail in **Appendix A**.

4. Sparwood's Sustainability Planning Process

Sparwood's sustainability planning process is a combination of the AUMA process; the TNS process, as well as AECOM's technical analysis and costing of key action items. Together these processes meet the unique needs of Sparwood and are based on the five pillars of sustainability.

The CSP was completed within a six month timeframe including the structuring of the process, the formation of the Advisory Committee, an educational component, creating a vision and descriptions of success, engaging the public to develop actions, a technical analysis, and consideration of order of magnitude costs.

4.1 Phase 1: Structuring the Process

Sparwood staff were instrumental in jumpstarting this project and providing the liaison among the administration, council, the Advisory Committee and the residents to move the project forward.

During the initial structuring of the process, background research was completed with respect to gathering and documenting existing resources, plans, bylaws and reports and initiatives to create a baseline resource related to sustainability within the community.

4.1.1 Resource Library

A virtual sustainability resource library was provided to the members of the Advisory Committee, staff and the public as a resource to be used throughout the process. The resource library is dynamic as new information is constantly being generated about sustainability. The sustainability resource library is included in **Appendix B**.

3.1.2 Interviews with Senior Town Staff

Leaders of each department with the District were interviewed during the sustainability assessment. The results, which were provided to the Advisory Committee as an education tool, are included in **Appendix C**. A summary of the interviews outlined below.

Fire Department- promote energy conservation awareness related to building operations; conserve energy; use green products such as recycled paper towels; train volunteer firefighters and educate students about fire awareness; use bio-diesel for vehicles and implement scheduled maintenance.

Parks, Recreation and Leisure- provide leadership in terms of energy use; make changes to the recreational complex including controlling 100% of the heating, implementing DDC; replacing the HVAC system, installing auto flush toilets and urinals, and switching to efficient shower heads. In the arena and curling rink, install a low emission ceiling, obtain pricing to switch out inefficient lighting, and utilize 100% of the lost heat from the refrigeration plant. Utilize local supplies and services; identify park/green belt areas for naturalization; organize festivals and events; develop the interpretive history of the area for educational/interpretive programs; continue planning active transportation initiatives (walking/cycling).

Planning, Zoning and Environment- Initiated Community Sustainability Assessment; implemented pine beetle forest management and replanting. Utilize universal software; continue fibre optic planning and installation of conduit for hydro and cable. Pilot program for water metre installation at selected commercial properties; leak detection and repair program; implement water conservation regulations and education; increase the potential for gravity feed to minimize pumping stations; construction of wetlands to act as natural water filtration systems. Reclaim portions of the closed landfill with recycled biosolids/compost; develop pedestrian trails; encourage the use of waste coal fines pilot project with the University of Saskatchewan; revitalize Centennial Square and encourage the construction of more retail space.



Finance- Use local goods and services where possible/feasible; promote food production closer to the Elk Valley; 20 year Capital and reserve budgeting; Tangible Asset Reporting; share resources between departments; reorganize and renovate administration office; promote economic and tourism development; various applications resulting from the fibre optic backbone; promote Sparwood as a desirable place for families to live and work; promote the light industrial business assets; promote commercial greenhouses.

Administration- Conduct strategic sustainability planning sessions with Council; make policy amendments/development; encourage young people to think about municipal government careers; educate community on respect of the environment and wildlife; improve conservation and sustainability awareness; use local tree planters and other local goods and services; consider uses for the former rodeo grounds; look at alternative forms of handling solid waste; construct a new WWTP; encourage the mines to investigate alternatives to the 4 on 4 off shift; encourage new commercial/retail business development; consider housing needs including affordable housing and increased density.

Public Works- Use bio-diesel for vehicles; vehicle maintenance schedule; balance water consumption with the return rate at the WWTP by addressing leaks and overuse; use film doors, low e windows, and ceiling fans in the renovation of public buildings; insulate the eaves at PW maintenance shop; air condition the lunchroom at the shop; install LED lighting at Cherrywood; create a bylaw to control the maintenance property owners carry out on the Town's property adjacent to the sidewalk.

General- Transportation Management Plan; Municipal Sustainability Plan; Active Adult Community Zoning; Revitalization of Centennial Square Urban Design Study; Sparwood Community Network (SCN); Wood Stove Exchange Program; Sprinkling Regulations; Be a Snow Buddy Program.

3.1.3 Existing Plans, Strategies and Reports

Sparwood's existing plans, sustainable strategies and reports were reviewed to ensure that actions items generated through the public workshops were not duplicating the District's efforts. This step allowed for the coordination of plans and strategies to reduce contradicting polices, duplication of initiatives and missed opportunities. It also enabled the public to see all the initiatives underway or planned by the District. This review is included in **Appendix D**.

3.1.4 Inventory of Community Assets

An inventory of community assets was developed to increase the Advisory Committee's understanding of these assets. Community asset mapping involves documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced. Asset-based community development draws on appreciative inquiry; the recognition of social capital; participatory approaches to development, which are based on principles of empowerment and ownership; collaborative economic development models that place priority on making the best use of a community's resource base; and efforts to strengthen society by engaging people as citizens.

Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations. For this sustainability plan, the assets will be grouped according to the pillars of sustainability. The process involves the community in making an inventory of assets and capacity, building relationships, developing a vision of the future, and leveraging internal and external resources to support actions to achieve it.

Asset mapping is positive, realistic (starting with what the community has), and inclusive. It provides an alternative to the service delivery/institutional model in which external, often government funding resulted in the government setting the agenda causing less local control. Some barriers to asset mapping may be a lack of process, lack of time, resistant agencies/ professionals, or negative attitudes and fear on the part of marginalized and powerless groups. Recent projects are changing the focus from community development to community building.

The process to listing community assets includes:

- Developing a draft inventory of the kinds of capital and assets available to the community. There are several kinds or classes of capital and corresponding assets, such as human capital, financial capital, and environmental capital.
- Exploring the social, economic and physical landscape around the community to identify external resources that either already have links to the community, or that could develop links to the community.
- Focusing on resources that could help the community mobilize to address the sustainability focus of the project.

From this very inclusive listing, identify the key assets that you believe need to be mobilized in order to address a sustainability focus. Describe these key assets in some detail, explaining why they are important to addressing sustainability in the community.

The asset inventory is included in **Appendix E**.

4.2 Phase 2: Creating a Shared Understanding of Sustainable Community Success

4.2.1 Form a Sustainability Plan Advisory Committee

Many of the members of the Initiatives Committee that assisted in preparing the Sustainability Assessment agreed to continue on as members of the Advisory Committee. The members of the Advisory Committee represented government, business, public protection, education, the mining industry, the environment, youth, seniors, labour, health, and the District of Sparwood.

The Advisory Committee was involved in the following key components of preparing the plan:

- After receiving an education in sustainability, they formed a sustainability vision for the District of Sparwood
- In a workshop setting, determined the current reality under each pillar of sustainability and formed descriptions of success
- After the public workshop where actions items were determined, reviewed the action items for duplication and ensured the action items are under the appropriate pillar of sustainability
- Reviewed order of magnitude costs
- Reviewed the draft sustainability plan before it's reviewed by Council.

Monitoring is a key component to the completed CSP. This would be the responsibility of the District and the Advisory Committee. The District could use this same committee with experience gained from the sustainability assessment and the CSP to monitor the plan they helped to create.

4.2.2 Creating a Vision

During this phase of the process, members of the Advisory Committee were given an overview of sustainability and the planning process. The committee began exploring their ideas of what a sustainable community meant to them and what their hopes and visions were for Sparwood in the future. This laid the groundwork for developing a vision for the CSP. The purpose of the vision is to guide the process in terms of the development of the descriptions of success and the action plans that would follow.



The Advisory Committee participated in a visioning exercise with a discussion and the sharing of many ideas. The vision was revisited a number of times throughout the process and was modified to represent a

new understanding of Sparwood’s sustainable future. Vision ideas were grouped under each pillar of sustainability.

Cultural – pride, proud of our heritage, mining heritage and future, ever changing, magical

Social - close community, dynamic community, come together/ integrated, community care, diverse, active community, hardworking community, healthy day life, heart, flexible, creating a community for the ages

Environment – sustainability, habitable community with a sustainable future, amazing, spectacular setting, mountain town

Economics - come from everywhere, blue collar, people want to stay

Governance - progress in terms of health and recreation

The Advisory Committee used these ideas to create Sparwood’s sustainable community vision:

Vision of a Sustainable Community

Honouring our heritage and actively creating a sustainable future.

Sparwood is a vibrant and active community nestled at the heart of the Elk Valley in the Canadian Rockies, dedicated to encompassing our heritage and creating a healthy future through environmental, cultural and economic principles.

4.3 Phase 3: Analyzing Strategy Areas for Community Success

After creating a vision, the Advisory Committee developed descriptions of success for achieving the vision in the future. These goals describe how Sparwood will successfully accomplish becoming a sustainable community in 2030. Each of the descriptions were categorized under the most appropriate pillar of sustainability.

Once the desired future was envisioned, the Advisory Committee looked at the current reality in terms of each description of success. The current reality represents the existing assets, issues and sometimes existing strategies for achieving sustainability.

The purpose in working with descriptions of success and the current reality is to instigate a creative tension that will generate actions to “bridge the gap”. This is the notion of backcasting as described in Section 2.6.2.4. The public was involved in the backcasting process in the next phase – Phase 4.

4.4 Phase 4: Public Engagement

A public workshop was advertised and held on Saturday, May 6th, 2009 at the Sparwood Recreation Centre's Banquet Hall, which proved to be an ideal venue. A poster advertising the event is attached as **Appendix F**. Approximately 35 people attended and the group was comprised of Council members, staff, members of the Advisory Committee and the general public.

The banquet hall was set up with seating arranged for a presentation. Three workshop stations were prepared in the corners of the hall. Posters describing sustainability, the pillars of sustainability and a description of what a CSP is, were displayed on easels at the front of the room.

The workshop began by welcoming the public to this important Council initiative, and by identifying members of Council and members of the Advisory committee present at the meeting. Mayor Wilks welcomed the participants and provided an overview of the sustainable initiatives being undertaken or planned by the District. The Mayor's presentation was followed by AECOM's sustainability expert Maina Waiguru and his power point presentation.

The sustainability presentation addressed some of the growing concerns regarding the negative effects of human beings on the environment by providing some solutions of how society can live more lightly on the earth. The guiding principle of the presentation is that communities should accommodate and manage growth and development that is environmentally, socially, economically and culturally sound.

The framework identified in the presentation organizes sustainable practices, which include the tools, strategies and actions into the different pillars that guide communities into becoming more sustainable, namely cultural, social, environmental (natural and built environment), economic and governance pillars. Examples of sustainable community practices were also provided to inspire sustainable innovation within communities.

His presentation was followed by:

- An explanation of backcasting from descriptions of success and creating action items.
- A description of a technical review by the Advisory Committee and Council.
- How the results will be shared at a second open house.



The public was asked to choose a specific workshop that highlighted the pillar of sustainability they were most interested in. A facilitator was stationed at each workshop. Once the participants were settled and introduced to each other, the facilitator described the pillar for that workshop and reviewed the current reality for each description of success, and used "bridge the gap" techniques to encourage the public to think of action items. The action items were recorded on a flip chart and, at the end of the workshop, each participant voted for the action items that were most important to them.

When the first set of workshops were complete, the participants switched to another workshop for the second and last session. There were six workshops in total as environment was divided into two components; the natural and the built environment.

Once the workshops were concluded, the public was provided an overview about what they could expect next in the planning process. They were thanked for their contribution, a draw was held and prizes were given to the lucky winners. Following the public workshop, the Advisory Committee reviewed and refined the actions items and their timeframes, and reviewed the order of magnitude costs for action items that suggested a capital project. These action items and the order of magnitude costs were presented to Council for their review.

The results of the plan were compiled in a draft report and reviewed by the Advisory Committee and Council, and the report was finalized.

The District will announce the completion of the plan, make the plan available to the public at the library and via other means. The public will also have an opportunity to contribute to the plan on a yearly basis.

The Steering Committee met to reflect on the process and discuss how the plan would be implemented. This last meeting included a sincere thank you to the Advisory Committee for their efforts and a celebration in launching the plan. Each committee member was presented with a final copy of the report.

5. Descriptions of a Sustainable Community

Descriptions of success were developed as goals for achieving sustainability in Sparwood. The backcasting exercise determined action items necessary to reach these goals from the current reality, taking into account the guiding principles of the vision statement. The compilation of the results for each pillar of sustainability are attached in **Appendix G**. Topics for each pillar are described in the second column. Descriptions of success and the corresponding current reality are listed in the next two columns. Actions are listed for each description of success and the remaining four columns sort the action items into a timeframe – either 2010; 2010-2015, 2015-2030 or 2030+. Several action items were identified for more than one timeframe and others were identified as “ongoing”. Consequently they appear across all time frames.

5.1 Cultural Pillar of Sustainability

Sparwood is in a unique location in the heart of the Elk Valley. It's a mountain town with incredible recreational resources, and its history and economic sustainability are due to the presence of trees suitable for spar wood and coal. Coal is also the reason for the communities of Natal, Middleton and Michel, and why the many of residents of these communities relocated to Sparwood.



Cultural sustainability deals with aspects that generate a sense of community, building on heritage themes, the arts and cultural opportunities. Making these resources available facilitates the opportunity for residents and visitors to be exposed to a variety of art forms, such as the murals or in nurturing musical and artistic talents. Cultural sustainability is important in understanding the mining industry which shaped Sparwood. Related events and activities bring Sparwood's history forward. The cultural pillar of sustainability would see Sparwood as a vibrant and festive community where residents are proud of their history and visitors are attracted to it.

5.2 Social Pillar of Sustainability

The social pillar of sustainability also creates a sense of community. Health and education are fundamental to the sustainability of Sparwood. One of the basic forms of education is the generational transfer of information from seniors to youth. This is a persistent theme as many action items explore opportunities where seniors mentor youth. Educational opportunities should be available to all, developing a basis for post secondary, continuing education, and special interest programs.

Diversity is a social component that should be celebrated accepting all ages, income levels and ethnic backgrounds and through the sharing of ideas. Social sustainability includes the provision of leisure and recreational opportunities facilitating an active lifestyle.

A socially sustainable community ensures residents have access to affordable housing and active seniors have housing options that allow them to remain within the District. In a sustainable community protective services are visible and approachable, and help maintain a healthy social fabric.

Another theme identified is the establishment of a community garden and a farmers market and generally, making locally grown food available. Action items also respond to another reality that relates to food security should access to Sparwood (Highway 3) be compromised.

5.3 Environmental Pillar of Sustainability

The environmental pillar of sustainability includes two components; the natural and the built environment.



The natural environmental pillar of sustainability includes the integration of natural areas, parks and trail networks. Sparwood is surrounded by natural beauty but there is currently a shortage of green spaces in town and lack of access to and along river and creek corridors. There is a tremendous opportunity to expand on recreational use, nature preservation and interpretation by improving access to Elk River and Michel Creek. In order to protect the natural environment, actions are identified that would lead to forest management plans and educational

programs to promote resident understanding of pine beetle management programs. Action items also relate to researching the potential for treating storm water before it enters water courses. Respecting the natural environment means being mindful of our actions and impacts.

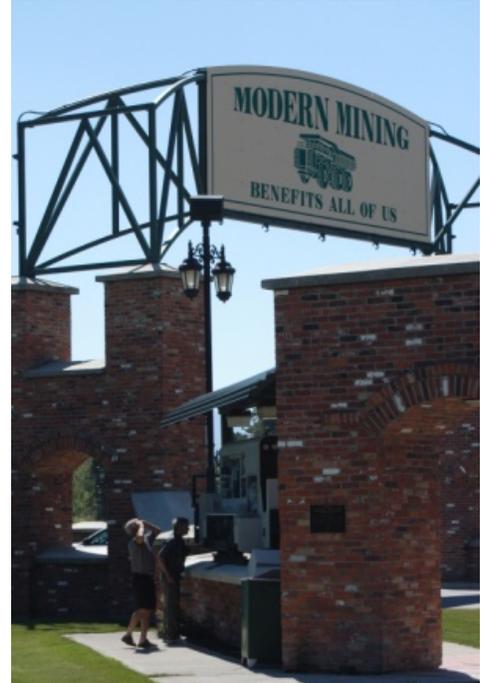
The built environment addresses building construction, infrastructure, alternative energy and energy conservation. Infrastructure within Sparwood should be energy efficient. Sparwood is currently undertaking the development of a new sewage treatment plant, which will assist with a quality built environment. Action plans include researching the potential of geothermal and grey water systems, and researching the use of waste coal fines for generating power for local and regional use. The construction of trails and the installation of amenities associated with the trail system were identified as priorities. Incentive programs are also identified to improve the energy efficiency of existing residences. New residential areas would be relatively compact but still provide green space, trails and related amenities.

5.4 Economic Pillar of Sustainability

Economic sustainability is a critical pillar in supporting the success of the other pillars of sustainability. If there is a strong, vibrant economic base within the community, it is possible to create a balance among the other pillars. Business development provides an opportunity for people to work within the community and support local businesses creating a cycle of economic sustainability.

Coal mining in the Elk Valley is responsible for the economic success of Sparwood. It provides the employment that literally makes everything possible. Partnerships between the District and the mines lead to many initiatives that support all the pillars of sustainability.

Within the greater economic environment, Sparwood needs to be a player in the global business economy. Keeping pace with the global economy through the development of business support systems will help to develop the economic base of Sparwood and encourage businesses to locate here via communication technologies such as fibre optic.



There are also opportunities to capitalize on the outdoor recreation, fishing and hunting for which the Elk Valley is well known.

5.5 Governance Pillar of Sustainability

Governance is the sustainability pillar which provides the support and mechanism for the success of the action plans. Cooperation within the local and regional area to provide services helps streamline the process. When the District is inclusive and accepting of new ideas and ways of doing business, opportunities are created that enable everyone to become involved. A visionary approach provides the openness to look ahead at new solutions and become educated on new approaches. With accountability in mind, council and District staff are able to make sustainable decisions for the public ensuring the public's trust and confidence. Action can often speak louder than words. A CSP is only as successful as its implementation. Governance provides the opportunity to be responsive to the implementation process through effective monitoring of successes and what doesn't work, and learning from the outcomes.

5.6 Action Items by Category

Further analysis was undertaken to assign action items to aspect categories to combine similar action items and to reduce the overall number of action items. Aspect categories or strategy areas touch on aspects of all the pillars of sustainability. In the assessment conducted prior to the CSP, aspect categories were determined to be sufficient, partially sufficient or deficient in Sparwood's context.

Table 4.1: Aspect Categories

• Health and Social	Sufficient
• Arts/culture/heritage	Partially sufficient
• Recreation and leisure	Sufficient
• Natural areas	Sufficient
• Built environment	Partially sufficient
• Governance and partnership	Deficient
• Communication	New aspect
• Economic development	Partially sufficient
• Energy	Deficient
• Food	Partially sufficient
• Materials and solid waste	Deficient
• Learning	Partially sufficient
• Volunteerism	New aspect
• Transportation	Partially sufficient

Rows highlighted in yellow in the following tables are action items that area already underway - a timeframe has not been identified for these action items. In Table 4.2, action items appear in order from those proposed for 2010, followed by items identified for 2010-2015, 2015-2025 and 2025+ for each aspect category.

Table 4.2: Action Items According to Aspect Category

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Health and social					
Encourage more interaction between seniors and youth to bridge /understand generation gaps i.e. gardening and weeding programs, luncheons, soap box derby, reading programs at library, baking.	Social	√	√	√	√
Provide opportunities that bring and mix people together, i.e. bring various groups together to an open house.	Social	√	√	√	√
Hold “ethnic nights” to showcase various cultures/ traditions on a regular, progressive basis.	Social	√	√	√	√
Hold summer festivals in the field outside the high school.	Cultural	√	√	√	√
Continue the bike rodeo.	Social	√	√	√	√
Bring police dog into school to educate students/ Drug Abuse Resistance Education (DARE).	Social	√	√	√	√
Encourage and thank police for their efforts in community policing.	Social	√	√	√	√
Continue to design programs to accommodate shift work schedule.	Social	√	√	√	√
Continue utilizing the amazing social network, i.e. encourage neighbours to get to know their neighbours.	Social	√	√	√	√

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Adopt a park/neighbourhood to encourage the residents to take pride in their community.	Cultural	√	√		
Encourage youth mentoring, i.e. look at involving youth on committees such as the Advisory Committee	Cultural	√			
Encourage different food choices through special events, i.e. ethnic food, vegetarian, by heritage groups and cooking classes.	Cultural	√			
Display flags for each country represented in town (include Chamber visitors). Could be at a small mall	Social		√		
Support safe teen areas for social activities.	Social		√		
Start education of government processes with students at an early age and make it interesting by providing incentives for participating, i.e. credit for sitting on a committee.	Governance		√		
Plan meetings with different groups, different levels of government, health, mining, district and others in community to come up with common goals/ initiatives to find common ground.	Governance		√		
Develop a sustainable long term seniors' facility.	Social		√		
Make better use of current medical equipment, i.e. physiotherapy equipment, and lobby to change provincial regulations by identifying challenges with privatization.	Social		√		
Implement programs to create opportunities to involve seniors to watch/care for children.	Social		√		
Develop programs to increase the number of capable caregivers.	Social		√		
Discourage vandalism by educating youth and eliminating boredom to create civic pride in young adults.	Cultural				
Arts/culture/heritage					
Conduct regular, scheduled clean-up of the Titan truck site and provide a cigarette disposal bin. (Chamber)	Environmental	√	√	√	√
Keep arts and culture week going	Cultural	√	√	√	√
Support small networks of activities i.e. Elk Valley Dirt Riders.	Social	√	√	√	√
Develop, expand and share/communicate a list of opportunities that enrich experiences.	Social	√	√	√	√
Support/promote informal groups by advertising events and activities.	Social	√	√	√	√
Offer more cultural opportunities (i.e. theatre group)	Cultural/ Social	√	√		
Promote More music/art events such as jam nights, poetry etc.	Cultural	√			
Attract more live shows and concerts.	Cultural		√		
Designate an area where movies can be shown that also facilitates other cultural events, i.e. an amphitheatre.	Cultural		√		

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Provide entertainment/activities for kids in downtown, i.e. a theatre and by using youth for projects in town.	Cultural		√		
Promote entertainment in downtown on Friday nights – restaurants with band or jam session, poetry reading, craft courses, etc.	Cultural		√		
Hold three yearly events and activities spaced throughout the year, i.e. Coal Miner days (tri-annual event)	Social		√		
Bring back the toy run.	Social		√		
Investigate ways to receive more grant money for local groups and facilities such as grants to restore heritage buildings and locations and grants to market and promote the museum.	Cultural		√		
Conduct a heritage inventory to ensure remaining resources are identified and potentially restored.	Cultural		√		
Set the stage to create replica of old town facades in Sparwood by partnering with the Michel – Natal - Sparwood Heritage Society.	Economic		√		
Build or renovate an existing building to create a proper venue for performing arts and concerts - the acoustics of arena are not good for music.	Cultural			√	
Purchase and renovate Mountain View School to use as a venue for clubs, music, lessons and dance.	Cultural			√	
Display local art in various places, i.e. the health centre, a portion of Mountain View School could be used as an art gallery and change image of Sparwood from a coal mining town to beautiful town.	Cultural				
Better utilize library by encouraging the formation of book clubs and poetry reading.	Cultural				
Recreation and leisure					
Construct more trails and incorporate more information such as the difficulty and length, maps, define according to trail types, and interpretive signage.	Cultural	√	√	√	√
Provide more pathway linkages to provide access to landscaped and restored areas, and selectively remove trees to open up certain areas.	Environmental	√	√	√	√
Enforce bylaws to protect non-motorized recreational users of multi season pathways.	Environmental	√	√	√	√
Regulate fishing and hunting activities by limiting access to certain areas to maintain this activity at a small scale.	Economic	√	√	√	√
Encourage photography as a means to increase interest in outdoor recreation.	Economic	√	√	√	√
Encourage/ enhance existing sport mentorship program to encourage residents and others to participate in outdoor recreation, and fishing and hunting.	Economic	√	√		
Provide a course to teach the basics of outdoor survival.	Social	√			

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Promote the historical walking tour and update and expand walking tour including repainting footsteps.	Cultural	√			
Connect residential nodes with LED lit trails.	Environmental		√	√	√
Pave some pathways to replace asphalt chips.	Environmental		√	√	√
Include seating nodes throughout Sparwood with benches to sit on, bear proof waste and recycle receptacles, dog waste bag dispensers.	Environmental		√	√	√
Require developers to construct parks and to install trail amenities through District regulations.	Environmental		√	√	√
Encourage the identification and development of pathways for winter use such as snow shoeing and cross country skiing with directional signage that also accommodate a summer use, i.e. mountain biking.	Environmental		√	√	√
Create multiple access points for pedestrians to access the river and, in particular, from the rec centre to the river's edge.	Environmental		√		
Incorporate trail with lighting (LED/ Solar) between Cypress and Valley View.	Environmental		√		
Promote the premier fishing/ hunting in area, i.e. display images of fish and wildlife species found in the valley.	Cultural		√		
In promoting Sparwood's outdoor recreational themes, emphasize the trail system and related services such as a bike store and repair shop.	Economic		√		
Provide an opportunity for family adventure/ trek camps i.e. obstacle courses, campfires at Mountain Shadows campground – the low cost is funded by donations and revenue from storage fees.	Social		√		
Develop access to, and a pathway along, the Elk River and Michel Creek, and a pedestrian bridge over Michel Creek with distance markers and interpretive signage to identify points of interest.	Environmental			√	
Incorporate an outdoor recreation theme in the mural program and use/sell acrylic bricks showcasing individuals, families, big fish caught, etc. to support the program.	Economic			√	
Continue the scouts "night trek" for ages 11-18.	Social			√	
Economic development					
Retain the hanging basket program.	Cultural	√	√	√	√
Create a solution to encourage businesses downtown. Draw visitors and residents through/past the mall to Centennial Square. Currently the mall blocks the downtown	Cultural	√	√	√	√
Promote Sparwood as a family oriented day trip type destination (not a resort like Fernie).	Economic	√	√	√	√
Attract people to Sparwood and engage/encourage them to remain here.	Social	√	√	√	√
Organize fun events in town to support small business.	Economic	√	√	√	√

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Coordinate and co-market an inter-community business network in Elk Valley to encourage variety and reduce repetition.	Economic	√	√	√	√
Continue competitions between businesses using contests, i.e. make pedometers available as a tool to generate competition.	Social	√	√	√	√
Promote activities/businesses in the downtown to visitors by using the walking tour and other similar programs.	Cultural	√	√		
Encourage a craft fair downtown and/or a farmers market.	Cultural	√	√		
Advertise locally to request input for business opportunities.	Social	√			
Restore Murals – find a new person to become involved.	Cultural	√			
Work towards local ownership among business property owners, i.e. encourage more inter-business support.	Economic		√	√	√
Encourage people engaged in the construction trades to live in Sparwood.	Economic		√		
Provide incentives to reduce the costs of doing business by lowering electrical costs, reducing rental costs, and providing more space for small business rental to compete with existing availability.	Economic		√		
Encourage/attract “knowledge workers” to diversify Sparwood’s work force by providing incentives to work from home with internet based businesses, i.e. by utilizing fibre optics.	Social		√		
Encourage music in Centennial Square.	Cultural		√		
Encourage Corporate involvement by creating incentives or penalties to be involved and by plaques, sponsorship, youth employment grants, and/or positions on committees, etc.	Governance		√		
Consider “Old Mother Hubbard” shoe and/or other theme objects that lead to downtown Sparwood (Centennial Square).	Economic		√		
Examine means of diversifying beyond tourism, i.e. co-generation and selling electricity to the grid or geothermal heating - also a means of providing local employment.	Economic		√	√	√
Support the exchange of services (legal bartering), i.e. plumbing and baking.	Economic			√	
Complete the Japanese Garden to increase the beauty of Sparwood and to attract visitors.	Economic				√
Facilitate the possibility of the development of a Casino to draw people into the community.	Cultural				√
Encourage mines to have a different work schedule than 4 on - 4 off shift.	Cultural				√
Energy					
Research the feasibility of installing micro hydro plants along Elk River to generate power.	Environmental		√		

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Research viability of energy generated by wind power and small scale water turbines as well as geothermal on a district energy/ community basis.	Environmental		√		
Research the potential of the installation of infrastructure to accommodate geothermal and grey water systems in new developments.	Environmental		√		
Research an energy plant that burns waste coal fines, waste wood, garbage, and landfilled garbage (dig up old landfill) for district energy use.	Environmental		√		
Include Fernie and Elkford in producing power for our own needs and generate revenue by selling it back to the grid.	Economic			√	
Food					
Incorporate community gardens, i.e. at Sparwood Secondary School. Use Fernie's community garden as an example to create a community garden for Sparwood.	Social		√		
Establish a farmer's market and include/ encourage locally grown food and processed products, art and other activities to bring people together.	Environmental		√	√	√
To ensure a supply when transportation routes are closed, implement a food security program i.e. encourage the construction of greenhouses to support the "100 mile diet".	Environmental		√	√	√
Natural areas					
Encourage more landscaping along the highway corridor or implement other measures to enhance and stand out as a gateway community to BC.	Economic	√	√	√	√
Plant trees to screen industrial sites and selectively remove trees to enhance views of Sparwood's commercial areas and the Titan truck.	Environmental	√	√	√	√
Conduct regular scheduled maintenance of all District green belts and small grassed corners that are neglected.	Environmental	√	√	√	√
As a part of an afforestation plan and to replace trees removed, naturalize the area between the campground and the highway to act as a sound barrier.	Environmental	√	√		
Create landscape restoration plans for logged areas.	Environmental	√	√		
Study the feasibility of Low Impact Development pathways/ storm water drainage.	Environmental		√		
Reduce the parking in the mall parking lot in favour of green space and encourage via development permit or by some other means.	Environmental		√		
Build fences or introduce some other means to reduce wind blown litter and improve aesthetics around the recycle depots.	Environmental		√		
Encourage landscaping at the store in the Heights and encourage resurfacing of the parking lot.	Environmental		√		

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Encourage the treatment of the Causeway Bay parking lot (also the area owned by Highways) to reduce dust, and also encourage landscaping and the installation of picnic tables.	Environmental		√		
Develop an effective weed management program by integrating/ incorporating pesticides with alternatives such as hand pulling and/or implementing a Weed Warrior Program.	Environmental		√		
Research and identify opportunities for the treatment of storm water to remove contaminates before it reaches the river.	Environmental			√	
Transportation					
Put a carpool/ ride share forum on the district website.	Cultural	√			
Facilitate the culture of caring to help those with limited mobility by carpooling share/ride into major centres for appointments.	Cultural	√			
Designate places for the public to park their bicycles and zero emission vehicles.	Environmental		√		
Adopt the Active Transportation Plan.	Environmental		√		
Incorporate vehicular access across the CPR Railway ROW to a parking area near the river.	Environmental			√	
Learning					
Educate about water conservation i.e. rain barrels, etc.	Social	√	√	√	√
Continue to promote and educate the community regarding local bussing.	Social	√	√	√	√
Encourage/educate regarding biking and walking by conducting workshops, and providing information packages.	Social	√	√	√	√
Encourage organic food production with education and workshops.	Social	√	√	√	√
Establish/encourage programs to educate residents about food conservation i.e. Senior's teaching residents how to can, preserve and winter food storage.	Environmental	√	√	√	√
Provide programs to educate and inform the public about afforestation practices and pine beetle management.	Environmental	√	√	√	√
Better inform residents about fibre optic opportunities and build on and utilize fibre optics as opportunities arise.	Economic	√	√	√	√
Promote the internet and video conferencing to provide learning opportunities to the community, i.e. specialty physicians.	Social	√	√	√	√
Provide incentive education programs to improve energy efficiency in existing residences and buildings.	Environmental	√	√	√	√
Establish a place for composting that is operated by volunteers and students involved in an educational program.	Environmental		√		
Develop an educational program to involve youth in worm composting and in a community garden.	Environmental		√		
Develop educational programs to raise awareness of the importance of protecting receiving water bodies.	Environmental		√		

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Governance and partnerships					
Expand planning policies to include legal suites.	Social	√	√	√	√
Become a success in sustainability management	Environmental	√	√	√	√
Do not chlorinate water.	Environmental	√	√	√	√
Require commercial and industrial enterprises to landscape their sites and implement LEED.	Environmental		√	√	√
Lobby for life-lease buildings in BC.	Economic		√	√	√
Permit small lot subdivisions via zoning.	Environmental		√		
Set a timeline for sustainability plan evaluation - 6 months to a year and continually evaluate the timeline to replace or add items.	Governance		√		
Reinforce the accountability of the MSP by appointing an ongoing committee to monitor the plan and by regularly appointing new members to the committee.	Governance		√		
Program sustainability education with a website, workshops, mail outs, and a trade fair (build on fall registration fair).	Governance		√		
Materials and solid waste					
Develop a larger take it - leave it area at the transfer station and communicate its use to the public. Leave items for a longer period of time to provide ample opportunity for resident perusal.	Environmental	√	√		
Organize an event such as a clean-up day or Sparwood Pride Day the same day each year to educate the community about waste handling and waste reduction (tie into school programming/assign areas of responsibility), and advertise with fridge magnets, Sparwood's web site and/or a newspaper.	Environmental		√		
Volunteerism					
Encourage young people to join adult clubs to revitalize membership and volunteer base.	Cultural	√	√	√	√
Provide central place for sign-up for volunteers.	Cultural	√	√		
Encourage volunteers to promote a Heritage week.	Cultural	√	√		
Encourage a volunteer organizer for cultural events such as Coal Miner Days and clubs.	Cultural		√		
Encourage automatic replacement on club boards.	Cultural				
Communication					
Provide better communication of events in town through a newsletter, signage - advertise where the people gather.	Cultural	√	√	√	√
Continue collaboration of sports associations within the region.	Social	√	√	√	√
Support the development of Sparwood's own newspaper.	Social	√	√		

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Increase communications with corporations by inviting their participation on committees, by encouraging their participation in events, by the Mayor and management inviting corporations to visit the community and potentially sponsor events and activities.	Governance	√	√		
Improve website and newsletters - the current layout is hard to navigate, i.e. the community calendar.	Cultural	√			
Improve communications by increasing readership of the website by providing updates, events and prizes and by circulating newsletters (the Black Rock newspaper) and the recreation brochure; and by creating e-mail lists for circulation.	Governance	√			
Educate the public more, i.e. creation of a new town website with a blog for sharing information that's separate from the municipality website.	Governance	√			
Make it easier for people to voice opinions by using/organizing an outside forum.	Governance		√		
Use self addressed questionnaires for future feedback (need to evaluate success of questionnaire mail-out)	Governance		√		
Improve communications with residents by bringing issues to them and by demonstrating accomplishments to encourage involvement, i.e. what the members of the Advisory Committee are doing.	Governance		√		
Coordinate events so that they don't conflict with each other ie. Sparwood Craft Fair is same weekend as Fernie's Craft Fair, Coal Miner Days same as another event.	Governance		√		
Combine events throughout valley – don't duplicate the same event in a number of places on a smaller, less successful scale, create a large combined event instead.	Governance		√		
Encourage coordination between groups, i.e. health, recreation, and schools, by an event that can be sponsored by a number of groups to encourage participation.	Governance		√		
Make Sparwood the Centre of the World by centralizing facilities between Fernie and Elkford.	Governance			√	

5.7 2010 Action Plan

Table 4.3 includes a list of action items proposed for 2010. These were extracted from Table 4.2. Several action items are identified as ongoing, consequently each time frame is checked off.

Table 4.3: 2010 Action Plan

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Health and social					
Encourage more interaction between seniors and youth to bridge /understand generation gaps i.e. gardening and weeding programs, luncheons, soap box derby, reading programs at library, baking.	Social	√	√	√	√
Provide opportunities that bring and mix people together, i.e. bring various groups together to an open house.	Social	√	√	√	√
Hold “ethnic nights” to showcase various cultures/traditions on a regular, progressive basis.	Social	√	√	√	√
Hold summer festivals in the field outside the high school.	Cultural	√	√	√	√
Continue the bike rodeo.	Social	√	√	√	√
Bring police dog into school to educate students/ Drug Abuse Resistance Education (DARE).	Social	√	√	√	√
Encourage and thank police for their efforts in community policing.	Social	√	√	√	√
Continue to design programs to accommodate shift work schedule.	Social	√	√	√	√
Continue utilizing the amazing social network, ie.e encourage neighbours to get to know their neighbours.	Social	√	√	√	√
Adopt a park/neighbourhood to encourage the residents to take pride in their community.	Cultural	√	√		
Encourage youth mentoring, i.e. look at involving youth on committees such as the Advisory Committee	Cultural	√			
Encourage different food choices through special events, i.e. ethnic food, vegetarian, by heritage groups and cooking classes.	Cultural	√			
Arts/culture/heritage					
Conduct regular, scheduled clean-up of the Titan truck site and provide a cigarette disposal bin. (Chamber)	Environmental	√	√	√	√
Keep arts and culture week going	Cultural	√	√	√	√
Support small networks of activities i.e. Elk Valley Dirt Riders.	Social	√	√	√	√
Develop, expand and share/communicate a list of opportunities that enrich experiences.	Social	√	√	√	√

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Support/promote informal groups by advertising events and activities.	Social	√	√	√	√
Offer more cultural opportunities (i.e. theatre group)	Cultural/ Social	√	√		
Promote More music/art events such as jam nights, poetry etc.	Cultural	√			
Recreation and leisure					
Construct more trails and incorporate more information such as the difficulty and length, maps, define according to trail types, and interpretive signage.	Cultural	√	√	√	√
Provide more pathway linkages to provide access to landscaped and restored areas, and selectively remove trees to open up certain areas.	Environmental	√	√	√	√
Enforce bylaws to protect non-motorized recreational users of multi season pathways.	Environmental	√	√	√	√
Regulate fishing and hunting activities by limiting access to certain areas to maintain this activity at a small scale.	Economic	√	√	√	√
Encourage photography as a means to increase interest in outdoor recreation.	Economic	√	√	√	√
Encourage/ enhance existing sport mentorship program to encourage residents and others to participate in outdoor recreation, and fishing and hunting.	Economic	√	√		
Provide a course to teach the basics of outdoor survival.	Social	√			
Promote the historical walking tour and update and expand walking tour including repainting footsteps.	Cultural	√			
Economic development					
Retain the hanging basket program.	Cultural	√	√	√	√
Create a solution to encourage businesses downtown. Draw visitors and residents through/past the mall to Centennial Square. Currently the mall blocks the downtown	Cultural	√	√	√	√
Promote Sparwood as a family oriented day trip type destination (not a resort like Fernie).	Economic	√	√	√	√
Attract people to Sparwood and engage/encourage them to remain here.	Social	√	√	√	√
Organize fun events in town to support small business.	Economic	√	√	√	√
Coordinate and co-market an inter-community business network in Elk Valley to encourage variety and reduce repetition.	Economic	√	√	√	√
Continue competitions between businesses using contests, i.e. make pedometers available as a tool to generate competition.	Social	√	√	√	√

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Promote activities/businesses in the downtown to visitors by using the walking tour and other similar programs.	Cultural	√	√		
Encourage a craft fair downtown and/or a farmers market.	Cultural	√	√		
Advertise locally to request input for business opportunities.	Social	√			
Restore Murals – find a new person to become involved.	Cultural	√			
Natural areas					
Encourage more landscaping along the highway corridor or implement other measures to enhance and stand out as a gateway community to BC.	Economic	√	√	√	√
Plant trees to screen industrial sites and selectively remove trees to enhance views of Sparwood's commercial areas and the Titan truck.	Environmental	√	√	√	√
Conduct regular scheduled maintenance of all District green belts and small grassed corners that are neglected.	Environmental	√	√	√	√
As a part of an afforestation plan and to replace trees removed, naturalize the area between the campground and the highway to act as a sound barrier.	Environmental	√	√		
Create landscape restoration plans for logged areas.	Environmental	√	√		
Transportation					
Put a carpool/ ride share forum on the district website.	Cultural	√			
Facilitate the culture of caring to help those with limited mobility by carpooling share/ride into major centres for appointments.	Cultural	√			
Learning					
Educate about water conservation i.e. rain barrels, etc.	Social	√	√	√	√
Continue to promote and educate the community regarding local bussing.	Social	√	√	√	√
Encourage/educate regarding biking and walking by conducting workshops, and providing information packages.	Social	√	√	√	√
Encourage organic food production with education and workshops.	Social	√	√	√	√
Establish/encourage programs to educate residents about food conservation i.e. Senior's teaching residents how to can, preserve and winter food storage.	Environmental	√	√	√	√
Provide programs to educate and inform the public about afforestation practices and pine beetle management.	Environmental	√	√	√	√

Action Items	Pillar	2010	2010-2015	2015-2025	2025+
Better inform residents about fibre optic opportunities and build on and utilize fibre optics as opportunities arise.	Economic	√	√	√	√
Promote the internet and video conferencing to provide learning opportunities to the community, i.e. specialty physicians.	Social	√	√	√	√
Provide incentive education programs to improve energy efficiency in existing residences and buildings.	Environmental	√	√	√	√
Governance and partnerships					
Expand planning policies to include legal suites.	Social	√	√	√	√
Become a success in sustainability management	Environmental	√	√	√	√
Do not chlorinate water.	Environmental	√	√	√	√
Materials and solid waste					
Develop a larger take it - leave it area at the transfer station and communicate its use to the public. Leave items for a longer period of time to provide ample opportunity for resident perusal.	Environmental	√	√		
Volunteerism					
Encourage young people to join adult clubs to revitalize membership and volunteer base.	Cultural	√	√	√	√
Provide central place for sign-up for volunteers.	Cultural	√	√		
Encourage volunteers to promote a Heritage week.	Cultural	√	√		
Communication					
Provide better communication of events in town through a newsletter, signage - advertise where the people gather.	Cultural	√	√	√	√
Continue collaboration of sports associations within the region.	Social	√	√	√	√
Support the development of Sparwood's own newspaper.	Social	√	√		
Increase communications with corporations by inviting their participation on committees, by encouraging their participation in events, by the Mayor and management inviting corporations to visit the community and potentially sponsor events and activities.	Governance	√	√		
Improve website and newsletters - the current layout is hard to navigate, i.e. the community calendar.	Cultural	√			
Improve communications by increasing readership of the website by providing updates, events and prizes and by circulating newsletters (the Black Rock newspaper) and the recreation brochure; and by creating e-mail lists for circulation.	Governance	√			
Educate the public more, i.e. creation of a new town website with a blog for sharing information that's separate from the municipality website.	Governance	√			

6. Implementation and Monitoring

A plan can provide an incredible opportunity to create and manage change. However, without implementation and monitoring, the plan will sit on a shelf and not be the valuable asset it was intended to be. From a number of perspectives, the clear expectation for the creation of this plan is that it succeed and continue to positively shape Sparwood's future.

6.1 Implementation

6.1.1 Adoption of Community Sustainability Plan

Sparwood's Council adopted this plan by resolution. It will be modified through the monitoring process with an addendum considered for approval by Council each year to reflect the action plan initiatives for that year. In other words the CSP will be comprised of this plan plus the addendums created annually.



In addition to the annual action planning, a long term review of this plan and, in particular, a verification of the vision and the descriptions of success are expected to occur approximately every 5 years. Planning and Development staff will meet with senior staff of other departments on an annual basis to coordinate proposed action plans, to determine economies of scale and avoid duplication. Additional information concerning sustainability is anticipated to create new avenues of opportunity which this plan can potentially incorporate.



6.1.2 Implementation and the Advisory Committee

The Advisory Committee is appointed and tasked with monitoring and the review of the action items each year. The membership of the Advisory Committee would be ratified by Council. The Advisory Committee is responsible to report back to Council at regular intervals throughout the monitoring phase regarding the successes achieved and initiatives that require additional resources, and with each new set of annual action plans. Coordination of Advisory Committee meetings and review should be handled by the Planning and Development Department. The Advisory Committee and Planning and Development staff are also encouraged to share their findings, provide educational information, and yearly action initiatives and results with the public.

6.2 Monitoring

6.2.1 Recommended Process for Monitoring the CSP

The monitoring program is intended to monitor the implementation of the action items. It is flexible enough to roll action items into the next year's plan, eliminate action items (at the discretion of Council) and integrate new items that arise from public involvement, staff or because of an opportunity is presented, i.e. a new funding program that makes an action item possible.

The recommended steps for the monitoring process are:

1. Council adopts CSP through resolution
2. The Advisory Committee presents key CSP initiatives to Council and outlines the action items recommended for 2010
3. Council reviews items and finalizes action items for 2010.
4. Finalized action items flow into budget preparation for 2010.
5. Terms of reference for the Advisory Committee are prepared for Council.
6. The Advisory Committee is appointed by Council in September 2009.
7. The Advisory Committee convenes in October, 2009 to review action items and make recommendations in respect of their implementation.
8. The Advisory Committee meets early in 2010 to review results of the budget process and to determine if any items need to expedited.
9. The Advisory Committee meets again in May, 2010 to evaluate progress and to start considering 2011 action items. This will include an evaluation of 2-5 year action item priorities. Performance indicators, which are actions containing measurable results, should be included within annual action plans. New action items could also be added.
10. Staff, in May of 2010, also evaluates progress and to start considering 2011 action items.
11. To ensure the public is updated on the actions taken and their results, it is recommended that the sustainability items be included in the District's Annual Report in the Municipal Objectives and Measures section. This report is required to be presented by June 30 of each year under the Community Charter, and includes reporting on the progress of Municipal Objectives of the year completed and the identification of Municipal Objectives for the following two years.
12. Continue the cycle of meetings for each year as indicated above.

Table 5.1 is an example of a tool that could assist Planning and Development staff and the Advisory Committee with monitoring and implementation, and particularly in reporting the results to Council.

Table 5.1: Example of Sustainability Action Plan Implementation

Description of Success	Sparwood has expanded interest based and viable arts and cultural opportunities in the form of events and clubs for residents and visitors			
Current Reality	Lack of venues for theater, arts and musical events.			
Time Frame	2010			
Action Item	Responsibility	Results	Discussion	Recommendation
Hold summer festivals in the field outside the high school	District, the high school, local volunteer groups			

New actions items are inevitable and Table 5.2 is a tool that could be used to keep track of new action items.

Table 5.2: New Action Item Planning Guide

Description of Success				
Current Reality				
New Action Item	Responsibility	Discussion	Proposed Time Frame	Recommendation

6.2.2 Development of Baseline and Performance Indicators

In order to measure progress towards sustainability, a baseline could be established for each indicator. A definition of the term indicator adapted from the Organization for Economic Cooperation and Development (OECD), 1994) reads as follows:

"... a statistic or parameter that, tracked over time, provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistics itself."

While the definitions vary, there is a consensus that an indicator should be more than just a simple statistic or measurement. Unlike simple statistics, indicators provide a summary indication of a condition or problem, and permit the observation of progress or change. This progress can be measured over time or against benchmarks, targets or visions for the future.

With a baseline determined, performance measures could be established for good, better, and best scenarios. Good is an indication of a reduced footprint; better tends toward a net-zero impact, and best is an indication of regeneration and a net positive effect. These indicators help to form a basis of measuring the success of each year's action plan.

Table 5.3 provides an example of an indicator, a method of establishing a baseline and a performance measurement.

Table 5.3: Indicator Baseline and Performance Measurement

Indicator	Baseline	Performance measurement
Water use	Monitor household and business water use through water meters to establish basic water efficiency standards.	To reduce the annual water consumption per household or per business by 10%.
Urban/community form	Calculate the average density of established subdivisions.	Calculate on an annual basis the planning approvals for residential units to establish the gross residential density of new development
Community agriculture	Determine if a community garden is in existence and the area of community gardens per 1,000 population.	Calculate areas of community gardens. Target could be three areas, based on a ratio of 1 acre per thousand people.

Possible examples of related indicators or targets are outlined in Table 5.4.

Table 5.4 Examples of Indicators and Targets

Pillar of Sustainability	Preliminary Performance Indicators	Pillar of Sustainability	Preliminary Performance Indicators
Cultural Sustainability	Sense of Community Heritage Arts Multicultural	Environment – Natural	Open Spaces Agriculture Pollution Conservation
Social Sustainability	Education Diversity Leisure and Recreation Protective Services Affordability Health and Human Services	Economic Sustainability	Business Development Global Business Economy Support Systems
Environment - Built	Low Impact Development Infrastructure Architecture Conservation	Governance	Cooperative Inclusive Visionary Accountability Responsive

Table 5.5: Examples of Performance Indicator Targets

Pillar	Indicators	Baseline	Good	Better	Best
Natural Environment	Water Use	500 liters per capita per day	450 liters per capita per day (10% less)	400 liters per capita per day (20% less)	350 liters per capita per day (30% less)
	Community Gardens	0 acres	2 acres	4 acres	5 acres
Built Environment	Urban form (Density)	4-5 units per acre	5-6 units per acre	6-7 units per acre	7-8 units per acre

Sustainability planning is dynamic and, as performance measures are developed through application, they will change the way sustainability plans are monitored.

7. Summary

The District of Sparwood embarked on an exciting journey that led to the successful completion of a Community Sustainability Plan. This plan will guide the District towards sustainability in 20 years. The process involved District staff, the appointment of an Advisory Committee to oversee the development of the plan, and the public. The Advisory Committee will become involved with monitoring and implementing the plan.

The District conducted a sustainability assessment in advance of the preparation of the CSP. The purpose of the assessment was to determine if the District was ready for a sustainability planning exercise.

The Community Sustainability Assessment included interviews with senior staff, a policy review, facilitated workshops with the Initiatives Committee to work through the sustainability template provided by Community Services, and the preparation of a final report. The assessment template provided a process that resulted in the following recommendations:

- Obtain funding to undertake a community sustainability planning process.
- Focus on the following community aspects - energy, governance and partnerships, materials and solid waste, and water conservation.
- Appoint another committee called the Community Sustainability Advisory Committee to oversee the development of the CSP.

The assessment was successfully completed. Council and District staff were/are engaged in the process and the public was involved as members of the Advisory Committee. Overall, the results of the assessment indicate that Sparwood is already on the path to sustainability.

BC has sustainability planning processes. Sparwood selected a sustainability planning process developed by the Alberta Urban Municipalities Association (AUMA), which is a comprehensive, long term and integrates the five pillars of sustainability. This process also integrates The Natural Step (TNS), a shared, science-based decision making tool that facilitates complex decision-making and allows the integration of the various approaches to sustainability.

The phases of the AUMA process are outlined below:

- Phase I: Structuring the Planning Process
- Phase II: Creating a Shared Understanding of Sustainable Community Success
- Phase III: Determining and Analyzing Issues to Community Success
- Phase IV: Identify Initiatives to Move from Current Reality towards Success
- Phase V: Ongoing Monitoring and Implementation

In addition to the AUMA process, Sparwood customized the planning procedure by:

- Utilizing the results from the Sustainability Assessment by creating a virtual sustainability resource library for the Advisory Committee and the public to utilize
- Conducting a TNS workshop with District staff
- Encouraging Council, District Staff and members of the Advisory Committee to take the TNS on line training module.

The members of the Advisory Committee represented government, business, public protection, education, the mining industry, the environment, youth, seniors, labour, health, and the District of Sparwood. The Advisory Committee was involved in the following key components of preparing the plan:

- Education in sustainability and forming a sustainability vision for the District of Sparwood.
- In a workshop setting, determined the current reality under each pillar of sustainability and formed descriptions of success.
- After the public workshop where actions items were determined, reviewed the action items for duplication and ensured the action items are under the appropriate pillar of sustainability.
- Reviewed order of magnitude costs.
- Reviewed the draft sustainability plan before it's reviewed by Council.
- Reviewed a draft plan before it's reviewed by Council.

The Advisory Committee explored ideas of what a sustainable community meant to them and what their hopes and visions were for Sparwood in the future. This laid the groundwork for developing a sustainability vision for Sparwood, which is:

***Honouring our heritage and actively creating a sustainable future.
Sparwood is a vibrant and active community nestled in the heart of Elk Valley in the Rockies,
dedicated to encompassing our heritage and creating a healthy future through environmental,
cultural and economic principles.***



A public workshop was held on Saturday, May 6th, 2009 at the Sparwood Recreation Centre in the banquet hall. Approximately 35 people attended and the group was comprised of Council members, District staff, members of the Advisory Committee and the general public. Following a description of the pillars of sustainability and a presentation by a sustainability expert, the public broke into groups to review the current reality regarding each description of success and then brainstormed action items that would provide the means to reach that description.

Following the public workshop, the Advisory Committee reviewed and refined the actions items, their timeframes, and reviewed the order of magnitude costs for action items that suggested a capital project. These action items and the order of magnitude costs were presented to Council for their review.

The results of the plan were compiled in a draft report and reviewed by the Advisory Committee and Council. The report was then finalized and presented to Council. The Advisory Committee met to reflect on the process and discuss how the plan would be implemented.

The CSP process involved developing descriptions of success and brainstorming with the public to generate action items. From this information, action items were sorted into community aspects and finally, the 2010

action plan was prepared. The 2010 action plan will be followed with yearly action plans, and the implementation of these plans will be monitored on a yearly basis.

A plan can provide an incredible opportunity to create and manage change. However, without implementation and monitoring the plan will sit on a shelf and not be the valuable asset it was intended to be. From a number of perspectives, the expectation for this plan is that it succeeds and continues to positively shape Sparwood's future.



The Community Sustainability Advisory Committee recommended that the Sparwood Community Sustainability Plan be accepted by Council and Council resolution was:

WHEREAS the District of Sparwood supports sustainability planning; and

WHEREAS the Sparwood Community Sustainability Plan dated September 2009 is the culmination of an assessment and public planning process;

THEREFORE BE IT RESOLVED THAT: the Sparwood Community Sustainability Plan dated September 2009 be received and a section on sustainability be incorporated into the annual reporting process and furthermore that the Sustainability Advisory Committee be thanked for their work and asked to continue advising Council on Sustainability Planning issues along with the role of monitoring and reporting on the progress and implementation of the Sparwood Sustainability Plan.

Appendix A

TNS Workshop



AECOM

Welcome to “Learning Sustainability” – A Natural Step Workshop

In preparation for our “Learning Sustainability” workshop Tuesday, we’ve assembled the following materials for you:

- a short overview of the workshop;
- the agenda for the day; and
- a short introduction to The Natural Step Framework

We are all busy people with limited time, but by taking even five minutes to look through the materials, you’ll be helping us all hit the ground running when we meet at the Sparwood Town Hall Tuesday afternoon. We’re looking forward to meeting all of you then, and to having a great discussion about sustainability and how it can become part of the Sparwood culture.

Best Regards,
Bart Robinson, Senior Associate, The Natural Step Canada
The Planning Department, DOS
Hugh MacKenzie, AECOM

Workshop Overview: Learning for Sustainability

Who? The Participants

Sparwood. 35 district staff and members of the sustainability committee. The Planning Department, as coordinators for the Sparwood Municipal Sustainability Planning initiative will also be present. The members of the sustainability committee – whose attendance is voluntary – will have completed the TNS eLearning program. District staff will have little to no prior participant knowledge of the TNS Framework.

The Natural Step Canada. The workshop will be facilitated by Bart Robinson, an Associate with The Natural Step Canada (TNSC). TNSC is part of an international non-profit research, education and advisory organization that uses a science-based framework to help organizations, individuals and communities move toward a more sustainability future. The mission of The Natural Step is to act as a catalyst for change by making the principles of sustainability easier to understand and sustainability initiatives easier to implement.

Where? The location

The Sparwood Town Hall. We’ve requested a room with round tables to accommodate “teams” of six people, flip charts, an LCD projector and screen, and wall space to post charts. With luck, we’ll also have some natural light and enough room to move about in!

When: The date and time

The workshop will take place on Tuesday, April 7th. It will begin at 1:00 p.m. and conclude at 4:00 p.m. There will be 15 minute coffee break about half way through the workshop. We have a lot of ground to cover, so **please be in the room and ready to start by 1:00 p.m. sharp!**

Learning Objectives

What?	What for?
Content	By the end of this session, you, the participants, will have:
Defining Sustainability	Discovered what sustainability is from a science-based perspective; developed a shared understanding of its principles; and begun to use a common language to talk about it
Sustainability Situation	Reviewed the reasons for our current sustainability crisis, and why we need big-picture, systems-based thinking to deal with it
Sustainability Objectives	Identified the four objectives we need to pursue if we are to achieve a sustainable society and practiced using them
Sustainability Planning	Listened to a presentation on how to put the sustainability objectives to use in a planning process based on “backcasting” and applied it in a relevant exercise.
Personal Learning Synthesis	Synthesized your personal learning for the session and identified its relevance to the Sparwood initiative.

The workshop will be interactive, with exercises and opportunities for dialogue throughout. The intent is that you will not only hear about the TNS framework, but practice with its key concepts.

Learning for Sustainability: Pre-workshop Questions

Please note: This is NOT a test! The purpose in asking the questions is to have you begin to engage with the topic before the workshop. By reading through the list and thinking briefly about each question, you will have given yourself a good head start for when we meet next week.

- 1) If you were asked today to define “sustainability,” what would you say?
- 2) Is there a difference between “environmentalism” and “sustainability?”
- 3) Can you think of some reasons why Sparwood might benefit from undertaking sustainability planning?
- 4) What would you personally like to gain or learn from this workshop?
- 5) What would you like the Sparwood sustainability planning group / team be able to do better after this workshop?

Workshop Experience

Is there anything special we can do to make this a positive learning experience for you? If you have any specific learning needs, challenges with vision, hearing or mobility, snack or beverage

preferences, or scheduling challenges (if you need to arrive late or be away for part of the session), etc. please contact Jen Woodall and we'll do our best to accommodate your needs.

Agenda: Learning for Sustainability ~ Sparwood MSP Initiative

Date: April 7th, 2009

Time: 1:00 p.m. to 4:00 p.m.

Location: Sparwood Town Hall

- Welcome
- Introductions and Icebreaker
- Learning Objectives, Agenda and Housekeeping
- Defining Sustainability: What is it, really?
- Our Current Sustainability Situation: The Funnel
- “Systems” Thinking: Why We Need the Big Picture

Break

- Four Sustainability Objectives – The North Star of Sustainability
- Planning for Sustainability – The ABCD Planning Process
- Learning Synthesis and Evaluation
- Close

An Introduction to The Natural Step

What is The Natural Step?

The Natural Step Canada is part of an international non-profit research, education and advisory organization that uses a science-based framework to help organizations, individuals and communities take meaningful steps toward sustainability. The mission of The Natural Step (TNS) is to act as a catalyst for change by making the fundamental principles of sustainability easier to understand and sustainability initiatives easier to implement.

Founded in 1989 in Sweden by Dr. Karl-Henrik Robèrt, the organization now has offices in twelve countries. TNS has received numerous international awards for its work, including Mikhail Gorbachev's Millennium Award in 1999 and The Blue Planet Award in 2000 – considered the “Nobel Prize of the Environment.”

Why The Natural Step?

How do we make economic progress, giving everyone the opportunity for a fulfilling life, without continuing to damage the natural systems upon which we all depend? That is the challenge of sustainable development.

For new solutions we need more than depressing news stories and scientific reports telling us about the damaging impacts of many of our activities. We need a framework that provides a big picture understanding of our sustainability challenge – one that includes an “upstream” view of the root causes of the impacts our activities are having on nature and human social systems. Only by understanding the root causes of our un-sustainability can we begin to design long-lasting solutions to the problems we face. The alternative is to continue as we have in past: creating and implementing short-lived, piecemeal and ineffective solutions to problems that in many cases we just didn't see coming.

The number of tools and methods for dealing with environmental and social issues has grown to a point of confusion. They all have something to offer, but to make the best use of them we need to develop a shared, science-based overview / framework that facilitates complex decision-making and allows us to integrate the various approaches to sustainability. Given this need, The Natural Step has:

- developed such a framework;
- documented its scientific relevance; and
- established a 20-year track record that confirms the framework's potential.

The Natural Step Framework is now being used internationally by hundreds of organizations – Fortune 500 companies, government departments, universities, municipalities, and small- and medium-sized businesses – in their respective journeys to sustainability. The Natural Step provides two unique services:

- a clear, compelling, science-based definition of sustainability; and
- a practical, easily-accessible planning process to help organizations make smart economic decisions while moving toward their sustainability goals.

The Natural Step Framework

The Natural Step Framework addresses the need for a systematic way to understand and plan for sustainability. It is a methodology for planning that combines an elegant, rigorous, science-based understanding of sustainability with a tested planning approach that results in effective action. By focusing planners and decision-makers on that which can be agreed upon, the framework helps create a common perspective and language for sustainability. It defines sustainability at an overarching “principle” level, which allows organizations to create effective strategies for dealing with our present

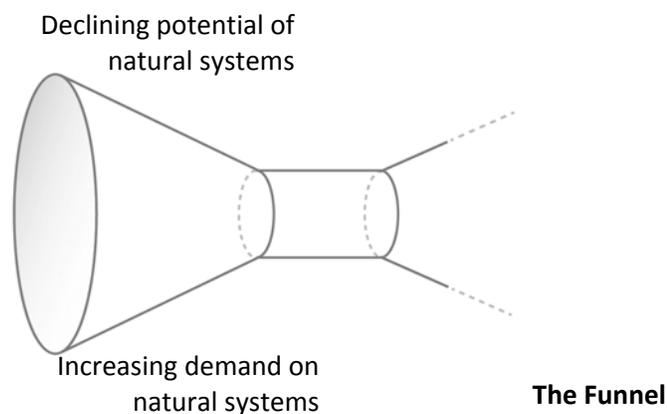
challenges and to move wisely toward sustainability. It is unique in its ability to bring stakeholders and individuals together to explore the path forward to sustainability.

The Framework has four key elements:

- The Funnel as a metaphor for our current sustainability predicament;
- Four Root Causes of Un-sustainability and Four Objectives for a Sustainable Society;
- Backcasting from Principles; and
- A Four-stage “ABCD” strategic planning process

The Funnel as a Metaphor

In our quest for good health, welfare and economic prosperity, we have inadvertently been destroying the natural system that we humans depend upon. Owing to ever-increasing human activity over the past 250 years, life-sustaining natural resources such as breathable air and clean water are now subject to increasing deterioration. Forests are being lost and species extinction is gathering pace. At the same time, nature’s long-term productive capacity is being degraded in fields, forests and oceans. Renewable resources are being used up at such a rate that nature does not have time to replace them. And all the while, there are more and more people on earth in need of these resources, meaning per-capita consumption is increasing. It’s as if all of civilization is moving into a *funnel* whose converging walls demonstrate that there is less and less room to manoeuvre. At some point, we begin to “hit the walls.”



Four Root Causes of our Un-sustainability and Four Sustainable Objectives

The earth is a sustainable system. Scientists, however, agree that the amount of human activity is now damaging nature and altering its life-supporting structures and functions. Based on this understanding, an international network of top scientists has identified four root causes of our current sustainability challenge. Expressed in non-scientific terms, they are simply that as a society:

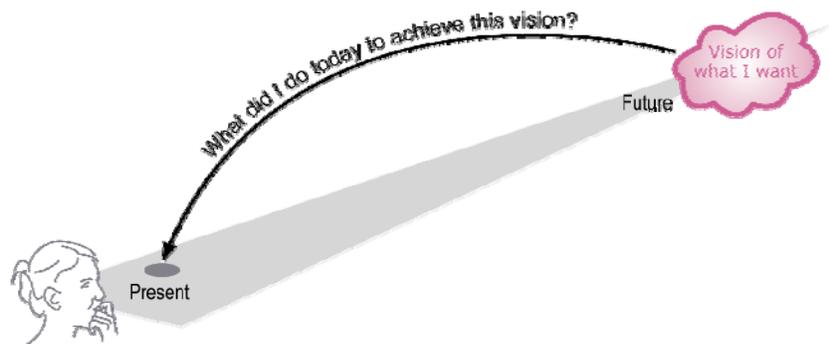
- *we are allowing too many heavy metals and other materials from the Earth’s crust to accumulate in the biosphere;*
- *we are allowing too many persistent and unnatural chemicals and compounds produced by society to accumulate in the biosphere;*
- *we are allowing more physical degradation of nature than nature can accommodate and still be productive; and*
- *we are allowing conditions to persist that undermine people’s capacity to meet their basic needs.*

Based on an understanding of the four root causes of un-sustainability, the TNS Framework is able to provide a scientifically rigorous description of success for a sustainable society. That description can be defined in terms of four sustainability objectives. In short, to become a sustainable society, we must:

- ...eliminate our contribution to the progressive build-up of substances extracted from the Earth's crust (think of mercury, lead, cadmium, etc.);
- ...eliminate our contribution to the progressive build-up of concentrations of substances produced by society (think of DDT, PVC, flame retardants, etc.);
- ...eliminate our contribution to the progressive physical degradation of nature and natural systems (think of the over-harvesting of fish and forests, paving wetlands, etc.); and
- ...eliminate our contribution to conditions that undermine people's capacity to meet their needs (think of wages that are less than the cost of living, unsafe working conditions, etc.).

Backcasting from Principles

The TNS Framework uses a planning approach called “backcasting from principles.” *Backcasting* is a planning methodology that starts by describing a successful outcome, compares that outcome with today's reality, and then asks: “Given what we now know, what do we need to do to move realistically and wisely from today's reality to a successful tomorrow?”



Backcasting

The ABCD Planning Process

The four sustainability objectives describe the basic requirements that must be met to create a sustainable society. How can an organization move towards meeting these objectives through its everyday operations? There is no set, cookie-cutter formula. Rather, each individual organization must draw up its own plan – one that takes into consideration its own distinct goals, constraints and resources but is always guided by the four sustainability objectives. The Natural Step has developed and tested an approach to help organizations incorporate sustainability into their core strategies. The four-step “A-B-C-D” process provides a systematic way of guiding this process:

(A)wareness: Participants in the planning process gain an understanding of sustainability and the TNS Framework, which allows them to create a shared mental model and common language around sustainability.

(B)aseline: An assessment or audit of today's sustainability performance is conducted by identifying how the organization is currently violating the four sustainability objectives, as well as considering all the assets it has in place to deal with the problems.

(C)ompelling Vision - Opportunities for Innovation: A vision for a sustainable future is created by imaging what the organization would look like if it were meeting all of the sustainability objectives, and a list of actions is developed that would help bridge the “sustainability gap” between the today's reality and the imagined future.

(D)own to Action: Priorities from the list of ideas are made, and smart early moves and concrete programs for change are launched. Innovative actions are prioritized by screening them through the following three questions:

1. Does it move us in the right direction with regards to the four System Conditions?
2. Is it a flexible platform, that is a stepping stone toward future improvements?
3. Does it provide an adequate return on investment to seed future investments?



The ABCD Planning Process

For more information on The Natural Step Framework, please visit www.naturalstep.ca.

Appendix B

Sustainability Resource Library



**Community Sustainability Plan
The Resource Library – Handout #9**

Related Books

1. Louv, Richard. Last Child in the Woods Saving Our Children From Nature-Deficit Disorder. New York: Algonquin Books, 2008.
2. Infrastructure Canada. (2005). Integrated Community Sustainability Planning: A Background Paper. *Government of Canada*. Printed version distributed at September 2005 Roundtable on Integrated Community Sustainability Planning in Ottawa, Ontario.
3. James, S. & Lahit, T. (2004) *The Natural Step for Sustainable Communities: How Cities and Towns can Change to Sustainable Practices*. New Societies Publishers, Gabriola Island.
4. Martin, J. & Brost, L. (2004). *Growing the Future: Tomorrow's Rural Alberta*. Rural Education and Development Association.
5. Roseland, M. (2005). Towards Sustainable Communities: Resources for Citizens and Their Governments. New Society Press.
6. Sarkissian, W., Hofer, N., Shore, Y. (2008) Kitchen Table Sustainability: Practical Recipes for Community Engagement with Sustainability. Earthscan Publishers.
7. Randolph, J., Masters, G.M. (2008) Energy for Sustainability: Technology, Planning, Policy. Univ. of Chicago Press.
8. Pierce, J.T., Dale, A. (1999) Communities, Development, and Sustainability across Canada. Univ of British Columbia Press
9. Doppelt, B. "Overcoming the Seven Sustainability Blunders." The Systems Thinker 14 (2003): 2-7.
10. Roseland, M. (2005). *Towards Sustainable Communities: Resources for Citizens and Their Governments*. Gabriola Island: New Society Publishers.
11. Gause, Jo Allen. Great Planned Communities. Annapolis: Urban Land Institute, 2002.
12. Turner, Chris. The Geography of Hope A Tour of the World We Need. New York: Random House Canada, 2007.

Related Links

1. One Simple Act:
<http://www.onesimpleact.alberta.ca/>
2. Canada Green Building Canada
<http://www.cagbc.org/>



3. Smart Planning for Communities Initiative
http://www.cd.gov.bc.ca/lgd/intergov_relations/smart_planning.htm
4. Smart Growth BC
<http://www.smartgrowth.bc.ca>
5. Smart Growth America
<http://smartgrowthamerica.org/whoweare.html>
6. New Urbanism
<http://www.newurbanism.org/newurbanism/smartgrowth.html>
7. Built Green Canada
<http://www.builtgreencanada.ca/>
8. Green Globes Design
<http://www.greenglobes.com/design/homeca.asp>
9. AUMA Municipal Sustainability
<http://msp.auma.ca/>
10. One Million Acts of Green
<http://green.cbc.ca/>
11. The Natural Step
<http://www.thenaturalstep.org/en/canada/>
12. BC Climate Action Toolkit
<http://www.toolkit.bc.ca/quick-starts-small-communities>
13. Bow Valley Sustainability Hub - Resources and Links
<http://www.biosphereinstitute.org/?q=p-sustain-resources>
14. Imagine Calgary Plan for Long Range Urban Sustainability 2007
http://www.calgary.ca/portal/server.pt/gateway/PTARGS_0_0_780_244_0_43/http%3B/content.calgary.ca/CCA/City+Living/Communities/Development+Plans+and+Projects/Calgary+Plan+Review.htm
15. The Story of Stuff
<http://www.storyofstuff.com/>

Appendix C

District Staff Interviews - Departmental Sustainability Initiatives

District of Sparwood Sustainability Assessment

Interview Results for Fire Services

The objective of the interviews conducted with individuals representing each department is to develop a list of sustainable initiatives undertaken and planned by the District of Sparwood. This information will be used in preparing a Community Sustainability Assessment.

Responses to Interview Questions

1.0 Areas of responsibility

- Fire suppression, prevention, and education.

2.0 Sustainability Perspective

- Hall was constructed in 1997 and opened July, 1998.
 - Built to good sustainability practices
 - i.e. light bulbs, timer, heating, fluorescent lighting, night lights
- Maintenance schedule for vehicles – diesel vehicles were converted to bio diesel.
- New vehicles will be purchased according to a replacement schedule.

3.0 Consideration of Sustainable Products or Services

- Paper towels, recycled paper.
- NFPA (National Fire Protection Association) requirements - trucks meet standards.
- Cleaning chemicals - requested janitor to use green wax/strippers.
- Consider green products as a means to protecting the environment.

4.0 Sustainability Initiatives Undertaken

- Promote awareness of energy conservation/building operations.
- Heat/ventilation is off when building is not being used.
- Increase the number of training programs for volunteer fire fighters.
- School programs are undertaken to increase fire awareness and more are planned.
- Bio diesel used as a fuel for fire trucks - supplied by public works.

5.0 Sustainability Initiatives Planned for 2008

- Training
- Public education
- Improve the heating system at the North Hall
- Incorporate search and rescue (expand the North building)
- Utilize more green products

6.0 Sustainability Initiatives Planned for 2009 and 2010

- Volunteer (fire fighters) training and education.

7.0 Sustainability Initiatives Planned for the Future

- Truck replacements are on a 20 year cycle, next cycle ends 2011 (fleet includes 3 major apparatus vehicles, 1 rescue vehicle, 2 service vehicles).
- Will consider alternative vehicles in the future that utilize other forms of energy – costs are a question.

8.0 Ways the Community Could be More Sustainable

- Blue and green box programs and an enhanced recycling system.
- Safe pedestrian/cycle system (although may not be realistic as a transportation alternative because of the short season).
- Utilization of watering restrictions (even days) and water metering.

9.0 Suggested Sustainability Initiatives or Innovations for the Department

- Methods to address the heat in the building such as introducing a DDC (Digital Direct Control) which allows for heating to be controlled for day to day use.
- Consider solar as an alternative energy supply to supplement existing.
- Consider LEED in the construction of the new addition of the North Fire Hall

10.0 Vision for a Sustainable Future for the District

- Key in on water conservation
- Use of more efficient street lights, solar panels, balance costs with future direction.
- Safe, healthy community!

11.0 Other comments

- Encourage council to embrace sustainability.

Initiative, Sustainability Dimension and Time Frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Promote awareness of energy conservation related to building operations.	Built Environment	Ongoing
2	Conserve energy used in existing facilities by using compact fluorescent light bulbs, DDC and night lighting.	Built Environment	Ongoing
3	Consider solar as an alternative to supplement existing energy supplies.	Built Environment Natural Environment	Ongoing
4	Use green products such as recycled paper towels and green cleaning products (waxes and strippers).	Built Environment Natural Environment	Ongoing
5	Conduct training and educational programs to train volunteer firefighters in fire fighting techniques and to educate students about fire awareness.	Natural Environment Social	Ongoing
6	Increase training for volunteer fire fighters.	Social	2008
7	Ensure fleet vehicles meet NFPA standards.	Natural Environment	Ongoing
8	Continue to use bio-diesel to fuel diesel vehicles and implement scheduled maintenance.	Natural environment	Ongoing
9	Consider vehicles that utilize other forms of energy.	Natural Environment Economic	2011
10	Continue to implement scheduled	Natural environment	Ongoing

FIRE SERVICES

	maintenance on all equipment and apparatus		
11	Improve heating system at the North Hall	Built Environment	2008
12	Consider LEED in the construction of the new addition of the North Fire Hall for search and rescue.	Built Environment Natural Environment	Not defined

* If the initiative has already been undertaken identify as completed and/or ongoing

District of Sparwood Sustainability Assessment

Interview Results for the Recreation Department

The objective of the interviews conducted with individuals representing each department is to develop a list of sustainable initiatives undertaken and planned by the District of Sparwood. This information will be used in preparing a Community Sustainability Assessment.

Responses to Interview Questions

1.0 Areas of Responsibility

- Provide recreational services, i.e. swimming, ice skating, social events and activities, school programming, and arrange the booking of school facilities including outdoor playing fields.
- Work with Public Works (PW), Planning to plan new trails - support integrated planning between all departments/interests, particularly in regard to trail connections.
- Conduct senior programming, organize public meetings, conduct outdoor recreational facility reviews re ball and bike parks, review land requirements for off-road uses, i.e. snowmobile trails and tennis courts, conduct/support the Active Community Program
- Manage recreational facilities and supervise crews; maintain and manage: the pool, playing fields, tennis courts and walking trails; and share equipment with PW to maintain sites (this is ongoing)

2.0 Sustainability Perspective

- Provide leadership in terms of energy use – are proactive in approach to energy management.
- Control 100% of the heating at the recreational complex, lighting controls are next.

3.0 Consideration of Sustainable Products and Services

- Working towards the use of greener cleaning products.
- Utilize supplies and services close to home.
- Use of non-bleach products.

4.0 Sustainability Initiatives Undertaken

- Organize festivals and events for the seniors and the public.
- Implemented Digital Direct Control (DDC) for the recreational complex.
- Installation of low emission ceiling in the arena which reflects the cold back to the ice surface and reduces energy requirements - also creates a hot zone between the ceiling and the roof which results in less cooling/condensation.
- Use of auto flush toilets and urinals and changed over to efficient shower heads.

5.0 Sustainability Initiatives Planned for 2008

- Install a low e ceiling in the curling rink.
- Obtain pricing to switch out inefficient lighting at the curling rink.
- Implement changes in the way parks are maintained by identifying areas for naturalization (low or no maintenance).
- Improve water quality to reduce boiler maintenance requirements.
- Implement timing and rain sensors for irrigation.
- Interpret the mining history of the area.

- Continue the replanting scheme to counteract pine beetle infestation and continue implementing programs to remove infested trees – trees planted are produced/purchased locally that species less receptive to the pine beetle or are deciduous trees.

6.0 Sustainability Initiatives Planned for 2009 and 2010

- Develop the interpretive history of the area for educational/interpretive programs.
- Energy conservation projects at the recreation centre.

7.0 Sustainability Initiatives Planned for the Future

- 20 year budget - replace the HVAC system in terms of its lifespan.
- 20-25 year budget - repaint the centre's rooms on a continuous basis.
- 10 year - continue with tree planting program.
- Continue to plan active transportation initiatives (walking/cycling).
- Consider solar and geothermal energy alternatives.
- Utilize 100% of the lost heat from the refrigeration plant at the curling rink and the arena.

8.0 Ways the community could be more sustainable

- Use less water – metering should help.
- A bylaw is being created for new buildings to ensure sustainable products and services are considered.
- Improve recycling and composting facilities.
- Dress up the recycle area
- Supply compost bins and rain barrels at reasonable prices.
- Lead by providing incentives to switch to low flush toilets.
- Provide educational materials re sustainability.
- Communicate to the public what the District is doing in terms of sustainability.
- Use fewer pesticides and herbicides because of their negative effect on children and young adults

9.0 Suggested Sustainability Initiatives or Innovations for the Department

- Place interpretive signage in association with the trail system related to fitness training, particularly at the new second river pedestrian crossing.
- Interpret the natural history of Jewell Park.
- Ensure new buildings, additions and renovations include enough insulation to maximize R value. This was done with the community hall roof where only 2" of insulation was proposed. Prices were obtained to increase it to 4" and via a cost-benefit analysis, 4" of insulation was installed.

10.0 Vision for a Sustainable Future for the District

- Council and administration are educated about sustainability and the departments work together to be sustainable. UMA could come on board to work with all the departments, i.e. zoning [re: density and proximity to work].
 - The sustainability assessment could be more effective if we worked with the public at a public meeting, included a dynamic speaker, break out into workshops with excellent facilitators, etc.
 - A list of discussion topics could be provided.

11.0 Other comments.

- Public input [re: municipal sustainable planning] should be an open engagement set up by a small, local committee.

Initiative, Sustainability Dimension and Time Frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Provide leadership in terms of energy use and be proactive in approach to energy management.	Built environment	Ongoing
2	Control 100% of the heating at the recreational complex	Built environment	Not defined
3	Initiate lighting controls at the recreational complex.	Built environment	Not defined
4	Implement DDC for the recreational complex.	Built environment	Ongoing
5	Improve water quality to reduce boiler maintenance requirements at recreational centre.	Built environment	2008
6	Implement energy conservation projects at the recreation centre.	Built environment Social	ongoing
7	Replace the HVAC system in the recreation centre.	Built environment	Future
8	Repaint the centre's rooms on a continuous basis.	Built environment	Future
9	Use auto flush toilets and urinals, and change over to efficient shower heads at recreational complex.	Built environment Natural environment	Completed
10	Install a low emission ceiling in the arena.	Built environment	Completed
11	Install a low emission ceiling in the curling rink.	Built environment	2008
12	Obtain pricing to switch out inefficient lighting at the curling rink.	Built environment	2008
13	Utilize 100% of the lost heat from the refrigeration plant at the curling rink and the arena.	Built environment	Future
14	Work towards the use of greener cleaning products and non-bleached products	Built environment Natural environment	Ongoing
15	Utilize local supplies and services.	Economic	Ongoing
16	Identify park/green belt areas for naturalization to save on maintenance.	Natural environment	2008
17	Implement timing and rain sensors for irrigation.	Built environment Natural environment	2008
18	Continue replanting scheme to counteract pine beetle infestation.	Natural environment	2008
19	Continue with tree planting (afforestation) program.	Natural environment	Future
20	Organize festivals and events for seniors and the public.	Cultural	Ongoing
21	Develop the interpretive history of the area for educational/interpretive programs.	Social Cultural	2009/2010
22	Continue to plan active transportation	Natural environment	Future

RECREATION

	initiatives (walking/cycling).		
23	Consider solar and geothermal energy alternatives.	Built environment	Future

* if the initiative has already been undertaken identify as completed and/or ongoing

District of Sparwood Sustainability Assessment

Interview Results for Planning

The objective of the interviews conducted with individuals representing each department is to develop a list of sustainable initiatives undertaken and planned by the District of Sparwood. This information will be used in preparing a Community Sustainability Assessment.

Responses to Interview Questions

1.0 Areas of Responsibility

- Planning, engineering and the environment.
- Information technology and records management.
- Development
- Coordination with other departments.

2.0 Sustainability Perspective

- “Do it right the first time”
- Think long term
- Reduce the impact to the environment → NO REPEATS
- Comprehensive planning
- Wide scope perspective

3.0 Consideration of Sustainable Products or Services

- Waste Water Treatment Plant - the cost function, footprint, cost benefit and plant processes.
- Visitor Information Centre - high efficiency furnace, reducing the operating costs, LED lights.
- Power Smart Program - underground utilities – Ex. Fernie has experienced power outages when overhead utilities are damaged during heavy snowfalls - Sparwood has underground utilities and back up power for district facilities.
- Information Technology – utilize universal software, fibre optic planning and installation of conduit for hydro and cable (sets the stage for fibre optic).

4.0 Sustainability Initiatives Undertaken

- Initiated Community Sustainability Assessment.
- Metre installation as a pilot program on commercial properties.
- Leak detection study for water leaks and subsequent leak repair.
- Use biosolids generated by the WWTP to compost/build soil at the waste transfer station. This material is stockpiled and will be used to reclaim portions of the now closed landfill.
- Encourage the location of a bio-diesel station within the community as service vehicles operate with this fuel alternative.
- Pine beetle forest management and replanting.

5.0 Sustainability Initiatives Planned for 2008

- Water metering – across the board.
- Review infrastructure condition to develop replacement schedule.
- Leak repairs to be completed this year.
- Paving and building new pathways every two years (efficient pavement purchase).

- Land Use Bylaw amendments for adult communities, multi-use residential, secondary suites and adding a new zone to allow dwellings in industrial areas.

6.0 Sustainability Initiatives Planned for 2009 and 2010

- Carry on with water metering.
- Pave more pathways.
- Infrastructure maintenance schedule.
- Pavement management and maintenance schedule.

7.0 Sustainability Initiatives Planned for the Future

- Select a new site for and construct a new WWTP.
- Consider new developments in place of old WWTP.
- Increase the potential for gravity feed to minimize pumping stations.
- Water conservative regulations and education.
- Possibility of introducing wind power (previous studies indicate there's not enough wind to justify but in last several years the wind seems to be increasing - another study may be in order).
- Pyromax (www.pyromax.ca) – turning bio-mass into sin gas for energy production.
- Streamline GIS data for easier access. This allows information on location of utilities to be shared by companies resulting in efficient locates and reducing the possibility of impacting existing utilities.
- Increase the collection of grass clippings for composting (non-kitchen compost materials due to bear attraction) to help build soil for landfill reclamation.
- Wetland construction.
- Re-design the municipal office within the same footprint.
- Encourage the use of waste coal fines – pilot project with the University of Saskatchewan.
- Revitalization of Centennial Square.
- Pedestrian trails to be located between Sparwood Heights and Sparwood proper.
- Put solar LED lights in walkways.

8.0 Ways the Community Could be More Sustainable

- More retail required - residents are forced to drive elsewhere for retail and services not offered/found in Sparwood.
- Retain residents by encouraging the provision of more retail and community services.
- Encourage the development of an arts and crafts community by providing a venue or by some other mechanism but not by providing handouts to individual artists.

9.0 Suggested Sustainability Initiatives or Innovations

- Continue with fibre optic plans.
- Build infrastructure such as the proposed second pedestrian bridge.

10.0 Vision for a sustainable future for the District

- Sparwood is a healthy, vibrant community where people live, work and retire!

11.0 Other comments.

- All covered above

Initiative, Sustainability Dimension and Time Frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Maintain high efficiency furnace and LED lights to reduce operating costs at the Discovery Centre.	Built environment Natural Environment	Ongoing
2	Initiate Community Sustainability Assessment.	All	Completed/ongoing
3	Utilize universal software.	Built environment	Ongoing
4	Continue with fibre optic planning and installation of conduit for hydro and cable.	Built environment	Ongoing
5	Pilot program - water metre installation at selected commercial properties.	Built environment	Completed
6	Leak detection program for water leaks and follow-up with leak repair.	Built environment	Completed/ongoing
7	Facilitate water metering across the board.	Built environment	2008
8	Complete leak repairs.	Built environment	2008
9	Continue water metering program.	Built environment Natural environment	2009/2010
10	Recycle biosolids to compost/build soil at the waste transfer station, stockpile and use to reclaim portions of the closed landfill at the waste transfer station.	Built environment Natural environment	Ongoing
11	Encourage widespread collection of grass clippings for composting to help build soil for landfill reclamation.	Natural environment	Future
12	Encouraged the location of a bio-diesel station within the community.	Built environment	Completed
13	Implement pine beetle forest management and replanting	Natural environment	Ongoing
14	Follow the Power Smart Program by burying infrastructure.	Built environment	Ongoing
15	Review infrastructure condition and develop replacement/maintenance schedule.	Built environment	2008 + ongoing
16	Pave new pathways every two years to increase efficiencies in pavement purchasing.	Built environment	2008
17	Pave more pathways.	Natural environment	2009/2010
18	Pavement management and maintenance schedule.	Built environment	2009/2010
19	Pedestrian trails to be located between Sparwood Heights and Sparwood proper	Natural environment	Future
20	Put solar LED lights in walkways	Built environment	Not defined
21	Land Use Bylaw amendments for adult communities, multi-uses, secondary suites and add a new zone to allow dwellings in industrial areas.	Built environment Economic Natural environment Social Governance	2008

22	Determine a new site for a WWTP	Built environment	Future
23	Construct the new WWTP.	Built environment	Future
24	Propose new developments in place of the old WWTP.	Built environment Economic	Future
25	Increase the potential for gravity feed to minimize pumping stations.	Built environment	Future
26	Implement water conservation regulations and education.	Natural environment	Future
27	Follow-up on the possibility of introducing wind power.	Built environment	Future
28	Encourage the investigation of Pyromax.	Built environment	Future
29	Encourage the use of waste coal fines pilot project with the University of Saskatchewan.	Built environment	Future
30	Streamline GIS data for easier access.	Built environment	Future
31	Construction of wetlands to act as natural water filtration systems	Natural environment	Future
32	Re-design the municipal office within the same footprint.	Built environment Economic	Future
33	Revitalization Centennial Square and encourage the construction of more retail space.	Built environment Economic Cultural Social Governance	Future
34	Encourage the provision of more retail and community services.	Economic	Not defined
35	Encourage the development of an arts and crafts community.	Cultural	Not defined
36	Build a second pedestrian bridge	Built environment	Not defined

* If the initiative has already been undertaken identify as completed and/or ongoing

District of Sparwood Sustainability Assessment

Interview Results for the Finance Department

The objective of the interviews conducted with individuals representing each department is to develop a list of sustainable initiatives undertaken and planned by the District of Sparwood. This information will be used in preparing a Community Sustainability Assessment.

Responses to Interview Questions

1.0 Areas of responsibility

- All fiscal aspects such as taxation, accounting and budgets.
- Risk Manager.
- Need to ensure that our decision making systems acknowledge values that can't be measured with traditional accounting.

2.0 Sustainability Perspective

- Need to make decisions that will not handicap the District in the future and conduct activities today in order to move the community forward (specifically for Finance, we need to sustain the reserve funds. This doesn't mean don't spend them, it means replenish them. Having reserves allows the District to grab short term opportunities and to take on unpopular projects that will provide future benefits. The other side of the picture is that we must be disciplined about our capital spending and lose some grant opportunities because we are perceived as affluent.)

3.0 Consideration of Sustainable Products or Services

- Use local goods and services where possible and when it makes sense.

4.0 Sustainability Initiatives Undertaken

- Reduce the use of paper.
- Recycle paper and other supplies such as toner cartridges wherever possible and realistic. (On checking, our current paper supply has no recycled content) (This is actually administration department initiative – Terry Melcer or Sandy Hansen)
- 20 year Capital & Reserve Fund budgeting.

5.0 Sustainability Initiatives Planned for 2008

- The Finance function includes reviewing all major projects, sustainability is one of the factors considered
- Provide a high-level function in terms of sharing departmental resources.
- Reduction in the use of paper is an on-going process.
- Tangible Capital Assets reporting
- The District Purchasing Policy is being redrafted & will include language to identify the District's approach to sustainable purchasing, (This is Terry's project)
- Records management to reduce paper & storage space required.
- Organize records - data management and protection

6.0 Sustainability Initiatives Planned for 2009 and 2010

- Tangible Capital Assets reporting, if not completed in 2008

- Administration office reorganization and renovation (the planning for the physical changes will provide an opportunity for us to review our work processes and reconsider how we do things and hopefully eliminate some duplication and improve service)

7.0 Sustainability Initiatives Planned for the Future

- Review electronic equipment usage to ensure that we are not creating new problems with energy consumption and the waste stream.

8.0 Ways the Community Could be More Sustainable

- Economic diversity such as tourism development.
- Various applications resulting from the fibre optic backbone, ultimately making Sparwood a desirable location for knowledge workers.
- Promote Sparwood as a desirable place for families to live and work.
- Promote the light industrial business assets. While these businesses are here for the mines, the skills concentrated in this area could be used by others who need custom mechanical work.
- New water metering initiative could be a partnership with gas/electrical utilities
- Potential to replace current shipping of waste to either Alberta or Cranbrook landfills with a cogeneration project using coal fines. (this function is actually responsibility of the regional district but has such a benefit to Sparwood that it needs to be mentioned)
- Sparwood is a relatively remote community in terms of food production. We could promote commercial greenhouses (heated with waste heat from the co-generation process). Also look at other options to promote food production closer to the Elk Valley.
- Coal related research facility.
- Promote diversity in population type, we need more entrepreneurs and innovators

9.0 Suggested Sustainability Initiatives or Innovations for the Department

- Undertake continuing education in local government trends and initiatives so that we can pick strategies that will be effective in the Sparwood context.

10.0 Vision for a Sustainable Future for the District

- See # 8

11.0 Other comments.

Initiative, Sustainability Dimension and Time Frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Use local goods and services where possible/feasible.	Economic	Ongoing
2	Reduce the use of paper.	Natural environment	Ongoing
3	Use more recycled paper where possible/feasible.	Natural environment	Ongoing
4	20 year Capital and reserve budgeting.	Governance	Ongoing
5	Departmental review of major projects.	Governance	Ongoing
6	Provide a high-level function in terms of	Governance	Ongoing

	sharing departmental resources.		
7	Tangible Asset Reporting	Governance	2008 (if not completed in 2008, it will be in 2009)
8	Share/manage electronic records to reduce energy consumption.	Governance	2008, ongoing
9	Administration office reorganization and renovation (provides an opportunity to review our work processes)	Built environment Governance	2009, 2010
10	Review electronic equipment usage re not creating new problems with energy consumption and the waste stream.	Governance Natural environment	2010+
11	Promote economic and tourism development.	Cultural Social Economic	Ongoing
12	Various applications resulting from the fibre optic backbone, ultimately making Sparwood a desirable location for knowledge workers.	Economic	Ongoing
13	Promote Sparwood as a desirable place for families to live and work.	Economic	Ongoing
14	Promote the light industrial business assets. Mining skills could be used by others who need custom mechanical work.	Economic	Not defined
15	New water metering initiative could be a partnership with gas/electrical utilities.	Economic Natural environment	Not defined
16	Potential to replace current shipping of waste to landfills with a cogeneration project using coal fines. (RDEK initiative)	Built environment Natural environment	Not defined
17	Promote commercial greenhouses (heated with waste heat from the co-generation process)	Economic Natural environment Built environment	Not defined
	Look at other options to promote food production closer to the Elk Valley.	Economic	Not defined
18	Coal related research facility.	Economic	Not defined
19	Promote diversity in population type, we need more entrepreneurs and innovators.	Economic Cultural	Not defined
20	Continuing education in local government trends and initiatives to pick strategies that will be effective to the Sparwood context.	Economic	Not defined

* If the initiative has already been undertaken identify as completed and/or ongoing

District of Sparwood Sustainability Assessment

Interview Results for the Administration Department

The objective of the interviews conducted with individuals representing each department is to develop a list of sustainable initiatives undertaken and planned by the District of Sparwood. This information will be used in preparing a Community Sustainability Assessment.

Responses to Interview Questions

1.0 Areas of Responsibility

- Everything
- Liaise with council and provide direction to Council.
- Provide leadership.

2.0 Sustainability Perspective

- All encompassing in all areas.
- Encourage staff to come forward with ideas and ensure that all ideas are considered

3.0 Consideration of Sustainable Products or Services

- Council has policies in place of purchasing goods.
- Consider sustainability, energy policies already in place.
- New purchasing policy on priority list but has not been completed.
- Use local planters and local goods and services as much as possible.
- Purchase energy efficient appliances.
- New construction, office renovation to meet energy efficient standards.

4.0 Sustainability Initiatives Undertaken

- Encourage sustainability by Council, conduct strategic planning sessions
- Considering secondary suites and the rezoning of Spruce Avenue for residential and professional businesses (doctors, dentists, etc).
- Monthly manager meetings to share ideas.
- Policy amendment and policy development.
- Succession planning for people in the community to work for the District in terms of retirement, training, integration of younger staff, utilize co-op students, conduct career trade shows in the high school to get students thinking about their careers which could be in local government.
- Included students on the recycling committee – found that children educate their parents.
- Provide educational literature on how residents can co-mingle with wildlife (bear education)
- Use bear proof containers and enclosures and encourage proper timing in placement of waste at the curb for pick-up.
- Approved a bylaw to encourage residents not to feed the deer.
- All municipal diesel trucks were switched to bio diesel.

5.0 Sustainability Initiatives Planned for 2008

- Energy efficient policies.
- Preparation of an Adult Community District for including in the Zoning Bylaw.

- Increase the community profile by applying to funding programs for sustainable projects/activities.
- Continue to support the coal mining industry – support initiatives put forward by the mines such as the use of coal bed methane in cogeneration.
- Worked with mines in a land swap - the mine company overtook the College building. Elk Valley Coal was encouraged to provide a larger presence to become more visible in the community. Land provided in return will allow for the expansion of industrial land. Other land picked up includes a natural area along the river called Jewell Park and the former rodeo grounds. The natural area will become Jewell Park and a use for the rodeo grounds is yet to be determined.
- Build trails at Jewell Park.

6.0 Sustainability Initiatives Planned for 2009 and 2010

- Build a new pedestrian bridge/infrastructure bridge to move the existing infrastructure out of the river bed.
- Build a new waste water treatment plant at a new location.
- Implement water metering and continue with leak detection program.
- Implement water conservation education.
- Explore new forms of handling solid waste, i.e. Regina has a new system where they are not burning waste.
- Partner with the mine in utilizing methane.

7.0 Sustainability Initiatives Planned for the Future

- Wind farms were considered by the mines but testing determined wind power was not viable.

8.0 Ways the Community Could be More Sustainable

- Higher priority on sustainability policy.
- Attempting to encourage more public involvement and improving the turnout/interest in community meetings, etc.
- Encourage the mines to investigate alternatives to the 4 on 4 off shift (current shifts inhibit voting/interest in community activities).

9.0 Suggested Sustainability Initiatives or Innovations for the Department

- Consider a variety of housing needs including affordable housing.
- Consider increased density.
- Concentrate on water conservation.
- Improve conservation and sustainability awareness.
- Take on the responsibility for sustainability.

10.0 Vision for a Sustainable Future for the District

- Sustainable education and participation between community residents, Council, staff – buy-in by the taxpayer and Council.
- Lots of dialogue, strategies, planning and follow through.

11.0 Other Comments

- The 4 on 4 off shift is a detriment to growing the community. The Town lobbied the mines to change the work schedule but have not been successful. However, recently

there are indications that mine workers with several years of experience would prefer a shorter shift and there is at least a potential for making a change.

- Council’s goal is to get more commercial/retail in Town and the only way to achieve this is to get new people to come in and start businesses (preferably in Centennial Square). When mines were down, miners switched to operating small retail businesses. Their hours of operation were inconsistent because of a lack of business/retail experience. In the future, companies could prepare miners for the transition to operating small businesses.
- Businesses in the Town need consistent hours of operation (and they need to work together to offer specials) to encourage residents to stay or to encourage new residents to locate to Sparwood because they can count on experienced retail business entrepreneurs.

Initiative, Sustainability Dimension and Time Frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Conduct strategic sustainability planning sessions with Council.	Governance	Ongoing
2	Monthly management meetings to share ideas.	Governance	On going
3	Policy amendments and policy development	Governance	On going
4	Succession planning to encourage young people to think about municipal government careers.	Governance Social	On going
5	Attempting to encourage more public involvement and improving the turnout/interest in community meetings, etc.	Governance	Future
6	Educate community members on ways to respect the environment and wildlife.	Natural Environment Governance	On going
7	New construction/renovations of public building to meet efficiency standards.	Built Environment Economic	On going
8	Purchase energy efficient appliances.	Built environment	Ongoing
9	Act on policies council has established for purchasing goods.	Governance Economic	On going
10	Use local tree planters, and other local goods and services.	Economic Social	On going
11	Improve conservation and sustainability awareness.	All	Ongoing
12	Increase the community profile by applying for funding for sustainable projects/activities.	Governance	2008
13	Continue to support the coal mining industry in utilizing coal bed methane to produce energy.	Governance Economic	2008
14	Expand industrial lands.	Built Environment	2008
15	Construction of trails at Jewell park.	Natural Environment Social Cultural	2008
16	Consider uses for the former rodeo grounds.	Social Natural Environment	2008

		Cultural	
17	Construction of new pedestrian pathways and bridge.	Social Cultural	2009-10
18	Look at alternative forms of handling solid waste	Natural Environment	2009-10
19	Construction of a new WWTP on a new site	Built Environment Economic Natural Environment	2009-10
20	Continuation of leak detection and water meter program.	Built Environment Economic Natural Environment	2009-10
21	Implement water conservation education.	Natural Environment Social	2009-10
22	Encourage the mines to have a presence in the community.	Economic	2008
23	Encourage the mines to investigate alternatives to the 4 on 4 off shift (current shifts inhibit voting/interest in community activities).	Cultural Economic Social	Future
24	Rezone Spruce Avenue for residential and professional businesses.	Governance Economic Social	2008
25	Encourage businesses in Town to have consistent hours of operation	All	Ongoing
26	Encourage more commercial/retail to get new people to come in and start businesses (preferably in Centennial Square).	Economic Social	Ongoing
27	Creation of an Adult Community District.	Natural environment Social Economic	2008
28	Consider a variety of housing needs including affordable housing and increased density	All	Ongoing

* If the initiative has already been undertaken identify as completed and/or ongoing

District of Sparwood Sustainability Assessment**Interview Results for Public Works**

The objective of the interviews conducted with individuals representing each department is to develop a list of sustainable initiatives undertaken and planned by the District of Sparwood. This information will be used in preparing a Community Sustainability Assessment.

Responses to Interview Questions**1.0 Areas of responsibility**

- Work/coordinate with other departments
- Maintain/construct roads; design/install water, sewer and storm sewer infrastructure; identify needs/install signage; install/maintain curbs and gutters; maintain green belt areas (work with the Recreation Department re maintenance and management of parks and tree planting program); cemetery maintenance; and maintain equipment for all departments.

2.0 Sustainability Perspective

- Budget, maintenance schedules, energy efficiency, sharing equipment with other departments, water leak detection program to reduce water loss, reduce water consumption to reduce the wear and tear on roads.
- The return rate at the WWTP is inconsistent with water consumption – leaks and overuse costs the town in terms of energy required to operate the pumps at the well.

3.0 Consideration of Sustainable Products and Services

- Comparison shopping, research, purchase locally where possible – get local suppliers involved in PW requirements/needs to encourage price adjustments.
- Care taken not to buy in bulk [re: shelf life], change in product specs and use of storage space.

4.0 Sustainability Initiatives Undertaken

- All diesel trucks switched to bio-diesel – diesel trucks also require less maintenance.
- Use of LED lighting and filuma doors – these overhead doors are used at the Fire Department and at the PW maintenance shop (filuma doors allow light into shop/work areas to reduce artificial lighting requirements and energy costs)
- Insulate the eaves at PW maintenance shop, install ceiling fans for cooling and install low e windows.

5.0 Sustainability Initiatives Planned for 2008

- Air condition the lunchroom at the shop, install new eaves trough at the Municipal Office and the shop – reduces damage to foundation, landscaping from misplaced downspouts.
- Install LED lighting at Cherrywood.

6.0 Sustainability Initiatives Planned for 2009 and 2010

- On going programs.

7.0 Sustainability initiatives planned for the future

- See Planning Department initiatives.

8.0 Ways the Community Could be More Sustainable

- Implement educational programs to encourage people to use less water.
- Let people know why they should use less water - its not healthy for lawns to be watered every day – lawns should not be watered when it rains (use rain sensitive timers) and sprinklers should not be left on when people are away.
- Excessive watering could lead to water leaking into basements, possible foundation damage and cause damage under exterior siding. Aggressive sidewalk edging (in effect creating a ditch) leads to saturation under the sidewalk, freezing and heaving which causes sidewalk damage.

9.0 Suggested Sustainability Initiatives or Innovations for the Department

- Metering should be required for all new subdivisions to reduce water consumption.
- Create a bylaw to control the maintenance property owners carry out on the Town's property adjacent to the sidewalk.

10.0 Vision for a Sustainable Future for the District

- Sparwood is bold, innovative, creative and shows a willingness to try new ideas.

11.0 Other comments.

- Like to see staff, Council always trying new ideas, sharing expertise and knowledge and researching what other communities are doing.

Initiative, Sustainability Dimension and Time Frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Use of bio-diesel for all diesel vehicles	Natural Environment Economic	Completed
2	Vehicle maintenance schedule	Natural Environment Economic	Ongoing
3	Balance water consumption with the return rate at the WWTP by addressing leaks and overuse.	Natural Environment Economic	Ongoing
4	Metering should be required for all new subdivisions to reduce water consumption.	Built environment	Not defined
5	Comparison shop, research, and purchase locally - get local suppliers involved in PW requirements.	Economic Social	Ongoing
6	Purchase smaller quantities of items so as not to overstock and allow goods to expire	Natural Environment Economic	On going
7	Use filuma doors, low e windows, and ceiling fans in the renovation of public buildings.	Built Environment Economic	On going
8	Insulate the eaves at PW maintenance	Built Environment	Completed

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	shop, install ceiling fans for cooling and install low e windows.	Natural Environment Economic	
9	Air condition the lunchroom at the shop	Built environment	2008
10	Install new eaves trough at the Municipal Office		2008
11	Installation of LED lighting at Cherrywood,	Built environment	2008
12	Create a bylaw to control the maintenance property owners carry out on the Town's property adjacent to the sidewalk	Governance	Future

* if the initiative has already been undertaken identify as completed and/or ongoing

Appendix D

Existing Plan and Policy Review



Community Sustainability Plan Planning Integration - Handout #6

Adapted from: *Taking Action Towards Sustainability: The EarthCAT Guide to Community Development* pp. 25-27

Many communities have engaged in planning, and will at any point in time be in the middle of a planning process. Plans may be developed by government agencies, industry councils and other private sector groups, or utility companies.

The approach presented here helps to build on previous work and integrate it into sustainability planning, and translate the visions and principles into action. By incorporating other planning documents into this process, duplication is avoided.

Planning integration will take place at each step in the process. The purpose of Handout #6 is outlined in Step 1 below. Step 1 is followed by subsequent steps, which will be followed as we move through the process of preparing a CSP. The three steps, in terms of planning integration are:

1. At the beginning, we will note the planning commitments that the community has already made. Review existing plans that have been prepared and adopted, and whether or not they are in effect.
2. As deliberations progress the plans the community is committed to implementing would be an ongoing point of reference. These plans will be culled for ideas that can be brought into the deliberations for the plan.
3. At the end of the process, when creating an Action Plan, the work will include integrating the relevant action steps outlined in the existing plans, and making sure that the overall implementation plan continues the coordination of these efforts.

One important benefit of bringing the variety of different planning efforts together is that the community will be better able to see the links between the various concerns, and the interdependence of their proposed solutions. Priorities may then be set for the proposals taken as a whole, rather than dealing with each separate issue on its own.

Table 1: Existing Bylaw Overview

Policy Name	Overview
Administrative Fees and Charges Bylaw 995, 2008	A bylaw to establish miscellaneous fees and charges. (For certain administrative costs and services.)
Sparwood Animal Control Bylaw 821c	To provide for the control of dogs and animals and the licensing of dogs within a defined area of the District of Sparwood.
ATV, Motorcycle and Snowmobile Bylaw 823c	A bylaw regulating the use of all terrain vehicles, motorcycles, snowmobiles on municipal property and within the District of Sparwood.
Board of Variance Bylaw 981, 2007	A bylaw to provide for the establishment of a Board of Variance for the District of Sparwood.
Building Bylaw 537c	A bylaw for the administration and enforcement of the "Building Code" as established by the Minister of Municipal Affairs, Recreation and Culture pursuant to section 740 of the "Municipal Act", R.S.B.C 1979, being chapter 290.
Business Licence Bylaw 849c	A bylaw to provide for the Granting of Licenses, Regulating and sting of fees to Operate a Business within the District of Sparwood.
Capital Works, Machinery & Equipment Reserve Bylaw	A bylaw authorizing the expenditure of monies in the Capital Works, Machinery, and Equipment Reserve Fund.



1008, 2008	
Council Procedure Bylaw 960, 2006	A Bylaw to Regulate of Meetings of Municipal Council and the Conduct Thereof.
Council Remuneration and Expense Policy Bylaw 971, 2007	A Bylaw to authorize the payment of remuneration and personal expenses for council members.
Deer Feeding Prohibition	Pursuant to Section 8 (3) (k) of the Community Charter, the District enacts a bylaw prohibiting the intentional feeding of deer within the District of Sparwood.
Election Procedures Bylaw 940	A bylaw to provide for the determination of various procedures for local elections and other voting.
Election Procedures Bylaw 1004, 2008	A bylaw to provide for the determination of various procedures for local elections and other voting.
Elk Valley (Michel) Cemetery Bylaw 831c	A bylaw relating to the Operation and Maintenance of the Elk Valley (Michel) Cemetery.
Elk Valley Property Tax Sharing Agreement Authorization Bylaw 997, 2008	A bylaw to authorize entering into the Elk Valley Property Tax Sharing Agreement.
Financial Plan 2008-2012 Bylaw 999, 2008	To solidify a financial plan for the years 2007-2011, and provide details for the District of Sparwood Revitalization Tax Exemption Program. -Designate areas to be revitalized with assistance from the District of Sparwood Tax Exemption Program to stimulate tourism, develop new businesses.
Fire Services Bylaw 974	A bylaw to prove for the Establishment of a Fire Department, to establish the regulations and define the service area within the District of Sparwood.
Firearm Regulation Bylaw 540c	A bylaw to Regulate the Discharge of Firearms in the District of Sparwood.
Highway Closure Bylaw 978, 2007	A bylaw to close up to a portion of unnamed Highway and to remove the dedication of the same portion of a Highway.
Highway Closure Bylaw 985, 2007	A bylaw to closed up a portion of unnamed Highway and to remove the dedication the same portion of Highway.
Land Sales Reserve Expenditure Bylaw 1007, 2008	A bylaw authorizing the expenditure of monies in the Land Sales Reserve Fund.
Mobile Home Park Bylaw 288c	A bylaw to regulate the establishment, extension, design, and servicing of mobile home parks, pursuant to Section 734 of the Municipal Act.
Municipal Lands Regulation Bylaw 784c	A bylaw to regulate the use of property owned by the District of Sparwood.
Noise Control Bylaw 842	A bylaw to regulate noise within the District of Sparwood.
Oath of Office Bylaw 953, 2006	A bylaw to establish an Oath of Office for Council Members, Officers and Officials in accordance with Section 120 of the Community Charter.
Officers and Officials Benefits Bylaw 938	A bylaw to Establish Benefits for Officers and Officials of the District of Sparwood
Officers and Officials Bylaw 937	A bylaw to provide for the Appointment, Indemnification, Duties and Dismissal of Officers and Officials of the District of Sparwood.
Official Community Plan Bylaw 869	Being a bylaw to adopt an updated and revised Official Community Plan.
Off-Street Parking and Loading Bylaw 495c	A bylaw to require owners and occupiers of any land, bulding or structure to provide off-street parking and loading spaces.
Parks, Greenbelts and Walkways Regulation Bylaw 832	A bylaw to establish rules and regulations governing the management, maintenance, improvement, operation, control and use of property held for the use of the public as parks, greenbelts and walkways.
Permissive Tax Exemption Bylaw 919c	A bylaw to permit the exemption from tax of properties owned by certain Community Service Organizations within the District of Sparwood.
Recreational Cultural Capital Works reserve Expenditure Bylaw 1009, 2008	A bylaw authorizing expenditure of monies in the Capital Works, Machinery and Equipment Reserve Fund.
Recreation, Fees and Charges Bylaw 986, 2007	A bylaw to establish fees and charges for Recreation Services, Parks and Facilities
Revenue Anticipation Borrowing Bylaw 988, 2008	A bylaw to provide for the Borrowing of Money in Anticipation of Revenue.
Rivercrest Cemetery Bylaw	A bylaw relating the operation and maintenance of the Rivercrest Cemetery.



877	
Sewer System Reserve Fund Expenditure Bylaw 1010,2008	A bylaw authorizing expenditure of monies in the Sewer System Reserve Fund.
Sign Bylaw 839c	A bylaw to Regulate the number, size, type, form, appearance and location of Signs.
Smoke Control Bylaw 936	A bylaw to regulate the emission of smoke to protect the well-being of the community.
Storage Container Bylaw Draft	A bylaw to control the use of storage containers in residential areas and allow for them in industrial areas.
Street Repaving Reserve Fund Expenditure Bylaw 967, 2006	A bylaw authorizing expenditure of monies in the Street Repaving Reserve Fund.
Subdivision Servicing Bylaw No. 591c	A bylaw to regulate and Provide Minimum Standards for the Subdivision of Land
Tax Rates Bylaw 1000, 2008	Being a bylaw for the levying of rates for Municipal, Hospital, and Regional District purposes for the year 2006
Ticket Information Utilization Bylaw 568c	A bylaw to designate which bylaws may be enforced by a ticket, designate bylaw enforcement officers, designate bylaw offenses, and set fines not exceeding \$500 for such offenses following consultation with the Chief Judge of the Provincial Court.
Traffic, Parking and Highways Regulation Bylaw 472c	A bylaw to regulate traffic, parking and the use of highways within the boundaries of the District of Sparwood.
Unightly Premises Bylaw 661	A bylaw to prohibit unsightly premises within the limits of the District of Sparwood.
Utility and Solid Waste Management Bylaw 903c	A bylaw regarding the installation, supply and usage of water and sanitary services and the operation of a solid waste collection and management system within the District of Sparwood and to establish rates, fees and charges in relation to such supplies, usage and systems pursuant to Sections 363, 517 and 550 of the Local Government Act.
Utility and Solid Waste Management Bylaw 1006, 2008	A bylaw regarding the installation, supply and usage of water and sanitary services and the operation of a solid waste collection and management system within the District of Sparwood and to establish rates, fees and charges in relation to such supplies, usage and systems pursuant to Sections 363, 517 and 550 of the Local Government Act.
Waterworks System Reserve Fund Expenditure Bylaw 992, 2007	A bylaw authorizing expenditure of monies in the Waterworks System Reserve Fund.
Zoning Bylaw 264c	A bylaw to divide the whole of the District of Sparwood into zones and to regulate use and density of land, buildings and structures, siting, size and dimensions of buildings and structures and the area, shape and dimension of parcels of land under Section 963 of the <u>Municipal Act</u> and to require and regulate the provision of screening or landscaping under Section 968 of the <u>Municipal Act</u> .

Table 2: Existing Plans and Programs Overview

Plan Name	Overview
Sparwood North Concept Plan	A planning study for Sparwood North prepared in 1978.
Transportation Management Plan	Sparwood is undertaking a comprehensive Transportation Master Plan to identify traffic patterns for the next ten to twenty years. Part of this plan includes active modes of transportation such as; walking, biking and zero emission vehicles.
Sustainability Assessment	An assessment to determine how sustainable the District is and if it's ready to begin a sustainability planning process.
Municipal Sustainability Plan	A sustainability assessment recommended that Sparwood take the next step - the preparation of a sustainability plan. This plan will develop action items to help move Sparwood towards sustainability. A long term monitoring program is a component of the plan.
Active Adult Community	A proposed bylaw that would support the development of an Active Adult Community in Sparwood with smaller lots and building footprints.
Spruce Avenue Commercial	A study to analyse the potential of rezoning Spruce Avenue to a commercial



Study	designation that would support the residential look and character of Spruce Avenue.
The Revitalization of Centennial Square	A design analysis in support of the commercial designation for Spruce Avenue that considers the revitalization of Centennial Square. A design charette was held and a mixed use, pedestrian oriented downtown was envisioned.
Sparwood Community Network (SCN)	The District has invested approximately \$800,000 in a state of the art fiber optic backbone infrastructure that is intended to improve municipal communications, education; health care and also expand and diversify the economy.
Water Metering	Council has initiated a Water Metering program where all businesses and residences will be metered by December 31, 2011. The District will be seeking proposals from qualified firms to develop a program where they provide educational materials, supply & install water meters and refinish areas where the meter is placed.
Wildland Urban Interface Wildfire Management strategy	The "Wildfire Management Strategy" has been developed to address the threat of wildfires in the wildland/urban interface zone (WUI) in the District.
Mosquito Control	A program to control mosquitos larva development in the District.
Elk River Bridge and Pipeline Crossing	This bridge will provide a connection for pedestrian walkways and utility lines from Sparwood Heights to Lower Sparwood and will cost approximately \$3.2 million. This project is being funded by grants from Towns for Tomorrow, LocalMotion and Gas Tax.
New Waste Water Treatment Plant	Sparwood's current sewage treatment plant is running close to capacity. With the amount of anticipated growth in our community, a new plant will become a necessity. Planning has already begun on this project, because it will be a long and expensive process to create a new plant. Construction is not expected to begin for 3 to 5 years.
Mountain Pine Beetle Management Plan	Sparwood instituted a vegetation management plan to offset the impact of the Mountain Pine Beetle.
Wood Stove Exchange Program	A program to upgrade current non-EPA certified wood-burning heating appliance to a new, cleaner burning (EPA or CSA certified) more energy efficient heating appliance. Rebates are available on a first come, first served basis.
Sprinkling Regulations	Schedules the use of sprinklers to promote water conservation.
Be a Snow Buddy Program	Promotes a helping hand to those that have difficulty in clearing snow.

Appendix E

Inventory of Community Assets



Community Sustainability Plan Community Assets – Handout #5

A discussion of community assets is an important part of sustainability. This dialogue about the tangible and intangible resources that Sparwood has to offer will assist in both maintaining these assets and in developing others. Sparwood's community assets as listed in this document are taken from "Sparwood: Life is Good in Sparwood: Community Profile", which can be found on the District's website. District staff provided additional details to supplement the list.

The information below that details what community assets are and outlines the process of listing community assets is adapted from the following on line resources:

- Educational Resources Information Centre – Community Asset Mapping - http://www.orau.gov/cdcynergy/demo/Content/activeinformation/resources/SOC_assets_mapping.pdf
- Urban Habitat - A New Model: Participatory Planning for Sustainable Community Development - <http://www.urbanhabitat.org/node/920>

What is a community asset?

- Asset mapping involves documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced.
- Asset-based community development draws on the recognition of social capital; participatory approaches to development, which are based on principles of empowerment and ownership; collaborative economic development models that place priority on making the best use of a community's resource base; and efforts to strengthen society by engaging people as citizens.
- Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations. For this sustainability plan, the assets will be grouped according to the pillars of sustainability.
- The process involves making an inventory of assets and capacity, building relationships, developing a vision of the future, and leveraging internal and external resources to support actions to achieve it.
- Asset mapping is positive, realistic and inclusive. It provides an alternative to the service delivery/institutional model.

What is the process of listing community assets?

- Develop a draft inventory of the kinds of capital and assets available to the community. There are several kinds or classes of capital and corresponding assets, such as human capital, financial capital, environmental capital.
- Explore the social, economic and physical landscape around the community to identify external resources that either already have links to the community, or that could develop links to the community.
- Focus on resources that could help the community mobilize to address the sustainability focus of the project.
- From this very inclusive listing, identify the key assets that you believe need to be mobilized in order to address a sustainability focus. Describe these key assets in some detail, explaining why they are important to addressing sustainability in the community.
- The draft inventory will be reviewed with the Community Advisory Committee and then by the public at the public workshop



Community Assets and the Pillars of Sustainability

Each community asset is listed under one of the five pillars of sustainability. These five dimensions are pillars upon which the physical and ideological fabric of a community is built, and guide sustainable development. Therefore, cultural, social, economic, environmental and governance dimensions are balanced in a sustainable community that offers a high quality of life, where people desire to live, work and play.

Cultural - The development of a cultural dimension within the community ensures the creation of a vibrant and festive community that exudes a sense of identity and belonging, including:

- Opportunities for cultural expression
- Variety of art forms (visual, dramatic, musical, etc.)
- Strong sense of community heritage
- Pride in community.

Sparwood's Cultural Assets

- The world's largest tandem axle dump truck – the Terex Titan – on display at the Town entrance at the Visitor Centre off Highway 3.
- Historic murals some by Dan Sawastzky of Chemainus, others by local artists
- The Arch – made from the historic brick from the Michel Powerhouse – honours the Coal Miner
- Mine artifacts self-guided walking tour
- Miner's memorial in Centennial Square
- Coal mine tours (July and August)
- Nature trails
- Coal Discovery Trail
- Local summer celebration – Coal Miner Days
- Sparwood Public Library – free membership includes access to any East Kootenay Library. The library houses the Michel-Natal archives and free internet usage to local residents
- Programs run by the Recreation Department (programs for seniors and music programs)
- Lions, Eagles, Legion, Knights of Columbus and other service groups
- Places of worship: St. Michael's Catholic Church; Church of Jesus Christ of Latter-Day Saints; Sparwood Fellowship Baptist; Sparwood Christian Centre; Jehovah Witnesses' Kingdom Hall
- Sparwood and District Art's Council

Social - The development of social and community services includes the recognition of the historical and cultural context of the community, and the opportunity to develop inclusive neighbourhoods and housing to meet a range of demographic and economic markets, including:

- Tolerance and respect for different cultures, backgrounds and beliefs
- Friendly, cooperative neighbourhoods
- Leisure, recreation, sport, and other activities
- Safe communities with visible, effective, and community-friendly policing
- Social inclusion and opportunity
- Accessible and attractive housing.



Sparwood's Social Assets

- Sparwood Primary Health Care Centre and Health Unit
- Access to the Elk Valley Hospital (Fernie) and the East Kootenay Regional Hospital (Cranbrook) – provides core medical and surgical specialty services
- Sparwood and District Chamber of Commerce
- Access to the College of the Rockies (Fernie)
- Elementary and secondary schools
- Sparwood Fire Department – Full time chief and 28 paid on call firefighters
- Emergency Coordination as part of the Regional Emergency Planning
- Provincial government services – Housing and social development and Labour and Citizen services
- Henry Volkman Memorial Leisure Centre
- Sparwood Golf Course
- Whiskey Jack Resort (developing)
- Sparwood Bowl and Billiards
- Sports fields and courts
- Mountain Shadows Campground
- Linear community parks and hiking trail systems
- Elk River pedestrian/cycling bridge
- Elk Lakes Provincial Park
- Rifle Range
- Leisure centre
- Banquet hall
- Curling rink

Economic - The economic dimension of a sustainable community includes policies and programs that attract investment and employment, as well as promote local entrepreneurship and business retention, and ensure the community is a net contributor to the fiscal strength of the area, including:

- Providing a wide range of jobs and training opportunities
- Sufficient land and buildings to support economic prosperity and change
- Dynamic job and business creation
- A strong business community with links into the wider economy.

Sparwood's Economic Assets

- The richest coal deposits in the world – metallurgical coal
- Forestry related industry – crown land and managed forest lands – processing and value added processing (original material processed, i.e. harvested trees and value added processing, i.e. building materials from kiln dried lumber)
- Natural gas and coal bed methane potential
- A municipal government committed to enhancing business opportunities
- Chamber of Commerce
- A strong mining industry supported by proactive private companies
- A skilled and diverse work force, supportive of expansion and new opportunities
- A sophisticated transportation network for access to key markets
- Low operating costs including highly competitive wage rates
- Strength and stability attributed to excellent location; reasonable real estate costs; attraction and retention of professionals through quality of life opportunities; vibrant



- economy and supportive climate for growth; competitive taxes and quality infrastructure
- Large catchment area and population growth – steady increase since 2005
- Proximity to major centers
- Good communication infrastructure (fibre optic cable)
- Strong economic base for local commercial ventures
- Growing tourism industry – fly fishing, white water rafting, hiking, camping and mountain biking, natural appreciation, mining industry artifacts, dinosaur evidence
- Greyhound Bus Lines, Kootenay Taxi and several courier services
- Trucking services – local trucking companies, same day service to Cranbrook, Lethbridge, Calgary and Edmonton
- Canadian Pacific Railway
- BC Hydro power grid, Terasen Natural Gas and Telus Phone Network
- Municipal Services – water, sanitary sewer, storm sewer, garbage pick-up and recycling depots
- Sparwood Community Network – high speed fibre optic backbone infrastructure, television and internet services
- Media – a local television channel, radio stations and newspapers

Environmental - The environmental dimension of a sustainable community strives to achieve a quality natural and built environment that addresses development patterns, building design, supporting streets and infrastructure, and the overall will to protect and improve supporting natural systems and energy efficiency, including:

- Well designed municipal planning
- User friendly public places
- Green space, walking paths
- Energy efficiency
- Protecting natural resources
- Biodiversity
- Mixed-use, durable buildings

Sparwood's Environmental Assets

Natural Environment

- Pristine natural areas with abundant fish, big game animals and game birds - the upper Elk Valley is referred to as the "Serengeti of North America"
- Sport fishing – Char, Dolly Varden, Rocky Mountain Whitefish, Brook Trout, Rainbow Trout, Kokanee and Cutthroat Trout
- Big game animals – Elk, Bighorn Sheep, Deer, Moose, Mountain Goat, Black Bear, Grizzly Bear, Cougar and Wolf
- Game birds – Ptarmigan, Blue Grouse, Franklin's Grouse, Ruffed Grouse, Morning Grouse, migratory geese and ducks.
- Alpine climate – hot and dry summers and mild to severe winters

Built Environment

- Municipal Office
- Fire hall constructed in 1997 and opened in 1998 – fleet replacement on a 20 year cycle – New addition to the North Hall planned
- Henry Volkmann Memorial Leisure Centre – All-season indoor pool; whirlpool; sauna; racketball courts; physical fitness room; child play and art rooms; climbing wall; weight training centre
- Sparwood Golf Course – nine hole golf course; driving range; clubhouse; and cart path to campground



- Visitor Information Centre – high efficiency furnace
- Walkway lighting via solar panels
- Power Smart Program
- Underground utilities; and back-up power for district facilities
- Information Technology – universal software; fibre optic planning and installation of conduit for hydro and cable – sets the stage for fibre optic
- Various sports fields and courts
- Water well and water distribution system; water metering
- Waste water treatment plant – existing operation – new treatment plant planned
- Pathway construction, river crossing; CPR overhead pedestrian crossing

Governance - The governance dimension of a sustainable community includes strong, informed, and effective leadership, inclusive partnerships with the community, instilling a sense of civic pride, responsibility and values, and ensuring the continuous improvement of the community through effective delivery of programs and services, monitoring and feedback at all levels.

Sparwood's Governance Assets

- Health Services – Ambulance Service, Chiropractic; Health Clinics; Dentists; Home Support; Massage Therapy; Optometry; Pharmacy; Physiotherapy
- Provincial Government – Provincial Court; Service BC; Liquor Distribution; MLA
- Federal Government Services – Canada Post; RCMP; MP
- Financial Services – CIBC and Royal Bank
- Business Development Bank of Canada and the Community Futures Development Corporation
- Elk Valley Airport – located 8 kilometers north of Sparwood
- Canadian Rockies located in Cranbrook served by Air Canada Jazz, Central Mountain Air, Pacific Coastal Airlines
- Highway #3 – Crowsnest Highway – links Sparwood with Crowsnest Pass, Alberta and Cranbrook, BC
- Highway#43 – Secondary Highway – links Sparwood to Elkford

Appendix F

Public Workshop Poster

HONOURING OUR HERITAGE AND ACTIVELY CREATING A
SUSTAINABLE FUTURE

Sparwood is a vibrant and active community nestled in the heart of the Elk Valley in the Rockies, dedicated to encompassing our heritage and creating a healthy future through environmental, cultural and economic principles

Public Workshop and Information Session on Sustainability



**Sparwood is
creating a
sustainability plan
and invites everyone
to learn about
sustainability
and also to
voice their
opinions about
ways to build a
sustainable**

**future for
Sparwood!**

**More than
just
Recycling!**

We are
looking for
any and all ideas!



What do you think
should (or should not)
be done to encourage
sustainability?



**Wednesday
May 6th at
6:00 pm**

Located in the banquet
hall of the Sparwood
Recreation Centre.

Snacks and
refreshments will be
provided.

Please RSVP by May
1st to Jessica at:
250-425-6271 or
jwallman@sparwood.bc.ca

PRESENTED BY THE:

**COMMUNITY
ADVISORY
COMMITTEE**

AND THE

**DISTRICT OF
SPARWOOD**



PO Box 520
136 Spruce Ave.
Sparwood, BC
V0B 2G0

Phone: 250-425-6271
Fax: 250-425-7277

Appendix G

Description of Success/Action Items/Time Frame

Sparwood Descriptions of Success by Sustainability Pillar

CULTURAL PILLAR OF SUSTAINABILITY "Vibrant and Festive Communities"								
No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
1	Welcoming Atmosphere	Sparwood has an active, outdoors oriented, friendly, small town atmosphere while offering diverse cultural opportunities making visitors feel welcome.		1. Offer more cultural opportunities (i.e. theatre group)		√		
				2. Construct more trails and incorporate more information such as the difficulty and length, maps, define according to trail types, and interpretive signage.	√	√	√	√
				3. Promote the historical walking tour and update and expand walking tour including repainting footsteps	√			
				4. Promote welcome wagon and other events for new people in town.	√	√		
				5. Encourage businesses to create welcome gathering/meeting spots for locals (i.e. retired group of men gather at A&W for coffee every morning to solve the problems of the world)	√			
				6. Promote the premier fishing/ hunting in area, i.e. a display of fish and wildlife species found in the valley.		√		
2	Culture/ Heritage Pride	Sparwood showcases and shares its culture and heritage throughout the community.	<ul style="list-style-type: none"> • Losing heritage, good historical examples around town, walking museum, museum, mining museum, no more Coal Discovery Centre, mining artefacts walk-upgrade with interactive display, "truck", shortage of cultural venues, more inclusive 	1. Relocate museum to a prominent location.		√	√	
				2. Create a solution to entice visitors past the Mall and into the rest of Sparwood - currenly the mall blocks Centennial Square and highway traffic doesn't see it.	√	√	√	
				3. Investigate ways to receive more grant money for local groups and facilities: a. restoration grants - stop losing heritage buildings/ locations b. heritage grants - Increase awareness of museum.		√		
				4. Explore possibility of using existing heritage locations/buildings for events, i.e. weddings	√			
				5. Promote a Heritage week – get volunteers	√	√		
				6. Keep arts and culture week going	√	√		
				7. Conduct a heritage inventory		√		
3	Arts and Culture	Sparwood has expanded interest based and viable arts and cultural opportunities in the form of events and clubs for residents and visitors.	<ul style="list-style-type: none"> • No music (we need), cultural centre (music /art), no theatre, need more art events, performance arts • Not enough cultural events, need a cultural centre, baker and candle stick maker, lacking experiences, • Lack of venues for theatre, arts, musical etc. events • Cultural events need to be supported & encouraged • Museum is not in a prominent location 	1. Get more live shows – concerts.		√		
				2. Build or renovate an existing building to create a proper venue for performing arts & concerts-acoustics of arena is not good for music			√	
				3. Determine the future of the Michel Natal Hotel	√			
				4. Hold summer festivals in the field outside the high school.	√	√	√	√
				5. Purchase and renovate Mountain View School to use as a venue for clubs, music, lessons, dance.			√	
				6. Encourage different food choices through special events, i.e. ethnic food, vegetarian, by heritage groups and cooking classes.	√			

Sparwood Descriptions of Success by Sustainability Pillar

No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS	
	Arts and Culture			7. Encourage young people to join adult clubs to revitalize membership and volunteer base.	√	√	√	√	
				8. Encourage Youth mentoring	√				
					9. Encourage automatic replacement on club boards.				
					10. Provide better communication of events in town through newsletter, signage, advertise where the people gather.	√	√	√	√
					11. Improve website and newsletters - the current layout is hard to navigate, i.e. the community calendar.	√			
					12. Encourage a volunteer organizer for cultural events such as Coal Miner Days and clubs.		√		
				13. Designate an area where movies can be shown that also facilitates other cultural events , i.e. an amphitheatre.		√			
4	Volunteerism/ Stewardship	Local cultural leaders and groups that foster volunteerism and stewardship in the community are appreciated and recognized. Sparwood is a beautiful, magical community.		1. Celebrate Volunteer of the year - (already being done)					
				2. Provide Central place for sign-up for volunteers.	√	√			
				3. Introduce youth to volunteering	√	√			
				4. Adopt a park/neighbourhood to encourage the residents to take pride in their community.	√	√			
				5. Facilitate the Culture of caring to help those with limited mobility by carpooling share/ride into major centres for appointments.	√				
				6. Put a Carpool/ ride share forum on district website	√				
				7. Promote More music/art events such as jam nights, poetry etc.	√				
				8. Restore Murals – find a new person to become involved.	√				
5	Vibrant Downtown	Downtown Sparwood is the lively, active, core of a vibrant community.	<ul style="list-style-type: none"> • No hanging baskets, banners • Murals need fixing, should keep and rejuvenate • Few downtown events, lack of activities 	1. Facilitate the possibility of the development of a Casino to draw people into the community.				√	
				2. Allow for Outdoor restaurant/patios w/ music (already being done)					
				3. Encourage people into downtown, i.e. the Chamber of Commerce promote activities/businesses to visitors and using the walking tour	√	√			
				4. Have Music playing in Centennial Square		√			
				5. Craft fair downtown, farmers market	√	√			
				6. Keep Hanging baskets	√	√	√	√	
				7. Encourage businesses downtown, i.e. the mall blocks downtown – encourage people through or around mall to downtown.	√	√	√	√	
				8. Encourage mines to have a different work schedule than 4 on - 4 off shift.					√
				9. Promote entertainment in downtown on Friday nights – restaurants with band or jam session, poetry reading, craft courses, etc.		√			

Sparwood Descriptions of Success by Sustainability Pillar

No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS	
	Vibrant Downtown			10. Provide entertainment/activities for kids in downtown, i.e. a theatre and by using youth for projects in town.		√			
				11. Discourage vandalism by educating youth and eliminating boredom to create civic pride in young adults.					
					12. Better utilize library by encouraging the formation of book clubs and poetry reading.				
					13. Display local Art in various places, i.e. the health centre, a portion of Mountain view school could be used as an art gallery and change image of Sparwood from a coal mining town to beautiful town.				
					14. Create landscape restoration plans for logged areas.				

SOCIAL PILLAR OF SUSTAINABILITY
“Harmonious and Inclusive Communities”

No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
1	Sense of Community	Residents and visitors of all abilities and age groups enjoy a sense of community.	• Lack of community interaction	1. Support the development of Sparwood's own newspaper.	√	√		
				2. Encourage more interaction between Seniors and youth to bridge /understand generation gaps i.e. gardening and weeding programs, luncheons, soap box derby, reading programs at library.	√	√	√	√
				3. Adopt a senior mentorship program i.e. pie making and baking etc. with seniors.	√			
				4. Support theatre activities.	√	√		
2	Healthy Living	Residents and visitors of all abilities and age groups enjoy healthy living opportunities.	• Lack of things for teens to do • No centre for teens	1. Provide an opportunity for family adventure/ trek camps i.e. obstacle courses, campfires at Mountain Shadows campground – the low cost is funded by donations and revenue from storage fees.		√		
				2. Provide a course to teach the basics of outdoor survival.	√			
				3. Continue the scouts “night trek” for ages 11-18.			√	
				4. Continue utilizing the amazing social network.	√	√	√	√
				5. Support small networks of activities i.e. Elk Valley Dirt Riders.	√	√	√	√
				6. Support safe teen areas for social activities.		√		
3	Diverse Community Organizations	Leisure, recreation, sport, spirituality, community organizations and other activities are part of Sparwood's lifestyle and all residents are encouraged to participate.	• Churches provide social opportunities for residents • Need collaboration of sports associations within the region to promote leagues/competition • Lack of social clubs/organizations • Shift work impediment to developing a social network	1. Continue collaboration of sports associations within the region.	√	√	√	√
				2. Continue to design programs to accommodate shift work schedule.	√	√	√	√
				3. Develop, expand and share/communicate a list of opportunities.	√	√	√	√
				4. Support/promote informal groups by advertising events and activities.	√	√	√	√
				5. Bring back the toy run.		√		
4	Efficient Community Services	Sparwood is a safe community with visible, effective and community-friendly policing and other emergency services.	• No visible presence of police • Lack of personable relationship with police (one on one)	1. Encourage neighbours to get to know their neighbours.	√	√	√	√
				2. Continue the bike rodeo.	√	√	√	√
				3. Bring police dog into school to educate students/ Drug Abuse Resistance Education (DARE).	√	√	√	√
				4. Encourage and thank police for their efforts in community policing.	√	√	√	√
5	Diverse Housing Options	Sparwood has a sufficient and diverse mix of quality, affordable housing.	• Lack of affordable housing • Lack of variety of housing types (size, price, ownership/rental)	1. Expand planning policies to include legal suites.	√	√	√	√
				2. Develop a sustainable long term seniors' facility.		√		

Sparwood Descriptions of Success by Sustainability Pillar

No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
6	Locally grown produce	Sparwood provides an opportunity to grow produce locally in a social setting.		1. Incorporate community gardens ie Sparwood Secondary School.		√		
				2. Promote location food production with the goal of providing food security.	√	√	√	√
				3. Use Fernie's community garden as an example to create a community garden for Sparwood.	√			
				4. Encourage organic food production with education and workshops.	√	√	√	√
				5. Work towards a community composting facility.		√		
				6. Educate re water conservation i.e. rain barrels, etc.	√	√	√	√
7	Affordable services	Sparwood has affordable family friendly care services.	<ul style="list-style-type: none"> Lack of day care facilities that meet the needs of the residents (shift work, business trips etc) Lack of adult day care facilities 	1. Develop programs to increase the number of capable caregivers.		√		
				2. Implement programs to create opportunities to involve seniors to watch/care for children.		√		
8	Active Transportation	Sparwood has a culture of active transportation where residents use alternatives to personal vehicles such as public transit or bicycles.	<ul style="list-style-type: none"> Lack of transit in evening hours – residents on Elk Valley Rd dependent on car Transient community – 4 on/4 out of town workers Lack of pedestrian connections throughout district Residents too dependent on car Need to encourage public to use active modes of transportation 	1. Continue to promote and educate the community regarding local bussing.	√	√	√	√
				2. Encourage/educate biking and walking by conducting workshops, and providing information packages.	√	√	√	√
				3. Continue competitions between businesses using contests, i.e. make pedometers available to determine who walks the furthest.	√	√	√	√
9	Live, Work & Play	Sparwood is a community where residents choose to live, work and play.	<ul style="list-style-type: none"> Workforce lives somewhere else Lack of secondary income opportunities Lack of activities in evening for workers when their shift is over Lack of affordable housing 	1. Encourage/attract "knowledge workers" to diversify Sparwood's work force by providing incentives to work from home with internet based businesses.		√		
				2. Advertise to request input for business opportunities.	√			
				3. Attract people to Sparwood and engage/encourage them to remain here.	√	√	√	√
				4. Identify activities that enrich experiences.	√	√	√	√
				5. Hold three yearly events and activities spaced throughout the year, i.e. Coal Miner days (tri-annual event)		√		
				6. Encourage and then utilize a pool of volunteers.	√	√	√	√
10	Effective Multifaceted Health Care	Multifaceted health care services focus on the population within Sparwood, the Elk Valley and the health region.	<ul style="list-style-type: none"> Better health care facility required Co-ordination of regional health care services, better communication Retirement community is concerned/focused on the availability of adequate health services 	1. Promote the internet and video conferencing to provide learning opportunities to the community, i.e. specialty physicians.	√	√	√	√
				2. Make better use of current medical equipment, i.e. physiotherapy equipment, and lobby to change provincial regulations by identifying challenges with privatization.		√		
				3. Improve the health care system by encouraging self care with seminars and workshops. (already being done)				
11	Tolerance/ Respect	Sparwood is a tolerant and respectful community.	<ul style="list-style-type: none"> Need increased tolerance of individuals, age groups and choices people make 	1. Provide opportunities that bring and mix people together. i.e. bring various groups together to an open house. (2V)	√	√	√	√
				2. Hold "ethnic nights" to showcase various cultures/ traditions on a regular, progressive basis.	√	√	√	√
				3. Display flags for each country represented in town (include Chamber visitors). Could be at a small mall		√		

Sparwood Descriptions of Success by Sustainability Pillar

ENVIRONMENTAL PILLAR OF SUSTAINABILITY "A quality Built and Natural Environment"								
No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
1	Attractive Outdoor Landscape	The built environment integrates the outdoor environment and is vibrant, inviting, and memorable.	<ul style="list-style-type: none"> • Lack of green spaces in town • Downtown needs more green spaces • Lack user friendly parks • Need to encourage built environment to integrate outdoor spaces 	1. Reduce the parking in the mall parking lot in favour of green space and encourage via development permit or by some other means.		√		
				2. Build fences or introduce some other means to reduce wind blown litter around the recycle depots.		√		
				3. Encourage landscaping at the store in the Heights and encourage resurfacing of the parking lot.		√		
				4. Encourage the treatment of the Causeway Bay parking lot (also the area owned by Highways) to reduce dust, and also encourage landscaping and the installation of picnic tables.		√		
				5. Provide more pathway linkages to provide access to landscaped and restored areas, and selectively remove trees to open up certain areas. (ongoing)	√	√	√	√
2	Accessible Shared Outdoor Spaces	Neighbourhoods and their community spaces encourage interaction by providing shared activities such as community gardens and access to and along the river.	<ul style="list-style-type: none"> • Lack of community gardens • Riverfront is not easily accessible • Opportunity for riverfront to be a great recreational space • Location of railway is always going to be an issue with riverfront 	1. Create multiple access points for pedestrians to access the river and, in particular, from the Rec centre to the river's edge.		√		
				2. Incorporate vehicular access across the CPR Railway ROW to a parking area near the river.			√	
				3. Develop access to and a pathway along the Elk River and Michel Creek, and a pedestrian bridge over Michel Creek with distance markers and interpretive signage to identify points of interest.			√	
				4. Encourage the identification and development of pathways for winter use such as snow shoeing and cross country skiing with directional signage that also accommodate a summer use, i.e. mountain biking. (ongoing)		√	√	√
				5. Enforce bylaws to protect non-motorized recreational users of multi season pathways.	√	√	√	√
				6. Establish a place for a community garden and composting that is operated by volunteers and students involved in an educational program.		√		

Sparwood Descriptions of Success by Sustainability Pillar

No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
3	Compact, Accessible Neighbourhoods	Residential development occurs in relatively compact neighbourhoods with accessible green space, trails, amenities and services.		1. Permit small lot subdivisions via zoning.		√		
				2. Incorporate trail with lighting (LED/ Solar) between Cypress and Valley View.		√		
				3. Connect residential nodes with LED lit trails.		√	√	√
				4. Pave some pathways to replace asphalt chips.		√	√	√
				5. Include seating nodes throughout Sparwood with benches to sit on, bear proof waste and recycle receptacles, dog waste bag dispensers.		√	√	√
				6. Require developers to construct parks and to install trail amenities through District regulations.		√	√	√
4	Sustainable Infrastructure	Development and/or renovation of existing buildings are efficient in terms of energy, materials management and land.	<ul style="list-style-type: none"> • Run-down & inefficient buildings • Need to encourage LEED designed buildings • Need to encourage interrelationship between industries within the district – share resources (one industry’s waste is another industry’s energy) 	1. Research the potential of the installation of infrastructure to accommodate geothermal and grey water systems in new developments.		√		
	Sustainable Infrastructure			2. Provide incentive education programs to improve energy efficiency in existing residences and buildings. (2V)	√	√	√	√
				3. Research viability of energy generated by wind power and small scale water turbines as well as geothermal on a district energy/ community basis.		√		
				4. Research an energy plant that burns waste coal fines, waste wood, garbage, and landfilled garbage (dig up old landfill) for district energy use.		√		
				5. Develop an educational program to involve youth in worm composting and in the community garden.		√		
				6. Require commercial and industrial enterprises to landscape their sites and implement LEED.		√	√	√
5	Reduce Waste	Community members and visitors act as stewards of the natural environment to reduce contributions to land filling by composting and through recycling programs.	<ul style="list-style-type: none"> • Need a more inclusive recycling program 	1. Develop a larger take it - leave it area at the transfer station and communicate its use to the public, and leave items for a longer period of time to provide ample opportunity for resident perusal.	√	√		
				2. Organize an event such as a clean-up day or Sparwood Pride Day the same day each year to educate the community about waste handling and waste reduction (tie into school programming/assign areas of responsibility), and advertise with fridge magnets, Sparwood’s web site and/or a newspaper.		√		
				3. Provide more education community wide in regard to composting.	√	√	√	√
				4. Conduct regular, scheduled clean-up of the Titan truck site and provide a cigarette disposal bin. (Chamber)	√	√	√	√
				5. Conduct regular scheduled maintenance of all District green belts and small grassed corners that are neglected.	√	√	√	√
				6. Ensure ongoing communications within the District.	√	√	√	√

Sparwood Descriptions of Success by Sustainability Pillar

No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
6	Efficient/ Sustainable Transportation	The active transportation and vehicular system is efficient, is integrated with regional transportation, and meets Sparwood's needs.	<ul style="list-style-type: none"> • Lack of pathways • Core is not pedestrian friendly • Lack of connectivity between neighbourhoods • Poorly marked trails 	1. Designate places for the public to park their bicycles and zero emission vehicles.		√		
				2. Study the feasibility of Low Impact Development pathways/ storm water drainage.		√		
				3. Adopt the Active Transportation Plan.		√		
7	Sustainable Water Use	Storm water infrastructure is enhanced to maximize its potential as an amenity feature and functional infrastructure component.	• WWTP – significant financial investment trying to reduce footprint, need a better quality by-product going into the river	1. Research and identify opportunities for the treatment of storm water to remove contaminants before it reaches the river.			√	
				2. Develop educational programs to raise awareness of the importance of protecting receiving water bodies.		√		
8	Eliminate harmful chemicals	Harmful chemicals and other products are being eliminated, replaced, or managed so they do not disperse into nature.	• Noxious weeds are a major contributor to habitat destructions	1. Develop an effective weed management program by integrating/ incorporating pesticides with alternatives such as hand pulling and/or implementing a Weed Warrior Program.		√		
				2. Do not chlorinate water.	√	√	√	√
9	Manage forests	Sparwood's diverse forests and natural habitats are planned and managed for the future.	<ul style="list-style-type: none"> • Pine beetles eliminated a large number of trees • Lack of forest management program 	1. Provide consultation and awareness programs to educate and inform the public about afforestation practices and pine beetle management.	√	√	√	√
				2. Create landscape restoration plans for logged areas.	√	√		
				3. As a part of an afforestation plan and to replace trees removed, naturalize the area between the campground and the highway to act as a sound barrier.	√	√		
10	Planned Industrial Area	Sparwood has a planned industrial area.	<ul style="list-style-type: none"> • Run down and inefficient use of buildings in industrial areas • Separation of different communities – (the heights & downtown) planning needs to connect the areas (more than a pedestrian bridge) 	1. Plant trees to screen industrial sites and selectively remove trees to enhance views of Sparwood's commercial areas and the truck.	√	√	√	√
				2. Become a success in sustainability management	√	√	√	√
11	Alternative Energy Use	Sparwood uses and contributes alternative forms of locally produced energy in working towards carbon neutrality and meets and/or exceeds provincial objectives.	• Need to continue to reduce carbon footprint	1. Assist people in becoming more sustainable.	√	√	√	√
12	Self Sufficient	Sparwood is environmentally responsible and strives for self sufficiency.	<ul style="list-style-type: none"> • Need to work towards being self-sufficient • Need to keep in mind that the region's energy factor includes 3 mines 	1. To ensure a supply when transportation routes are closed, implement a food security program i.e. encourage the construction of greenhouses to support the "100 mile diet".		√	√	√
				2. Establish/encourage programs to educate residents about food conservation i.e. Senior's teaching residents how to can, preserve and winter food storage.	√	√	√	√
				3. Establish a farmer's market and include/ encourage locally grown food and processed products, art and other activities to bring people together.		√	√	√
				4. Research the feasibility of installing micro hydro plants along Elk River to generate power.		√		

Sparwood Descriptions of Success by Sustainability Pillar

ECONOMIC PILLAR OF SUSTAINABILITY "A flourishing & diverse local economy"								
No.	Topic	Description of Success	Current Reality	Action	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
1	Business Diversity	Locally owned and operated businesses thrive and are encouraged as an essential component of a healthy business mix.	<ul style="list-style-type: none"> • Lack of small businesses • One industry town • Lack of secondary employment opportunities 	1. Provide incentives to reduce the costs of doing business by lowering electrical costs, reducing rental costs, and providing more space for small business rental to compete with existing availability.		√		
				2. Encourage the credit union to relocate to Sparwood. (already being done)				
				3. Encourage "knowledge workers" to Sparwood, apart from Teck, by utilizing fibre optics.		√		
				4. Examine diversifying beyond tourism ie. co-generation and selling electricity to the grid, geothermal heating.		√	√	√
				5. Support the exchange of services (legal bartering), i.e. plumbing and baking.			√	
				6. Lobby for life-lease buildings in BC.		√	√	√
2		A skilled workforce supports the local economy and the local economy supports the skilled workforce.	<ul style="list-style-type: none"> • Lack of a variety of skilled labourers • Residents shopping out of town 	1. Encourage people engaged in the construction trades to live in Sparwood.		√		
3		Social and physical infrastructure attracts and support business retention and investment.	<ul style="list-style-type: none"> • Lack of amenities • Need to provide energy & heat more affordably to attract business 	1. Work towards local ownership among business property owners.		√	√	√
				2. Encourage more inter-business support.	√	√	√	√
				3. Organize fun events in town to support small business.	√	√	√	√
4	Sustainable Energy	A strong sustainable community with links into the wider economy		1. Include Fernie and Elkford in producing power for our own needs and generate revenue by selling it back to the grid.			√	
				2. Investigate alternative energy sources such as geothermal and wind generated power with the intention of providing local employment.		√	√	√
5	Gateway to B.C.	As the southern gateway to BC, Sparwood has a welcoming and attractive highway corridor edge that focuses on long term commercial uses and a thriving and beautiful downtown core.	<ul style="list-style-type: none"> • Need to promote Sparwood as the southern gateway to BC 	1. Encourage more landscaping along the highway corridor or implement other measures to enhance and stand out as a gateway community to BC.	√	√	√	√
				2. Complete the Japanese Garden to increase the beauty of Sparwood and to attract visitors. Charette 2				√
				3. Consider "Old Mother Hubbard" shoe and/or other theme objects that lead to downtown Sparwood (Centennial Square).		√		
				4. Set the stage to create replica of old town facades in Sparwood by partnering with the Michel – Natal - Sparwood Heritage Society.		√		

Sparwood Descriptions of Success by Sustainability Pillar

ECONOMIC PILLAR OF SUSTAINABILITY "A flourishing & diverse local economy"								
No.	Topic	Description of Success	Current Reality	Action	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
6	Outdoor Recreation/ Tourism	Elk Valley capitalizes on promoting outdoor recreation, hunting and fishing.		1. Encourage/ enhance existing sport mentorship program to encourage residents and others to participate in outdoor recreation, and fishing and hunting.	√	√		
				2. Regulate fishing and hunting activities by limiting access to maintain this activity at a small scale.	√	√	√	√
				3. Encourage photography as a means to increase interest in outdoor recreation.	√	√	√	√
				4. Incorporate an outdoor recreation theme in the mural program and use/sell acrylic bricks showcasing individuals, families, big fish caught, etc. to support the program.			√	
7		Sparwood is an integral part of the regional tourism economy and recognized for its world class outdoor recreation.	<ul style="list-style-type: none"> Increase tourism, more hotels/accommodations, diversify Sparwood as an integrated part of the regional tourism economy 	1. In promoting Sparwood's outdoor recreational themes, emphasize the trail system and related services such as a bike store and repair shop.		√		
				2. Promote Sparwood as a family oriented day trip type destination (not a resort like Fernie).	√	√	√	√
8	Business Cooperation	Elk Valley coordinates and co-markets local business activities.	<ul style="list-style-type: none"> Co-marketing – 3 mines need to work together with neighbours to market / support community 	1. Coordinate and co-market an inter-community business network in Elk Valley to encourage variety and reduce repetition.	√	√	√	√
9	Communication Technology	Sparwood is a leader in advanced communication technologies and is connected to the world.	<ul style="list-style-type: none"> Technologically lagging behind other communities 	1. Better inform residents about fibre optic opportunities and build on and utilize fibre optics as opportunities arise.	√	√	√	√
10	Affordable energy	Locally produced and affordable energy attracts business.		Covered in Description of Success #1				

Sparwood Descriptions of Success by Sustainability Pillar

GOVERNANCE PILLAR OF SUSTAINABILITY								
"Effective & Inclusive Participation Representation & Leadership"								
No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
1	Sustainable Services	Local, regional and provincial decision makers and business leaders attain comprehensive and collaborative decisions in the provision of sustainable services including health and education.		1. Planned meetings with different groups, different levels of government, health , mining, district and others in community to come up with common goals/ initiatives to find common ground.		√		
				2. Start education of government processes with students at an early age and make it interesting by providing incentives for participating, i.e. credit for sitting on a committee.		√		
				3. Educate the public more, i.e. creation of a new town website with blog for sharing info that's separate from the municipality website.	√			
				4. Make Sparwood the Centre of the World by centralizing facilities between Fernie and Elkford.			√	
				5. Coordinate events so that they don't conflict with each other ie. Sparwood Craft Fair is same weekend as Fernie's Craft Fair, Coal Miner Days same as another event.		√		
				6. Combine events throughout valley – don't duplicate the same event in a number of places on a smaller, less successful scale, create a large combined event instead.		√		
2	Arts and culture	Continued access to education for the purpose of facilitating innovation and ever improving delivery of council services.	• Need to encourage training & education	1. Encourage clubs to share and help other clubs in the community and valley.		√		
				2. Fix communication problem by increasing readership of the website with updates, events and prizes; by circulating newsletters, the Black Rock newspaper and the recreation brochure; and by creating e-mail lists to circulate information.	√			
				3. Encourage coordination between groups, i.e. health, recreation, and schools, by an event that can be sponsored by a number of groups to encourage participation.		√		
				4. Increase advertising		√		
				5. Program sustainability education with a website, workshops, mail outs, and a trade fair (build on fall registration fair).		√		
				6. Reinforce the accountability of the Sustainability Plan by appointing an ongoing committee to monitor the plan and by regularly appointing new members to the committee.		√		
3		Working together with surrounding areas/communities to create opportunities in a more sustainable manner.	<ul style="list-style-type: none"> • Need to have a regional approach to making things happen • Lack of communication with the public • Lack of co-ordination between communities • Need to encourage business partnerships • Events need to be co-ordinated regionally to add to the success of the project 	1. Look at involving students on committees	√			
				2. Set a timeline for sustainability plan evaluation - 6 months to a year and continually evaluate the timeline to replace or add items.		√		
				3. Encourage Corporate involvement by creating incentives or penalties to be involved and by plaques, sponsorship, youth employment grants, and/or positions on committees, etc.		√		
				4. Encourage daytime meetings/ educational sessions to increase participation (Active transportation workshop was successful – use as an example) by providing lunch and use the process as a monitoring tool to let public evaluate how we're doing.		√		
				5. Use self addressed questionnaires for future feedback (need to evaluate success of questionnaire mail-out)		√		
4		Ample sustainability information and training opportunities are available.	• Need to encourage training & education	1. Increase communications with corporations by inviting participation on committees, by encouraging their participation in events, by directly communicating with the mayor and upper management, inviting corporations to visit community and sponsorship.	√	√		

Sparwood Descriptions of Success by Sustainability Pillar

GOVERNANCE PILLAR OF SUSTAINABILITY "Effective & Inclusive Participation Representation & Leadership"								
No.	Topic	Description of Success	Current Reality	Action Items	Year 1	2 - 5 YRS	5 - 15 YRS	15+ YRS
	Sustainability Education			2. Improve Communications with residents (people only become involved if it impacts them) by making issues personal, by bringing issues to them, by demonstrating things that are accomplished to encourage involvement and with testimonials (what we've done as members of the sustainability committee).		√		
				3. Make it easier for people to voice opinions by using/organizing an outside forum.		√		
5		Monitoring and realigning yearly action plans and implementation monitoring is taking place to ensure successful outcomes.	<ul style="list-style-type: none"> • Council needs to look at different ways to achieve a goal or vision • Increase corporate citizenship • Lack of forward thinking 	Action items outlined in descriptions of success 1-4 address these descriptions of success.				
6		An active community presence and great communications between the community and corporations lead to quality decisions.	<ul style="list-style-type: none"> • Lack of major corporation's involvement in community • Need to be sensitive to the impact on the community 	Action items outlined in descriptions of success 1-4 address these descriptions of success.				
7		Communities, neighbourhoods and other groups are encouraged to contribute and are involved in community decisions.	<ul style="list-style-type: none"> • Apathy towards local government • Lack of encouragement from the powers that be for non-profit organizations to voice their concerns 	Action items outlined in descriptions of success 1-4 address these descriptions of success.				