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# *Sustainable* **SLRD**

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*Photo credit: C. Lester*

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## **Integrated Sustainability Plan**

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January 2013

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Prepared by:

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

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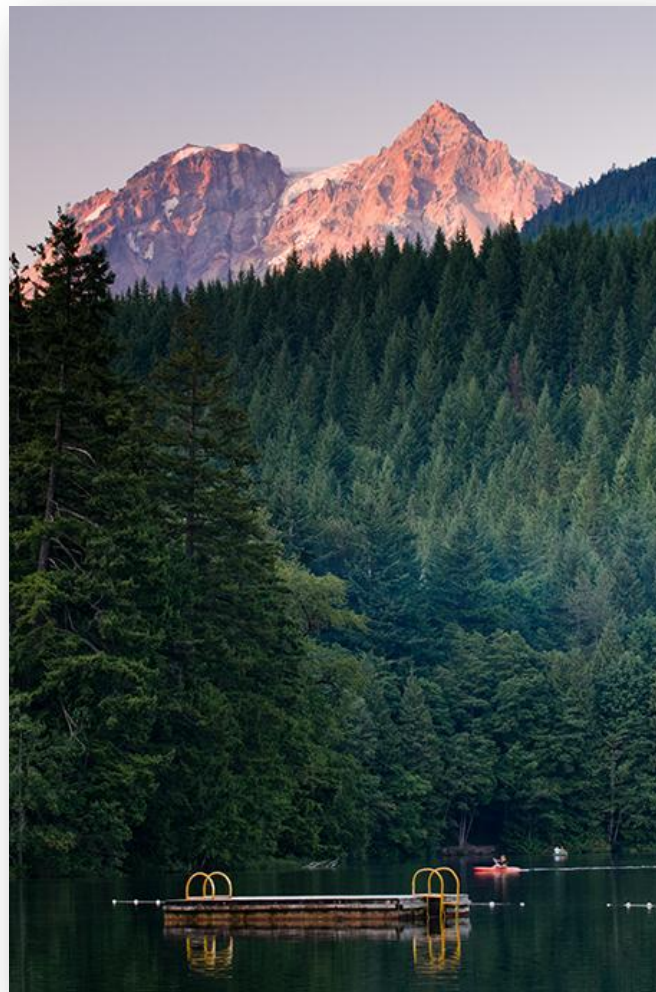
**A vision without a plan is just a dream. A plan  
without a vision is just drudgery.  
But a vision with a plan can change the world.**

*– Old proverb*

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## Guide to Readers

The ISP is the vision, plan and process to the year 2030 to position the region for ongoing success and sustainability. This document can be used by anyone interested in contributing to the region's success and sustainability: a decision-making tool is included in Appendix D that translates the ISP framework into strategic questions to inform decisions at all levels – from purchasing decisions at home to strategic planning at your place of work. A glossary of terms can be found in Appendix A.

Achieving continued success and long-term sustainability for the region will require commitment and contributions from citizens, stakeholders and partners. We invite you to join us as we begin this journey.

### The ISP Framework

- **Criteria for Success and Sustainability:** Collectively, the criteria describe success and sustainability for the region in the future, and they include the vision, sustainability objectives and the descriptions of success.
  - **Vision:** A high-level description of the desired future for the region by 2030.

- **Sustainability Objectives:** These identify the concrete outcomes necessary to achieve a sustainable society in the long-term.
- **Descriptions of Success for each Strategy Area:** Statements that articulate the desired future for the year 2030 in more detail within specific strategy areas. For the SLRD, eleven strategy areas were identified that broadly address the region's systems and the broad range of issues within them.
- **Actions:** These are the initiatives that should be undertaken to move the SLRD from where it is today toward the criteria for success and sustainability. Actions can include everything from basic operational activities to the development of policies and strategic plans.



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# 1 Introduction

## 1.1 Overview and Background

The Squamish-Lillooet Regional District (SLRD) consists of four member municipalities (District of Lillooet, Village of Pemberton, District of Squamish, and the Resort Municipality of Whistler) and four electoral areas (A, B, C, D). It is a geographically and socially diverse and complex region with distinct issues and priorities in the northern and southern areas of the region. There are several First Nations which have reserve lands and asserted traditional territory partially or wholly located within the boundaries of the SLRD.

The SLRD and its member municipalities initiated the development of a Regional Growth Strategy (RGS) in 2004, and after several years of public consultation and intergovernmental dialogue, the RGS was adopted in 2010. The RGS provides a broad policy framework and includes strong directions for sustainability in land use, transportation, economic development, affordable housing, and related issues.

Recognizing the need for an overarching sustainability plan and implementation strategy to guide the integration of sustainability into all planning, policies, decisions and activities, the SLRD embarked on the process to develop an Integrated Sustainability Plan (ISP) in 2012. The objective was to amalgamate and build upon all the previous work that has been achieved to date and organize it into an accessible, succinct format, to be used as a framework for guiding all corporate decision-making into the future. The Whistler Centre for Sustainability (the Centre) was retained to help the Regional

District develop the ISP, and given the extent of plans and policies already in place, the ISP development process was initiated with a solid foundation. Existing plans and policies, which had undergone full public, stakeholder and partner consultation processes, were used as the basis for elements of the ISP. This allowed for a more streamlined development approach, guided by a Steering Committee comprised of SLRD staff and Board representatives. The Steering Committee was informed by input and feedback from the public, staff and regional stakeholders.

This resulting ISP represents a regional approach to addressing sustainability. The intention is that the ISP will eventually be used by the Regional District as the guiding policy document. In the future, it will be beneficial if the SLRD and all its partners, provincial agencies, First Nations as well as community organizations and citizens can all be similarly focused on decisions and activities that are in support of sustainability.

## 1.2 Integrated Sustainability Plans: What are they?

Integrated Sustainability Planning (ISP) is defined as *“long-term planning, in consultation with community members that provides direction for the community to realize sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity.”* ISP planning should apply long term thinking, be broad in scope to cover all aspects of the region and be collaborative, engaging a wide range of stakeholders.

The planning process results in the ISP, which brings together SLRD sustainability initiatives under one umbrella document and provides the framework to align all new and existing corporate policies and plans. As such, the ISP is a high-level policy document for the Regional District – for both its internal operations, as well as in carrying out its legislative responsibilities.

The SLRD ISP is comprehensive, long-term, and can serve to guide SLRD legislative, policy and planning decisions, as well as its corporate operations. The criteria for success and sustainability, which includes the vision, sustainability objectives and descriptions of success within each strategy area, form the policy component of the ISP. However, this policy is different from traditional policies in that it is not prescriptive – it does not state in absolute terms what must nor must not be done to achieve the desired future. Instead, the criteria for success and sustainability are used by decision-makers as a compass for navigating the way toward the desired future, with many different pathways to choose from and with tradeoffs becoming a manageable part of the journey.

The non-prescriptive, outcome-oriented nature of the ISP criteria for success and sustainability is beneficial because it provides decision-makers with the flexibility to choose the best path forward for the region. They can change strategies and actions to respond to and proactively address the challenges and opportunities that arise during the long-term journey toward the vision of success and sustainability, which is held constant in the future.

Another benefit of the long-term, non-prescriptive ISP approach is that it recognizes that tradeoffs will occur along the way and facilitates managing them. Tradeoffs occur when progress toward some aspects of success or sustainability means no progress or even backward movement relative to other aspects. So while tradeoffs are bound to occur, they should be short-term and flexible – they should be temporary stepping stones on the detour route before getting back on the path toward the desired future where all criteria for success and sustainability are ultimately achieved.

Furthermore, ISPs are comprehensive and scalable: comprehensive in that they cover all aspects of a community or region at a high level; and scalable in that they can be applied to all types of decisions, from strategic decisions to daily purchasing choices. Therefore, they provide decision-makers with one high-level tool that can be consistently used as a lens for making decisions.

A tool has been developed to help decision-makers apply the ISP to decisions (see *Appendix D: Decision-making Tool*). At first, the ISP decision-making tool may seem complex, and applying it will seem like an additional step, but in time and with practice, it will provide a new lens for the way people see and do things.

In addition to articulating the criteria for success and sustainability (the policy component of the ISP), the plan also delivers actions, an implementation process, and monitoring system for achieving the desired future.

Simply put, an Integrated Sustainability Plan (ISP) includes:

- the articulation of the region's **criteria for success and sustainability** in the future;
- **actions** to move the region toward the desired future;
- **indicators** to monitor progress; and
- an annual **process** and the **tools** for ongoing implementation, alignment and continuous improvement.

### 1.3 Why is Sustainability Planning Important?

Integrated sustainability planning is about envisioning a successful and sustainable future and then taking the steps to create it.

Integrated sustainability planning is essentially community- or region-wide strategic planning, enabling the SLRD to address today's complex and interconnected social, economic and environmental challenges in an integrated and upstream way, rather than solving problems in isolation.

There are many reasons to integrate sustainability into community and regional strategic planning, but at the most basic level, it seems pointless to envision a successful future that can't continue forever, so it makes sense to plan for economic and social success that can also exist within the limits of a finite planet in the long-term. The vision for the ongoing and enhanced success of the region extends to roughly 2030. Achieving sustainability extends further – to 2060 – to allow sufficient time for the necessary changes to infrastructure and systems.

Furthermore, an ISP results in shared region-wide criteria for success and sustainability, enabling more coordinated and efficient use of limited regional and corporate resources and facilitating more transparent dialogue and decision-making.

### 1.4 The Relationship between the ISP and other Plans and Policies

During the development phase, the ISP was informed by existing SLRD policies and plans, particularly the Regional Growth Strategy (RGS), which had broad goals and objectives related to the overall success and sustainability of the region, and that was informed by an extensive public and stakeholder consultation process.

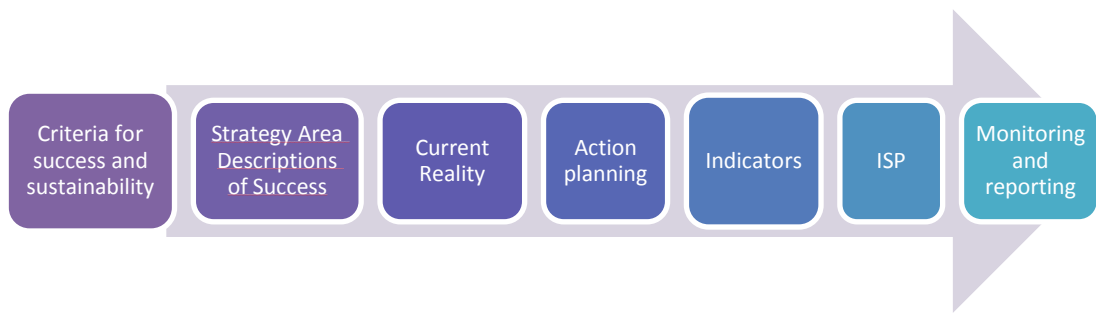
Upon completion and adoption, the ISP will be a high-level vision and policy for the SLRD, providing the compass toward the future and guiding all decision-making, policies and planning moving forward. Existing policies and plans will be amended over time as needed to ensure better alignment with the ISP, and new ones will be developed with relevant success and sustainability criteria set as a primary objective to guide them. As with the RGS, the ISP recognizes that First Nations Land Use Plans and Provincial Land and Resource Management Plans exist in conjunction to direct the role of senior governments to manage crown land uses.

## 1.5 How was the ISP Developed?

### 1.5.1 Overall Process

The following is a high-level description of the process used to develop the ISP.

1. Existing SLRD policies, plans, bylaws, Official Community Plans, the Regional Growth Strategy, and other reports were reviewed to inform elements of the ISP. As significant work had already been done by the SLRD regarding sustainability, the first phase of the work was to collect all existing data and review all relevant documents. The data was organized into topic areas, and then a policy and a gap analysis were conducted.
2. A Steering Committee was created to provide input regarding the ISP process and content. Initially, all staff including Steering Committee members participated in a workshop to learn about the ISP and sustainability, and the Steering Committee were then involved throughout the ISP development process.
3. A workshop with the SLRD Board was held early in the process to build an understanding of the concept of sustainability and the benefits, structure and application of ISPs.
4. The elements of the SLRD's criteria for success and sustainability (see Section 2) were created and confirmed. The vision, definition of sustainability and sustainability objectives from the Regional Growth Strategy were confirmed by staff and the Steering Committee. Eleven strategy areas were then created and confirmed.
5. For each of the eleven strategy areas, a more detailed vision of the region's desired future was drafted based on the review of background documents and best practices. Called Descriptions of Success, the statements for each strategy area went through an iterative review process with the Steering Committee, public consultation sessions around the region, and the SLRD Board of Directors.
6. A baseline of where the region is currently at with regards to the vision for the future was then developed. Referred to as the 'Current Reality,' it was used to help inform action planning.
7. Actions to move the region toward the strategy area 'Descriptions of Success' were brainstormed by staff and members of the public, and then prioritized by the Steering Committee. The gap analysis was used to ensure the identified actions addressed all key areas and additional actions were recommended to fill in any gaps that existed. The actions were submitted to SLRD management to accept or decline based on the organization's mandate and available resources.
8. Performance indicators were then selected based on the SLRD vision, availability and use of existing data, and finally best practice indicators used in other jurisdictions.
9. A basic monitoring and reporting system for tracking and communicating progress was developed.



10. An ISP decision-making tool was developed and next steps for ongoing implementation and continuous improvement were identified. Other implementation tools will be developed in the future.
11. A training workshop will be delivered to the SLRD to build capacity among staff and Directors regarding: the importance of sustainability and the sustainability objectives; how to integrate the ISP into strategic planning and daily decision-making; and how the ISP should be used to align all existing and future plans and policies.

## 1.5.2 Stakeholder Engagement Process

### 1.5.2.1 Board and Staff Engagement

Representatives from the SLRD Board and staff were involved throughout the ISP development process on the project Steering Committee (SC), which worked closely with the consultant team and Regional District on the project. Members of the SC from staff represented the various departments of the Regional District, and the SC also included two representatives from the Board of Directors. The SC provided input on public engagement opportunities, assisted in the development and review of the Descriptions of Success, provided input on the Current Reality, indicators and targets, and developed recommended actions.

The SC members were:

1. Susie Gimse - SLRD Board Member, SLRD Electoral Area C
2. Patricia Heintzman - SLRD Board Member District of Squamish
3. Peter DeJong - Director of Administrative Services
4. Peter Duhault - Recreation Services Manager
5. Kim Needham - Director of Planning and Development
6. Suzanne Lafrance - Director of Finance
7. Ryan Wainwright - Emergency Program Manager
8. Lynda Flynn - Chief Administrative Officer
9. Janis Netzel - Director of Utilities & Environmental Services
10. Brooke Carere - Environmental & Utilities Services Technician
11. Kristina Salin - Planner

In addition to SC involvement, staff and Board members regularly participated in the ISP development along the way. Staff were engaged in focus groups to inform the gap analysis, as well as an action brainstorming workshop. The Board of Directors was introduced to the ISP and its development process, and was regularly engaged and updated throughout the process.

### **1.5.2.2 Public Engagement**

Members of the public were engaged in the development of the ISP through an online survey, an online crowd-sourcing tool called “Crowdbrite,” and open houses held in the four member municipalities. Through these tools SLRD residents were specifically asked to provide feedback on the draft Descriptions of Success (DoS) for the strategy areas, and for their action ideas to help move the region forward.

A streamlined public engagement approach was possible for the following reasons: (1) extensive public consultation occurred through the relatively recent development of the Regional Growth Strategy, which provided the vision, sustainability definition and objectives used in the ISP; and (2) the ISP actions were mainly developed for the SLRD, who will initially be taking the lead with respect to ISP alignment and action implementation, and then will broaden engagement with partner organizations in time. SLRD Criteria for Success and Sustainability



*Photo credit: Picture BC*

## 2 SLRD Criteria for Success and Sustainability

This section contains the ‘policy components’ of the ISP. Collectively, they describe a successful and sustainable future for the region – the desired outcome that will guide decision-making moving forward. To facilitate the process of aligning decisions, an ISP decision-making tool has been developed and is presented in *Appendix D: Decision-making Tool*.

### 2.1 Vision

*The vision of the SLRD is to create a region comprised of diverse, distinct and livable communities that share a commitment to:*

- *Support the well-being of residents, the workforce and visitors;*
- *Protect the region’s natural environment and beauty;*
- *Enhance the region’s world-class outdoor recreation;*
- *Foster balanced, equitable and sustainable economic development;*
- *Make decisions that are aligned with the criteria for success and sustainability;*
- *Make decisions that engage local, provincial, federal and First Nation governments and stakeholders, and reflect the values of communities.*

### 2.2 Sustainability Definition and Objectives

The SLRD definition of sustainability reflects the United Nations definition of sustainable development, spells out the four commonly accepted “pillars” of sustainability, which are social, cultural, economic, and environmental sustainability, and adds the promotion of a high quality of life as an underlying consideration. Experience has shown that a major barrier to people embracing sustainability is concern that sustainability will negatively impact the quality of their lives. While sustainability will require less consumption and waste, the goal is still to enable a high quality of life. For the SLRD, sustainability is defined as:

*“Meeting the needs of the present generation in terms of socio-cultural systems, the economy and the environment while promoting quality of life but without compromising the ability of future generations to meet their own needs.”*

This definition articulates the overall intent of the concept of sustainability; however additional detail is useful to more concretely identify the ultimate objectives that must be achieved to create a sustainable future. The objectives can then be used as a filter or lens to guide decision-making, whether internal, day-to-day decisions, or longer-term strategic decisions.

**The SLRD sustainability objectives are:**

1. Live within the limits imposed by natural systems;
2. Minimize our dependence on limited, non-renewable resources;
3. Encourage zero-waste, re-use and recycling;
4. Minimize disturbance of ecological and physical processes;
5. Manage land, water and air resources wisely and efficiently;
6. Recognize and reduce human causes leading to climate change while adapting, as necessary, to unavoidable negative impacts of climate change;
7. Understand the interconnections among Economy, Society and the Environment and apply these considerations systematically in the decision making process; and
8. Work to meet basic human needs, distributing resources and opportunities fairly with an awareness of the needs of future generations.

## **2.3 Descriptions of Success by Strategy Area**

A sustainability plan includes a vision of what a successful and sustainable future for the community or region looks like in each of a number of systems – or strategy areas – in a specified year in the future. The detailed articulation of this vision for the SLRD in the year 2030 is contained within the Description of Success (DoS) statements within each of the eleven strategy areas. Collectively, the DoS statements:

- describe what success will look like in a sustainable future in each strategy area framed by the sustainability objectives;

- are statements of the highest aspirations and purpose for each strategy area; and
- are used to guide action planning, strategic decision-making and more detailed strategy area planning that need to be undertaken in order to move the region from where it is today to where it wants to be in a sustainable and successful future.

DoS statements guide action planning so that all actions and initiatives that are developed aim to move the region towards the vision described by the DoS. DoS statements also guide the development of regional indicators for measuring progress toward the vision and sustainability.

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

While we don't always think of a region as made up of an energy system, leisure system, health system, etc., we can all intuitively understand that they exist and will exist. For example, a region's energy system is the way that various organizations, infrastructure, and people combine to meet the region's energy needs. The way in which a system functions well – or not – is often the root cause of multiple issues, so addressing the system as a whole will bring us one step closer to solutions. To further the energy system example, our current energy

systems have impacts on air quality, climate change, water ecology, etc. Working comprehensively on energy system solutions can help address all of these areas. For the SLRD, eleven strategy areas were identified that broadly address the region's systems and the broad range of issues within them. As the ISP continues to be developed over the next number of years, these strategy areas may be combined, separated, or revised – that is all part of an ongoing sustainability planning process.

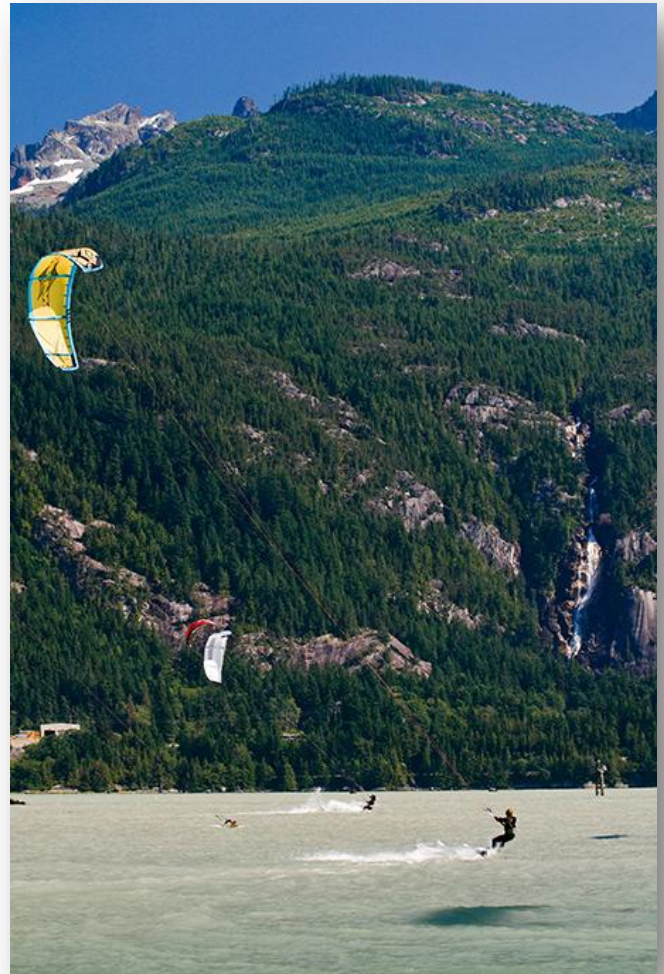


Photo credit: Picture BC

The eleven SLRD ISP strategy areas are as follows:

- |                                                |                                                                |
|------------------------------------------------|----------------------------------------------------------------|
| 1. Built Form and Housing                      | 6. Recreation, Leisure, Arts, Culture and Heritage             |
| 2. Economic                                    | 7. Social, Health Care and Emergency Services                  |
| 3. Energy, Resources, Waste and Infrastructure | 8. Transportation                                              |
| 4. Food and Agriculture                        | 9. Communications and Engagement                               |
| 5. Land Use and Natural Areas                  | 10. SLRD Corporate Operations                                  |
|                                                | 11. Communications and Connectivity Systems and Infrastructure |

The scope of what is covered within each of the above strategy areas is contained within the Strategy Area sections below, along with the Description of Success for each.

### 2.3.1 Built Form and Housing

The Built Form and Housing strategy area addresses how the physical characteristics of buildings, sites and homes keep the region inclusive, affordable, liveable and sustainable. It includes residential dwellings, commercial, institutional and industrial buildings as well as their surrounding natural landscape, manicured landscape and hard surfaces. It deals with infrastructure, materials and practices related directly to the building or site, but generally excludes regional infrastructure such as roads, energy supply systems, water and sewer lines.



Photo credit: Picture BC

By 2030:

1. Affordable, well-designed housing options are available that allow people to live, work and produce food in their own community.
2. Buildings, housing and sites apply design principles that promote safety and accessibility for all users.
3. Buildings and sites incorporate open spaces, gardens and natural areas; they are aesthetically appealing and blend well into the surrounding built and natural environments.
4. Residential and commercial buildings are constructed and deconstructed so that sustainable materials are used efficiently, with minimal waste.
5. Buildings and sites are located and designed to have minimal impacts on ecosystems and agricultural land.
6. New development minimizes the use of water and minimizes the creation of wastewater, mimicking the natural hydrology of the site where possible.
7. Low-impact, renewable and passive energy systems and efficiency innovations are used and implemented for new and retrofitted buildings.
8. Buildings and housing options meet the needs of regional residents in a compact and efficient manner, avoiding sprawl into natural and agricultural areas, encouraging strong social connections and enabling preferred transportation modes and easy access to amenities and services.

### 2.3.2 Economic

The Economic strategy area focuses on bringing sufficient dollars into the region and optimizing the impact of dollars circulating within in order to strengthen the local economy. This strategy area addresses opportunities for meaningful work, adequate income and sustainable business practices, creating a positive climate for local businesses and ensuring adequate and affordable access to the products and services to meet regional needs. This strategy area is also linked to the Recreation, Leisure, Arts, Culture and Heritage strategy area.



Photo credit: Picture BC

#### By 2030:

1. The SLRD, its electoral areas, member municipalities, First Nations and other government partners work cooperatively together to promote and integrate a shared vision of success and sustainability for the region.
2. The vision of success and sustainability for the region is broadly known and understood, both in urban and rural areas.
3. A broad partnership of institutions, businesses, community organizations, individuals, First Nations and all other levels of government work together and share information.
4. Joint planning with First Nations and other regional partners are seen as an opportunity to grow together, while respecting the responsibilities and jurisdictions of other governments.
5. The region's economy is vibrant and resilient, having diversified into compatible industries, such as responsible tourism, primary and value added resource industries and agriculture, and many other value added products and services.
6. Regional partnerships and strategies support working together on common economic development issues and share a common vision for the region's success and sustainability.
7. Formal and informal education and skills training opportunities exist to support the regional economy.
8. There are affordable buy-local and hire-local options that keep financial and human resources and skills within the region.
9. Adequate affordable housing, employment lands and transportation options are available in each community to support local economic development and employment opportunities.
10. Regional economic activities are increasingly aligned with the principles of sustainability, protecting the region's character and natural beauty, its biodiversity, fish and wildlife, and its natural, agricultural and cultural lands.

### 2.3.3 Energy, Resources, Waste and Infrastructure

The Energy, Resources, Waste and Infrastructure strategy area is concerned with supplying high quality energy, water and materials/waste services in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices and appropriate sourcing of water and materials, delivery, use and end of life management related to the district's operations and the region as a whole. The energy, materials and water demand from buildings, economic activity, transportation and land use patterns is primarily covered by those respective strategies. The scope of this strategy extends to flood control and storm water management.



*Photo credit: Picture BC*

#### By 2030:

1. The region enjoys exceptionally high air, water and soil quality, working toward the elimination of health and environmental impacts from human activity.
2. Regional infrastructure and transportation systems have transitioned to low-energy, low-resource, and environmentally sensitive systems.
3. Low-impact, renewable local energy sources are an increasingly important and viable component of the regional energy supply, planned comprehensively to minimize negative impacts on natural systems.
4. The region has made significant reductions in greenhouse gas (GHG) emissions and is well on its way to achieving its overall corporate and community GHG reduction targets for 2050.
5. The region has achieved its Zero Waste goal, minimizing resource consumption and eliminating waste to landfills.
6. Regionally-produced material resources are used to the extent possible, minimizing the need to transport products from outside the region.
7. Water consumption is minimized and wastewater, once treated, has no impact on regional ecosystems.
8. Regional residents share a conservation ethic, understanding the connection between their choices and the impact on the local economy and the environment.

### 2.3.4 Food and Agriculture

The Food and Agriculture strategy area addresses how the region supports an affordable, healthy and reliable food system within and beyond its boundaries that nourishes residents' appetites, celebrations and culture. The strategy maintains the integrity of the land and people providing the food while moving toward a more sustainable system. It deals with food systems from farm to fork to disposal.



Photo credit: Picture BC

#### By 2030:

1. The region celebrates and promotes local food and related products, and the buy-local ethic of residents and businesses supports the regional agricultural sector and the livelihood of farmers.
2. The SLRD is known as a region that produces and celebrates healthy, sustainable, delicious and organic foods and food products.
3. Sustainable food-related activities, including local primary and value-added processing and agri-tourism, are a major contributor to the regional economy.
4. There is access to nutritious and affordable local food throughout the region for all. Regional agricultural land is protected in perpetuity, and expanded where possible and necessary, while still ensuring healthy natural ecosystems and wildlife populations.
5. Conflicts between agricultural and non-agricultural land uses are minimized.
6. Food production supports the livelihood of local farmers and barriers to entering an agricultural career have been reduced. Agricultural incomes justify capital investments in land and agricultural infrastructure.
7. Farming practices are safe and sustainable.
8. Local farmers, community gardens, home-based farming, alternative agriculture, farming education and agri-tourism programs are supported and promoted.
9. The necessary provincial resources and local/regional safeguards are in place to support agricultural production and protect agricultural lands from flooding, disease infestation, invasive species and other natural hazards.
10. The agricultural/farming community collaborates and accesses shared facilities, utilities and infrastructure.

### 2.3.5 Land Use and Natural Areas

The Land Use and Natural Areas strategy is intended to guide development in a way that maintains livability, natural areas, and economic development. The strategy addresses the locations, patterns and types of all physical development as well as the amount and timing of these developments. It also addresses how the region will protect, and attempt to restore ecosystem integrity and biodiversity throughout the area and region. As with the RGS, the ISP recognizes that First Nations Land Use Plans and Provincial Land and Resource Management Plans exist to direct the role of senior governments to manage crown land uses.



*Photo credit: Picture BC*

#### By 2030:

1. Communities offer an appropriate mix of residential and commercial uses that enable people to meet most of their needs within their communities.
2. Trails, green spaces, community gardens and natural areas exist within close proximity of SLRD residents, and the region is known for its natural beauty.
3. Smart Growth principles are applied to development, ensuring higher density and compact communities that enable transportation efficiencies and preferred transportation modes, avoiding sprawl into rural, agricultural and natural areas.
4. There are appropriate buffers between sensitive and agricultural areas and non-agricultural areas.
5. Natural ecosystems are protected and support healthy wildlife populations and indigenous biodiversity.
6. Wetlands and water resources are protected for their ecological and habitat values as well as the supply of high quality drinking water and water for agricultural production.
7. Communities have adequate lands to satisfy anticipated future employment and recreational needs.
8. Land use planning and development standards minimize the risk from natural hazards.

### 2.3.6 Recreation, Leisure, Arts, Culture and Heritage

This strategy area addresses the key leisure pursuits of residents and visitors alike. It includes active and passive recreation and all forms of arts, culture and heritage, including performing, literary, visual arts, heritage buildings, biographies and the supporting built and natural infrastructure, resources, and delivery agents. This strategy addresses all expressions of culture and explores opportunities for building a flourishing and sustainable arts, culture, recreation and leisure scene in the region. It also addresses conditions required to make leisure pursuits accessible and inclusive with a minimized environmental impact. There is a connection to the Economic strategy since some sub-regions within the SLRD are tourism-based economies and the main product is recreation and leisure. There is a connection to the Social, Health Care and Emergency Services strategy area since these leisure pursuits play a role in health and illness prevention.



Photo credit: Picture BC

#### By 2030:

1. A diversity of affordable recreation, sports, cultural and leisure opportunities and options are available for all ages through a variety of facilities, parks and natural spaces.
2. Low-impact recreation, sports, leisure, arts and culture activities are major contributors to the regional economy, with the SLRD known as a destination for these offerings.
3. Most activities are low environmental impact, outdoor and integrate learning opportunities; while higher impact experiences are limited to specific, well-regulated areas.
4. There is a spirit of volunteerism and stewardship in the region that supports a vibrant recreation and leisure climate.
5. The region celebrates its history, heritage and current culture, and it offers authentic experiences that reflect the diversity of the region.
6. Recreation and education offerings and operations are transitioning to the sustainable management of energy, materials and water, and to avoiding ongoing degradation of the natural environment.

### 2.3.7 Social, Health Care and Emergency Services

This strategy area addresses meeting the region's health, safety and security needs. Health includes physical, mental, emotional, spiritual and social health needs through services, infrastructure, interactions, relationships and a strong regional fabric. It also includes regional safety, emergency and disaster preparedness and response services. It addresses supporting the local health authority in providing access to local and regional care services and health promotion. It also addresses conditions required to make these services accessible and inclusive with minimized environmental impact. This strategy area is connected with the Recreation, Leisure, Arts, Culture and Heritage strategy area since the illness prevention aspects of leisure pursuits are linked with health services.



Photo credit: Picture BC

#### By 2030:

1. Most resident and non-resident physical, mental, emotional, spiritual and social health needs can be met within the region, and convenient and affordable transportation options exist for accessing services.
2. People in the region feel secure with the level of social, health care and emergency services.
3. There is a climate of inclusivity and social well-being, people respect diversity and volunteerism is a frequent activity for many.
4. All emergencies, including natural disasters, are effectively managed by all governing bodies and agencies.
5. The best information regarding risks to persons and property from known hazards is communicated to stakeholders.
6. Regional social, health and emergency service facilities and systems demonstrate best practices in sustainable design and operation.
7. People in the region enjoy healthy lifestyles, are generally healthy and take a proactive role in their well-being.

### 2.3.8 Transportation

The Transportation strategy area is concerned with the movement of residents and materials to, from and within the region in a more efficient and sustainable manner. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.



Photo credit: Picture BC

By 2030:

1. Modes of transportation are prioritized in the following order of preference: 1) pedestrian and bikes; 2) transit and movement of goods; 3) private vehicles (high occupancy and low-impact technologies); 4) private vehicles (single occupant and traditional technologies).
2. Preferred transportation modes are well used and connect the region's communities and many rural areas to each other and to major destinations, such as Metro Vancouver, and to the Vancouver, Kelowna and Kamloops airports.
3. The transition to low impact transportation modes and fuels, reduced travel and increased fuel efficiency has been supported and encouraged within the region.
4. The transportation system and infrastructure is convenient, affordable, safe and accessible for people of all ages and abilities, and they minimize impacts on wildlife and natural areas.
5. The commuter and recreational trail network and facilities are widespread in most communities and are high quality, safe, convenient and well used.
6. Rail systems and rights-of-way have been preserved for passenger and freight service with trails and access incorporated.
7. The region excels at workable, innovative alternative work arrangements that minimize the need for long-distance travel.
8. There is a culture of safety in the region that minimizes risks and accidents on the road and trail network.
9. Formal and informal partnerships exist, including both public and private stakeholders and First Nations, that work together to create the most effective regional transportation system possible.
10. The relationship between local government and rail system providers is collaborative to support mutual goals.

### 2.3.9 Communications and Engagement

The Communications and Engagement strategy area includes all forms of internal and external outreach and interactions with the dual purpose of providing high quality, timely information and engaging stakeholders meaningfully in decisions that affect them. It includes public information campaigns via web, print and other media, and extends to facilitating regional partnerships, internal and external engagement, education and change management.



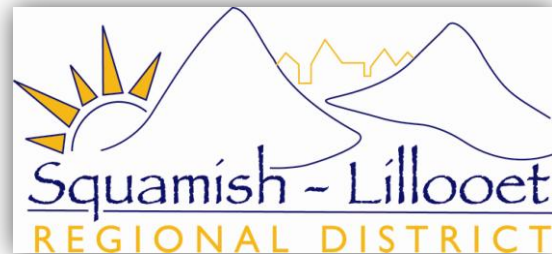
*Photo credit: Picture BC*

By 2030:

1. By 2030: The SLRD, its electoral areas, member municipalities, First Nations and other government partners work cooperatively together to promote and integrate a shared vision of success and sustainability for the region.
2. The vision of success and sustainability for the region is broadly known and understood, both in urban and rural areas.
3. A broad partnership of institutions, businesses, community organizations, individuals, First Nations and all other levels of government work together and share information.
4. The SLRD engages effectively and regularly with all stakeholders, employing innovative and convenient communications and engagement tools, techniques and technologies.
5. Joint planning exercises with First Nations and other regional partners are seen as an opportunity to grow together, while respecting the responsibilities and jurisdictions of other governments.

### 2.3.10 SLRD Corporate Operations

The Corporate Operations strategy area addresses the internal workings of the Regional District, including administration and finance practices, purchasing, SLRD building and facility operations and maintenance, fleet management, and human resource practices and policies. It does not include region-wide systems (e.g., land use, health, recreation, etc.) and their related policies and practices – these are addressed within separate strategy areas listed above.



By 2030:

1. The SLRD demonstrates leadership in moving the region toward a successful and sustainable future.
2. The Integrated Sustainability Plan is consistently considered and appropriately applied throughout the SLRD organization to activities and decisions.
3. Best practices, innovation and new technology are constantly applied to improve efficiency and move the region toward the vision of success and sustainability.
4. There is a shared commitment to regional success and sustainability, and staff work collaboratively to achieve common objectives.
5. Staff are engaged and empowered, maintaining the SLRD as a healthy, attractive and productive workplace with low staff turnover.
6. Learning and best practices in corporate operations are readily shared to support efficient implementation and increase cost effectiveness.

### 2.3.11 Communications and Connectivity Systems and Infrastructure

The Communications and Connectivity Systems and Infrastructure strategy area is concerned with the systems and infrastructure for wired and wireless communications that enable more effective communication within and outside the region. This strategy area addresses the physical systems and infrastructure and the accompanying instruments and devices as well as the accessibility of the infrastructure throughout the region in neighbourhoods, homes, commercial and institutional buildings. It includes the energy and materials used.



*Photo credit: Picture BC*

By 2030:

1. All SLRD residents and employees are effectively, affordably and dependably connected through widespread communications infrastructure and technology, and there is widespread education and understanding of how to use technology.
2. Communications and connectivity infrastructure enables all residents a higher quality of life, contributes to economic resilience, and supports the community's goals towards success and sustainability.
3. Communications and connectivity infrastructure use non-toxic, sustainable materials and renewable energy sources, are energy efficient, create minimal disturbance of natural areas during development, and do not harm health.

### 3 Current Reality

For each of the strategy areas, the Current Reality is a high-level scan of the current context, corporate assets (e.g., current initiatives, programs, policies, actions) and issues synthesized from a review of existing documents and input from SLRD staff. It provides a high-level scan or snapshot of where the SLRD is at in 2012, informing the action planning process that moves the region from the Current Reality to the Descriptions of Success in the future. It is not intended to be an exhaustive collection of all available information on the Regional District. Due to its length, the Current Reality is not included herein, but is available as a separate document upon request.

### 4 Actions

These are initiatives identified to move the SLRD from the Current Reality toward the desired future as defined by the criteria for success and sustainability. Actions can include everything from basic operational activities to the development of policies and strategic plans. An initial list of actions was identified through input from the public and SLRD staff. The list was then prioritized by the ISP Steering Committee and presented to SLRD managers for review and is included in *Appendix B: List of Potential Actions for Consideration*. The actions will be evaluated further for potential implementation through the SLRD's annual 5-year financial planning process.

This is a sampling of recommended actions for SLRD consideration.

- Support adding bike lanes to highways and major roads during upgrades and new construction.
- Prepare Agricultural Area plans for Areas B and D (Area C complete).
- Promote local arts, culture and heritage events, attractions, etc., on the SLRD website.
- Determine which processes generate energy that can be captured and reused in existing operations.
- Add social media to communications channels used for the region.
- Use local papers to communicate with the public, many of whom still rely on print as a source of local and regional information.

### 5 Recommended Indicators

Indicators are essential for measuring performance toward the vision, as well as for communicating progress. For the SLRD ISP, key indicators were selected to best track performance relative to the vision and based on the availability and accessibility of data. In time, and depending on monitoring resources available, other indicators, for which data is not as readily available, can be added to supplement this initial set.

See *Appendix C: Recommended Indicators* for more information about what should be measured and why, as well as the data sources used. A spreadsheet for monitoring and reporting on the SLRD ISP indicators is available as a separate tool.

| Statement from the SLRD Vision                                         | Indicator name                               | What the indicator measures                                                                                          |
|------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>Support the well-being of residents, the workforce and visitors</b> | Population                                   | Population and Sustainable Population Ratios                                                                         |
|                                                                        | Child Development                            | Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI) |
|                                                                        | Housing Affordability                        | Ratio of median income to median assessed residential property value.                                                |
|                                                                        | Housing Diversity                            | Diversity of housing stock in settlement areas                                                                       |
|                                                                        | Recreation Facilities                        | Recreation facilities and parks/fields area                                                                          |
|                                                                        | Drinking Water Quality                       | Drinking Water Quality Index                                                                                         |
|                                                                        | Socio-Economic Index                         | BC Stats Socio-Economic Index                                                                                        |
|                                                                        | Room Revenue                                 | Room Revenue for the SLRD tourism Communities                                                                        |
|                                                                        | Communications / connectivity infrastructure | Number of communities (and/or residents and businesses) with access to high speed communications technology.         |
| <b>Protect the region's natural environment and beauty</b>             | Development Footprint                        | Total urban developed footprint in the SLRD                                                                          |
|                                                                        | Sensitive Habitat                            | Total hectares of sensitive habitat and wildlife corridors with some level of protective designation.                |
|                                                                        | Species at Risk                              | Number of vascular species at risk within the SLRD                                                                   |
|                                                                        | Regional Air Quality                         | Number of hours where the AQI for Whistler and Squamish is worse than low                                            |
| <b>Enhance the region's world-class outdoor recreation</b>             | Designated Recreation Areas                  | Total ha of designated recreation areas                                                                              |
|                                                                        | Commercial Recreation Participants           | Number of commercial recreation participant trips                                                                    |
| <b>Foster balanced, equitable and sustainable economic development</b> | Active Farms                                 | Total ha of active farms                                                                                             |
|                                                                        | Diversity of Primary Industry                | Labour force breakdown by primary industry                                                                           |

| Statement from the SLRD Vision                                                                                                                    | Indicator name                       | What the indicator measures                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------|
|                                                                                                                                                   | Median Income                        | Real median income of SLRD based tax filers                                                        |
|                                                                                                                                                   | Total Income                         | Total income reported by SLRD based tax filers                                                     |
|                                                                                                                                                   | Balanced Growth                      | Balance in the value of residential building permits and commercial building permits.              |
| <b>Make decisions that are aligned with the criteria for success and sustainability</b>                                                           | Energy Use                           | Total Energy Used in SLRD corporate operations                                                     |
|                                                                                                                                                   | Greenhouse Gas Emissions             | Total greenhouse gas (ghg) emissions                                                               |
|                                                                                                                                                   | Low Income Prevalence                | Proportion of economic families below the low income cutoffs.                                      |
|                                                                                                                                                   | Water Use                            | Total potable and non-potable water flows at selected sources                                      |
|                                                                                                                                                   | Material Use                         | Estimated amount of all materials used (includes landfilled, recycled, composted etc.)             |
| <b>Make decisions that engage local, provincial, federal and First Nation governments and stakeholders, and reflect the values of communities</b> | Voter Turnout                        | Proportion of the registered voters voting in SLRD Community/Electoral Area elections              |
|                                                                                                                                                   | Rural Landscape                      | Proportion of private settlement land covered by lots that are larger than 10 acres in rural areas |
|                                                                                                                                                   | First Nations Referral Response Rate | Proportion of SLRD referrals that receive a response from First Nation governments                 |



Photo credit: Picture BC

## 6 ISP Implementation

Built upon the planning and consultation processes recently undertaken by the SLRD, the approach used to develop the ISP was a time- and cost-effective way to articulate the region's criteria for success and sustainability and then immediately begin to implement actions on the ground. However, this is just the first step in the region's journey toward sustainability. Ensuring continued progress toward the desired future is when the most challenging work begins, and the desired future articulated in the ISP must become the 'compass' or 'north star' for activities and decision-making.

To facilitate this change process, a decision-making framework based on the ISP was created and is presented in *Appendix D: Decision-making Tool*. It provides a tool to guide decision-making on purchasing, policies, plans, etc., and can be included in any report where a decision or assessment is required. It is based on the vision, sustainability objectives and strategy area descriptions of success.

Recommendations for moving forward to continue to advance and implement the ISP, including how and where to apply the decision-making tool, are attached as *Appendix E: ISP Next Step Recommendations* and include the following critical components:

1. Utilize the ISP in decision-making;
2. Annual action planning and implementation;
3. Performance monitoring and reporting; and
4. Periodic review and refinement of the ISP.



Photo credit: Picture BC

## Appendices

### Appendix A: Glossary of Terms

**Actions:** These are the initiatives that should be undertaken to move the SLRD from where it is today toward the criteria for success and sustainability. Actions can include everything from basic operational activities to the development of policies and strategic plans.

**Assets:** can be defined as programs, policies, plans, organizations, funding, etc, that are already in place to support the SLRD's sustainability vision. Assets are sometimes referred to as 'corporate and community sustainability assets' and are included as part of the Current Reality. Examples of key assets include the RGS.

**Basic human needs:** subsistence, protection, affection, understanding, identity, creation, participation, leisure/idleness and freedom.

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

**Climate change:** a long-term shift or alteration in the climate of a specific location, a region or the entire planet. The shift is measured by changes in some or all the features associated with average weather, such as temperature, wind patterns and precipitation. A change in the variability of climate is also considered climate change, even if average weather conditions remain unchanged.

**Criteria for Success and Sustainability:** Collectively, the criteria describe success and sustainability for the region in the future, and they include the vision, sustainability objectives and the Descriptions of Success.

**Crowdbrite:** an interactive, on-line crowd-sourcing tool used to engage regional residents in the development of a plan or strategy, in this case draft ISP vision and Descriptions of Success elements.

**Current Reality:** The Current Reality is the "current situation," or baseline of where the Regional District currently exists with regard to the vision for the future in the defined strategy areas. The Current Reality for each strategy area would include the current context, existing assets and potential issues.

**Descriptions of Success for each Strategy Area:** Statements that articulate the desired future for the year 2030 in more detail within specific strategy areas. For the SLRD, eleven strategy areas were identified that broadly address the region's systems and the broad range of issues within them.

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

**Ecological processes:** a number of biological, physical, and chemical processes that sustain ecological systems. Collectively, these processes produce organic matter using energy (photosynthesis and chemosynthesis), transfer carbon and nutrients (through food webs and through decomposition), drive soil formation, and enable the reproduction of organisms (e.g., through pollination of plants by insects). Ecological processes also play an important role in providing ecological services such as the provision of natural resources and regulation of air and water quality.

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

**Efficient:** performing or functioning in the best possible manner with the least waste possible.

**Employment Lands:** areas designated in an Official Community Plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices and associated retail and ancillary uses.

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

**Greenhouse Gas Reduction Strategy** – a strategy that sets a course of action to reduce greenhouse gases in the region by touching on the major sources or drivers of emissions, in the areas of land use, transportation, buildings, energy supply and solid waste.

**Integrated Sustainability Plan (ISP).** The SLRD ISP is a high-level policy document that is comprehensive, long-term and will guide SLRD legislative, policy and planning decisions, as well as corporate operations. The ISP will deliver a vision, strategic plan and implementation process for creating a successful and sustainable region twenty years from now and beyond. It will guide activities and decisions with partners and stakeholders in areas beyond direct SLRD jurisdiction. The ISP Includes the Vision, Criteria, Goals and Objectives for each Strategy Area, Current Reality, Actions, Indicators and Targets, and an overview of the Implementation Strategy.

**Intergenerational demands:** the demands placed on society to be thoughtful and conscious of designing social policy and making decisions that recognize the inherent strength of each generation and the need we all share to be connected; the understanding that our civil society is based on the giving and receiving of resources across the lifespan.

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

**Mixed Use neighbourhoods:** These are developments that combine residential and commercial space in the same neighbourhood, enabling people to live close to work and amenities.

**Natural systems:** a term used to describe the vital and complex ecological functions upon which all forms of life are dependent the earth's resources and eco-services which we are so vitally dependent on to have a good quality of life. These systems refer to natural functions like the regulation of climate, prevention of erosion & maintenance of soil, filtration of water, provision of shade and shelter, absorption and breakdown of waste, and the regulation of river flows and groundwater levels.

**Non-renewable resources:** any natural resource from the Earth that exists in limited supply and cannot be replaced if it is used up; also, any natural resource that cannot be replenished by natural means at the same rates that it is consumed.

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

**Preferred transportation modes:** the SLRD prioritizes preferred modes of transportation in the following order: 1) pedestrian and bikes; 2) transit and movement of goods; 3) private vehicles (high occupancy and low-impact technologies); 4) private vehicles (single occupant and traditional technologies).

**Regional Districts:** a system of government unique to B.C. which is a federation of municipalities (referred to as member municipalities) and Electoral Areas (rural, unincorporated areas). For rural areas Regional Districts provide local government services such as land use and building regulation, civic addressing, street lighting, and more. Regional Districts provide a framework for inter-municipal or sub-regional service partnerships through the creation of 'benefiting areas'; and they provide a vehicle for the provision of region-wide services and a political forum to advance the interests of the region as a whole. They have a few mandated services such as land use planning for unincorporated areas, regional solid waste management planning.

**Regional Growth Strategy:** a broad policy framework describing the common direction the regional district and member municipalities will follow in promoting human settlements that are social, economically, and environmentally healthy and making efficient use of public facilities and services, land and other resources.

**Regional Partners:** organizations, such as government, business and community-based groups, who engage in voluntary, mutually beneficial, innovative relationships with the SLRD, to address common regional and societal concerns, by combining their resources and competencies.

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

**Smart Growth:** a pattern of development that makes efficient use of our limited land base and our existing infrastructure systems, protects important resource lands and natural areas, promotes a wide variety of transportation and housing options, creates more complete communities, and fosters high quality and environmentally sensitive development practices. Smart growth recognizes the connections between development and quality of life, and leverages new growth to improve the community. *(From the SLRD RGS Glossary of Terms).*

**Social health:** primarily involves healthy connections/relationships with friends, peers, family and the community in ways that enrich an individual's life and the lives of those around them. In addition to the ability to interact with others and have satisfying interpersonal relationships, it encompasses communication, tolerance, service and activism.

**Squamish-Lillooet Regional District (SLRD):** one of 29 regional districts in British Columbia located north of the Metro Vancouver Regional District, and encompassing the Sea to Sky area, and the Upper Bridge River Valley and Lillooet. The SLRD encompasses four member municipalities (Squamish, Whistler, Pemberton and Lillooet) and four unincorporated areas (Areas A, B, C and D). The SLRD is a local government that administers eighty active services (comprised of region-wide services, electoral area services and local services provided on a sub-regional or specified areas basis) that are funded by requisitions, grants in aid, and/or parcel taxes.

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

**Strategy Area:** Also referred to as “systems,” “topics,” or “topic areas,” these are the areas used to classify the activities of the SLRD, both internal (corporate operations) and external (legislated responsibilities).

**Sustainability [Policy] Gap Analysis:** the process used to assess any gaps in existing SLRD policies, plans and programs using a set of sustainability criteria for each topic area and comparing it to a desirable outcome. The gap analysis was based on the Whistler Centre for Sustainability’s most up to date work on sustainable community systems, as well as best practices.

**Sustainability Objectives:** These identify the concrete outcomes necessary to achieve a sustainable society in the long-term, roughly targeting 2060.

**Systematically:** an adjective used to describe an action that is carried out using a methodical, step-by-step procedure; purposely or logically carried out.

**The Natural Step Framework:** A definition of sustainability and a long-term planning approach based on key sustainability concepts including systems thinking and backcasting; scientific and sustainability principles; and a step-by-step process for strategic planning and decision-making in complex systems (business, government etc).

**Transportation alternatives:** commonly referred to as modes of transportation that do not rely on fossil fuels and move more than one person at a time.

**Vision:** A high-level description of the desired future for the region by 2030.

**Zero Waste:** the goal of eliminating waste wherever possible by encouraging a systems approach to avoid the creation of waste in the first place. A Zero Waste Systems approach turns material output from one process into resources for other processes. *(From the SLRD RGS Glossary of Terms)*

**Zero Waste Approach:** defined as a “whole systems” approach that broadens the scope of solid waste management planning by taking into consideration the flow of products and materials from the initial stages of product and process design, through resource extraction, manufacturing, consumption and disposal. Within this whole systems perspective, waste generators are viewed more broadly as producers and consumers of products and materials. Products and materials typically defined as “wastes” are re-conceptualized as resources in so far as they may have further value in secondary materials economies. A Zero Waste approach aims to minimize the consumption of materials in the upstream stages of production and usage, and maximize the recovery of discards in the downstream stages of materials recovery. *(From the SLRD 2007 Solid Waste Management Plan, p. 4)*

## Appendix B: List of Potential Actions for Consideration

These are initiatives identified to move the SLRD from the Current Reality toward the desired future as defined by the criteria for success and sustainability. Actions can include everything from basic operational activities to the development of policies and strategic plans.

An initial list of actions was identified through input from the public and SLRD staff. The list was then prioritized by the ISP Steering Committee and presented to SLRD managers for review. The following are suggested actions for consideration. They will be evaluated further for potential implementation through the SLRD's annual 5-year financial planning process.

Table 1: Actions

| SLRD Integrated Sustainability Plan: Potential Actions |                                                                                                                                          |                                                         |                                             |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------|
| Dept Responsible                                       | Action                                                                                                                                   | Year<br><br>Short (1-2 y)<br>Mid (2-5 y)<br>Long (5+ y) | Secondary Strategy Area                     |
| <b>Built Form and Housing</b>                          |                                                                                                                                          |                                                         |                                             |
| Planning                                               | Streamline the development approval process to encourage alternative/green buildings (cob, rammed earth, straw, etc.).                   |                                                         | Energy, Resources, Waste and Infrastructure |
| Planning                                               | Include development permit guidelines to encourage sustainable infrastructure and design in new multi-family and commercial development. | Mid                                                     |                                             |
| Building                                               | Use the SLRD website to communicate innovative green building in the region and include a gallery of local examples.                     | Mid                                                     | Energy, Resources, Waste and Infrastructure |
| Admin                                                  | Consider an existing green building standard for new SLRD buildings.                                                                     | Short                                                   | SLRD Corporate Operations                   |

## Economic

|           |                                                                                                                       |       |                |
|-----------|-----------------------------------------------------------------------------------------------------------------------|-------|----------------|
| Admin/Rec | Advertise events on the SLRD website to assist in promoting tourism (calendar of events with links to organizations). | Short | Transportation |
|-----------|-----------------------------------------------------------------------------------------------------------------------|-------|----------------|

## Energy, Resources, Waste and Infrastructure

|                            |                                                                                                                     |       |                                            |
|----------------------------|---------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------|
| Utilities                  | Determine which processes generate energy that can be captured and reused in existing operations.                   | Short | Built Form and Housing                     |
| Utilities / Communications | Develop a Zero Waste Communications Plan to provide outreach.                                                       | Short | Communications and Engagement              |
| Utilities                  | Encourage waste reduction and diversion programs/opportunities; re-use-it stores, extended producer responsibility. | Short | Social, Health Care and Emergency Services |
| Planning                   | Promote the use of native plants to save maintenance and decrease water usage through the development process.      | Short | Land Use and Natural Areas                 |
| Utilities                  | Support composting to reduce bear conflicts.                                                                        | Mid   | SLRD Corporate Operations                  |

## Food and Agriculture

|                |                                                                                                                                                                    |       |                            |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------|
| Planning/Admin | Encourage agricultural and conservation land trust organizations as a way of protecting significant lands and farmlands through the development approvals process. | Short | Land Use and Natural Areas |
| Planning       | Prepare Agricultural Area plans for Areas B and D (Area C Complete).                                                                                               | Short | Economic                   |
| Board          | Lobby for appropriate changes to the ALC Act to encourage more people to have access to farming.                                                                   | Short | Land Use and Natural Areas |

## Land Use and Natural Areas

|           |                                                                                                                                                                                 |       |                                            |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------|
| Planning  | Create mixed use, compact communities as appropriate with access to transit and community amenities such as gardens and shared facilities in the development approvals process. | Short | Social, Health Care and Emergency Services |
| Board/CAO | Consider the opportunities for a regional conservation fund for significant lands that may become available.                                                                    | Short |                                            |
| Planning  | Identify and protect wildlife corridors as part of the development review process.                                                                                              | Short | Recreation, Arts, Culture and Heritage     |

## Recreation, Leisure, Arts, Culture & Heritage

|              |                                                                                                                                                               |       |                                            |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------|
| Planning/Rec | Support improved bike lane infrastructure and the addition of bike lane rights of way along key routes through the development approval and referral process. | Short | Recreation, Arts, Culture and Heritage     |
| Rec.         | Create innovative low cost recreational opportunities for residents that enable low income families to access programs.                                       | Long  | Social, Health Care and Emergency Services |
| Planning     | Consider live/work studios, (specifically for artists and an artist cooperative) in new development where appropriate.                                        | Mid   | Built Form and Housing                     |
| Recreation   | Promote local arts, cultural and heritage events, attractions, etc on the SLRD website.                                                                       | Mid   | Social, Health Care and Emergency Services |
| Planning/Rec | Protect heritage buildings where appropriate.                                                                                                                 | Mid   | Economic                                   |

## Social, Health Care and Emergency Services

|           |                                                                              |       |
|-----------|------------------------------------------------------------------------------|-------|
| Board/CAO | Support community libraries, hospitals and health centres where appropriate. | Short |
|-----------|------------------------------------------------------------------------------|-------|

## Transportation

|              |                                                                                                                                                             |       |                                            |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------|
| Board/CAO    | Lobby Province for the financial tools to adequately fund a regional transit system.                                                                        | Short | Social, Health Care and Emergency Services |
| Planning     | Require new development to be transit and pedestrian/bike friendly through the rezoning process.                                                            | Short | Land Use and Natural Areas                 |
| Planning     | Encourage passenger/commuter rail service through the corridor through a variety of functions: development approvals, provincial lobbying, etc.             | Short | Economic                                   |
| Planning/Rec | Support adding bikes lanes to highways and major roads during upgrades and new construction.                                                                | Short | Recreation, Arts, Culture and Heritage     |
| Planning/Rec | Encourage the preservation of rail corridors with trails alongside as opportunities arise.                                                                  | Mid   | Recreation, Arts, Culture and Heritage     |
| Rec/Planning | Support and assist with the creation of a Valley Trail system throughout Pemberton and Area, where appropriate as part of the development planning process. | Long  | Recreation, Arts, Culture and Heritage     |
| Planning     | Consider developing a multimodal regional transportation plan, guided by the ISP decision tool.                                                             | Long  | Economic                                   |

## Communications and Engagement

|                  |                                                                                                                                                                                       |       |                                            |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------|
| Admin            | Create an effective internal and external communication strategy encompassing website, social media, print media and meeting tools.                                                   | Short | SLRD Corporate Operations                  |
| Admin            | Develop ongoing dialogue and information exchange between the SLRD, member municipalities and other stakeholders to discuss items of mutual importance and potential shared services. | Short |                                            |
| Admin            | Use the local radio stations to communicate to stakeholders and community, including emergency messaging.                                                                             | Short | Social, Health Care and Emergency Services |
| Admin            | Use local papers to communicate with the public, many of whom still rely on print as a source of local and regional information.                                                      | Short |                                            |
| Planning         | Communicate progress and performance with respect to the ISP to the region on a regular basis.                                                                                        | Short |                                            |
| Planning/Finance | Create a database of SLRD property information.                                                                                                                                       | Short | Land Use and Natural Areas                 |
| Admin            | Add social media to communications channels used for the region.                                                                                                                      | Short | Social, Health Care and Emergency Services |

### **SLRD Corporate Operations**

|               |                                                                                                                                          |       |                                             |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------|
| Admin         | Develop an appropriate telecommuting/teleconferencing policy for staff and board and invest in necessary infrastructure, as appropriate. | Short | Transportation                              |
| Admin/Finance | Develop a purchasing policy guided by the ISP and sustainability principles.                                                             | Short | Energy, Resources, Waste and Infrastructure |
| Board /CAO    | Embed the ISP decision-making tool into SLRD Board reports, the annual budgeting process, strategic planning, and grant programs.        | Short | Communications and Engagement               |

### **Communications and Connectivity Systems and Infrastructure**

|       |                                                                                     |       |          |
|-------|-------------------------------------------------------------------------------------|-------|----------|
| Admin | Support the development of high speed internet and cell coverage across the region. | Short | Economic |
|-------|-------------------------------------------------------------------------------------|-------|----------|

## **Appendix C: Recommended Indicators**

Indicators are essential for measuring performance toward the vision, as well as for communicating progress. For the SLRD ISP, key indicators were selected to best track performance relative to the vision and based on the availability and accessibility of data. In time, and depending on monitoring resources available, other indicators, for which data is not as readily available, can be added to supplement this initial set.

| ISP Main Vision Statement                                       | Indicator                     | What is being measured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rationale                                                                                                                                                                                                                                                                                                                                 | Additional Analysis (always by electoral area and community)                                                                        | Source                                                            |
|-----------------------------------------------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Foster balanced, equitable and sustainable economic development | Active Farms                  | This indicator measures the total area of Active farms in the SLRD. A active farm is a property with a working farm as classified by BC Assessment Actual Use Codes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Production of food, economic health on farms, and food security in the region is somewhat correlated with the hectares of land in production.                                                                                                                                                                                             | Farm types, proportion of land base, proportion of farm base.                                                                       | BC Assessment                                                     |
|                                                                 | Diversity of Primary Industry | This indicator provides a labour force breakdown by industries that bring in outside money to the region. For example, tourism SLRD residents working outside district , primary industry such as logging, building homes for part-time residents all brings outside money into the region. Retail stores, car dealers etc... are critical to serve a local community and to keep money in the community, but they generally don't bring additional money into the community and therefore depend on the export industries. A local export industry can be defined as one where the local share of employment is greater than the provincial share of employment in that same industry. | A diverse export economy is one strategy that can help to build a more resilient economy that over time is less impacted by events that might target one sector of the economy.                                                                                                                                                           | Using the gini coefficient. Look at primary industry and overall industry diversity. Consider annual analysis of business licenses. | BC Stats every 5 years                                            |
|                                                                 | Median Income                 | This indicator measures 'real' median individual income of people who place a SLRD address on their annual tax return. Real median income reveals whether purchasing power is increasing or decreasing relative to inflation. Actual income reported unadjusted for inflation is also displayed for comparison purposes.                                                                                                                                                                                                                                                                                                                                                                | Median individual income can help reflect a community's overall economic wellbeing. As a proxy of purchasing power, it is also one measure contributing to individual quality of life. Median income is a commonly measured indicator and is readily comparable across communities.                                                       | Look at employment income only, look at the distribution of income.                                                                 | BC Stats, Neighbourhood Tax file Income Data or Census as back up |
|                                                                 | Total Income                  | Total tax filer income measures the sum of reported incomes from all tax filers with an address in within the SLRD.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Total tax filer income, along with other economic indicators helps to provide a sense of the SLRD's economic health and overall size of the economy.                                                                                                                                                                                      |                                                                                                                                     | BC Stats, Neighbourhood Tax file Income Data or Census as back up |
|                                                                 | Balanced Growth               | This indicator would measure a comparison of residential building permits to commercial building permits. The comparison could be set up as a ratio, or % of all building permits.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Complete communities have a balance of jobs and commercial activity to housing availability in the area. A significant increase in commercial building activity without an corresponding increase in residential development can create the conditions for unaffordable housing and make it challenging for enterprises to attract staff. |                                                                                                                                     | BC Stats                                                          |

| ISP Main Vision Statement                                                        | Indicator                | What is being measured                                                                                                                                                                                                                                                                                   | Rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Additional Analysis (always by electoral area and community) | Source                                    |
|----------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------|
| Make decisions that are aligned with the criteria for success and sustainability | Energy Use               | Total energy used includes electricity delivered, the energy used to generate space and water heating/cooling, as well as transportation energy. The embodied energy of the products used in the community are not included.                                                                             | Energy is a critical input to certain aspects of day to day life in the region. At the same time, non-renewable energy use has an impact on future energy supplies as well as ecosystem and human health locally and abroad. Even large renewable projects such as hydroelectric dams have significant impacts on land and aquatic ecosystems. An ability to reduce dependence on energy resources may help the region better adapt to future price shocks, reduce overall environmental impact, and avoid associated negative health issues. | Per capita                                                   | BC Community Energy and Emissions Profile |
|                                                                                  | Greenhouse Gas Emissions | Total greenhouse gas (GHG) emissions results include the GHGs created from generating the electricity that we use, the energy used to generate heat/cooling, transportation energy and estimates of the emissions from intra-community transportation as well emissions resulting from landfilled waste. | Scientists agree that greenhouse gas emissions (GHG) are contributing to global climate change. This changing climate will impact on the SLRD economy, community life, visitor experiences as well as directly on the local natural environment. Climate change and GHG emissions are global and local issues that require solutions at all levels and reducing the regional contribution is an important aspect of a commitment to stewardship of the natural environment, environmental responsibility and long-term sustainability.        | Per capita, by sector, by fuel type.                         | BC Community Energy and Emissions Profile |
|                                                                                  | Low Income Prevalence    | Proportion of economic families below the low income cutoffs.                                                                                                                                                                                                                                            | Resident affordability is a challenge with a range of impacts, from community quality of life to health to economic viability. It is important that community members are able to afford the basic lifestyle that enticed them to live in the SLRD area                                                                                                                                                                                                                                                                                       |                                                              | Stats Canada Census                       |
|                                                                                  | Water Use                | Water use measures the total of water extracted then delivered from water plants and non-potable systems to end users in the SLRD. Water uses that are not captured within this measure include private purpose uses such as for regional golf courses, well water etc...                                | Water is one of the regions most important assets, supporting natural areas, wildlife, residents and visitors. Using water resources wisely is fundamental to an environmentally-responsible approach to living. This issue relates not only to the availability of the resource; it is also a municipal infrastructure priority that can translate into millions of dollars spent or saved. This indicator provides an important snapshot of whether demand management of water resources are resulting in overall resource conservation.    | Per capita, Member municipalities                            | SLRD Serviced Areas                       |

| ISP Main Vision Statement                                  | Indicator                    | What is being measured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Additional Analysis (always by electoral area and community) | Source                                                            |
|------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------|
|                                                            | <b>Material Use</b>          | This indicator represents the estimated proportion of materials recycled/composted through Waste Services and collected at the Recycle Centres. This indicator includes biosolids.                                                                                                                                                                                                                                                                                                                                                                                    | Offering services and maintaining resident lifestyles and needs currently requires significant quantities of various materials. Waste is generally produced and energy generally used (embodied) in all stages of extracting, making, packaging, transporting, using and finally disposing of products and residuals. Currently, all of these lifecycle stages have potential negative environmental impacts which are measured using the proxy total material use in the SLRD. Managing material use is important and can contribute to a reduction of overall material flows. Ultimately this indicator focuses on the Reduce portion of the 3 R's. | Waste Diversion, Landfilled Waste, Per Capita.               | SLRD, SLRD Communities                                            |
| <b>Protect the region's natural environment and beauty</b> | <b>Development Footprint</b> | The physical footprint of SLRD's developed area is calculated for this indicator. Developed areas include all zoned boundaries of land except for those zoned as parks, protected areas or extremely low density parcels of land without agriculture. Paved road area estimates could also be included in this indicator.                                                                                                                                                                                                                                             | Green space and access to natural areas are one of the SLRD's most attractive qualities. This indicator provides the ability to track the physical growth of the urban landscape with a goal to limit continuous encroachment on the surrounding natural areas.                                                                                                                                                                                                                                                                                                                                                                                       |                                                              | SLRD Communities                                                  |
|                                                            | <b>Sensitive Habitat</b>     | This indicator provides a coarse understanding of the amount of sensitive ecosystems (permanent wetlands, old forests, forested floodplains, riparian/estuary areas etc...) in the region with some level of designation.                                                                                                                                                                                                                                                                                                                                             | One of the SLRD's greatest assets is the abundance of healthy and intact land and water ecosystems. Due to past habitat losses the current extent. Failure to maintain or enlarge these areas may contribute to the fragmentation and degradation of this critical environment.                                                                                                                                                                                                                                                                                                                                                                       |                                                              | SLRD, MOF, SLRD Communities                                       |
|                                                            | <b>Species at Risk</b>       | This indicator measures the number of wildlife species at risk (an extirpated, endangered or threatened species or a species of special concern) in the SLRD. Those at risk are listed as red or blue by the Government of British Columbia on the provincial species ranking list. A "Red Listed Species" is an indigenous species or subspecies that is extirpated (no longer exists in BC), endangered or threatened. A "Blue Listed Species" is an indigenous species or subspecies that is of special concern or vulnerable to becoming threatened or endangered | This indicator is meant to be a proxy for the biodiversity in the region. A key factor in protecting biodiversity is habitat and therefore this indicator is also a proxy for the protection of habitat and critical areas.                                                                                                                                                                                                                                                                                                                                                                                                                           | Invasives Species Data as it becomes available.              | BC Ministry of the Environment, BC Species and Ecosystem Explorer |

| ISP Main Vision Statement                                                                                                                         | Indicator                                   | What is being measured                                                                                                                                                                                                                                                                                                                                                 | Rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Additional Analysis (always by electoral area and community) | Source                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------|
|                                                                                                                                                   | <b>Regional Air Quality</b>                 | The provincial Air Quality Index (AQI) for Whistler and Squamish measures the regional impacts on air quality, which can impact human and environmental health within these communities and beyond. The index, primarily driven by ozone, a regional air pollutant, is important to measure from both a health perspective as well as attractiveness as a destination. | This indicator measures the number of days that the provincial Air Quality Index (AQI) for Whistler/Squamish is worse than "low". This index is primarily driven by ground level ozone, a regional air pollutant that is created by a reaction of other air pollutants and oxygen in the presence of sunlight.                                                                                                                                                           | Proportion of hours                                          | BC MOE                         |
| <b>Make decisions that engage local, provincial, federal and First Nation governments and stakeholders, and reflect the values of communities</b> | <b>Voter Turnout</b>                        | This indicator tracks the relationship between the number of ballots cast and the SLRD population to arrive at the proportion of the population that voted. Community population is used along with the registered voters list due to major discrepancies in the voter list                                                                                            | Voter turnout is a proxy indicator reflecting community commitment to the political system as well as involvement in decision making. Poor turnout may reflect unfamiliarity with the democratic process, apathy, satisfaction, or a sense of disempowerment. However, dissatisfaction with current community issues can lead to greater turnout at a specific time. Local issues and other factors should be taken into consideration when interpreting this indicator. |                                                              | Elections BC, SLRD Voters List |
|                                                                                                                                                   | <b>First Nations Referral Response Rate</b> | This indicator track the proportion of referrals of a particularly relevant type that receive a response from First Nations governments. The response could be supportive or not.                                                                                                                                                                                      | Providing referrals to First Nations governments for comment is one of the major ways that the SLRD engages with First Nations. Likewise, responding to referrals is one of the main channels of First Nations input on SLRD land use discussions. The rate indicates the ability of SLRD staff to identify relevant referrals and to ensure to the best of their ability that these referrals in particular receive consideration.                                      | By First Nations government                                  | SLRD                           |
|                                                                                                                                                   | <b>Rural Landscape</b>                      | This indicator tracks the look and feel of the rural landscape by reporting on the proportion of larger parcels of land that are maintained in rural areas.                                                                                                                                                                                                            | The rural landscape within certain SLRD regions is an important part of both the character and economic success of the region. Additionally the RGS articulates a desire for more intensive development to take place with in current settlement areas.                                                                                                                                                                                                                  |                                                              | SLRD                           |

| ISP Main Vision Statement                                    | Indicator             | What is being measured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Additional Analysis (always by electoral area and community)                                                                                                                                                        | Source                               |
|--------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Support the well-being of residents, employees and visitors; | Population            | A population breakdown and variety of population ratios should be measured to provide a sense of the sustainability of the region's population.                                                                                                                                                                                                                                                                                                                                                                       | Diverse communities provide more opportunities for intergenerational interaction help to measure whether communities are attractive to a range of ages.                                                                                                                                                                                                                                                                                                       | Dependency rate : (population 0-14 + population over 64)/(population 15-64)*100;<br>Rejuvenation rate: (population over 65)/(population 0-14)*100;<br>Substitution rate: (population 15-24)/(population 55-64)*100; | BC Stats/MSP Stats/Census            |
|                                                              | Child Development     | This indicator reports the proportion of kindergarten children considered provincially vulnerable based on the Early Childhood Development Index (EDI). The EDI, administered in BC school districts assesses children's school readiness through measuring the following five scales; physical health and wellbeing, social competence, emotional maturity, language and cognitive development, communication and general knowledge. 'Vulnerable' refers to a child scoring within the bottom 10% of the population. | Childhood development tends to reflect the social and economic environment in which a child lives, and often correlates with overall community health. Research also shows that a person's capacity for learning, coping and overall wellbeing is shaped in the first five years of their life. The frequent use of the indicator in other jurisdictions and background research support for the metric provides validation and opportunities for comparison. |                                                                                                                                                                                                                     | Human Early Learning Partnership UBC |
|                                                              | Housing Affordability | This indicator tracks the changes in relationship between income levels and the assessed value of homes.                                                                                                                                                                                                                                                                                                                                                                                                              | Housing costs compared to incomes are a consideration in determining whether people choose to live in the region and the financial stress they may experience from housing costs. It is one standard measure of housing affordability.                                                                                                                                                                                                                        | By family and home type                                                                                                                                                                                             | BC Assessments, BC Stats             |

| ISP Main Vision Statement | Indicator                     | What is being measured                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Additional Analysis (always by electoral area and community)                                                                                                 | Source                       |
|---------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
|                           | <b>Housing Diversity</b>      | This indicator portrays the diversity of duplex, multi-family, townhouse housing options to single family dwellings.                                                                                                                                                                                                                                                                                                                                                                       | With settlement areas designated as the prime locations for development it will be important to provide both a range of housing types and somewhat increased density in order to support affordable housing for various income levels and successful growth. The size of a residential dwelling is often correlated with the cost of that dwelling.                                                                                                                                                                                                |                                                                                                                                                              | BC Assessment                |
|                           | <b>Recreation Facilities</b>  | This indicator measures the area of managed indoor and outdoor recreation facilities within the SLRD.                                                                                                                                                                                                                                                                                                                                                                                      | Recreation and healthy lifestyles are important values for residents in the SLRD. Managed recreation facilities, parks and fields play an important role in facilitating recreation activities, social gathering, team activities and celebrations.                                                                                                                                                                                                                                                                                                | Indoor vs. Outdoor Recreation space, Types of space, Per Capita, Proximity?                                                                                  | SLRD, SLRD Communities       |
|                           | <b>Drinking Water Quality</b> | This indicator measures quality of SLRD drinking water and takes into account the frequency, duration and magnitude of water advisories. Boil water advisories are issued when tested sample results do not meet Canadian Drinking Water Guidelines and as a precautionary measure when there is some cause for concern, such as a minor break somewhere in the water delivery system. The indicator does account for water quality issues for water pipes or systems on private property. | Access to clean, healthy drinking water is a basic health requirement for people living in or visiting the SLRD.                                                                                                                                                                                                                                                                                                                                                                                                                                   | Some measure of private water systems and Member Communities.                                                                                                | SLRD Utilities               |
|                           | <b>Socio-Economic Index</b>   | The socio-economic indices summarize social and economic conditions over a wide variety of indicators into a single composite index for each region within the province.                                                                                                                                                                                                                                                                                                                   | When viewed together with indices from other areas in the province, these indices provide a summary measure of the relative successes and challenges across all regions of the province. The indices are intended only to flag regions that may be experiencing higher levels of socio-economic stress relative to neighbouring areas. By themselves they don't tell us why a particular community or region is doing poorly or well, but rather form a necessary first step in determining the causal factors underlying the observed conditions. | By Socio-Economic Area: Economic, Health, Children, Youth, Crime and By Local Health Area. Annual indicator updates could be reported where the data allows. | BC Stats and other agencies. |

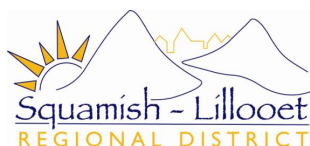
| ISP Main Vision Statement                                  | Indicator                                 | What is being measured                                                                                                                                                                                       | Rationale                                                                                                                                                                                                                                                          | Additional Analysis (always by electoral area and community) | Source                                                                                                                     |
|------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
|                                                            | <b>Room Revenue</b>                       | This indicator measures the total room revenue compiled by all the accommodation providers in the region. It may omit some smaller operators.                                                                | As there is no region wide visitor survey, this indicator is a proxy for visitor satisfaction with the region and their wellbeing. It also helps to somewhat track the economic performance of the tourism industry.                                               |                                                              | BC Stats                                                                                                                   |
|                                                            | <b>Connectivity</b>                       | The availability and accessibility of communications technology (currently internet) to the broadest range of residents in the region.                                                                       | Access and use of communications and connectivity technology enables a higher quality of life and greater economic competitiveness and resiliency.                                                                                                                 |                                                              | Communications service providers                                                                                           |
| <b>Enhance the region's world-class outdoor recreation</b> | <b>Designated Recreation Areas</b>        | This indicator measures the total area of designated non-urban recreation areas in the district. These areas might include; lakes, alpine and nordic ski areas, commercial tenures, provincial parks, etc... | Outdoor recreation is a major contributor to the district tourism economy and resident lifestyle. While it is possible for outdoor recreation and other land uses to co-exist, some level of designation helps to ensure that these values are somewhat protected. | By level of designation                                      | Ministry of Forests, Lands and Natural Resource Operations, BC Integrated Land Management Bureau, Adventure Tourism Branch |
|                                                            | <b>Commercial Recreation Participants</b> | This indicator measures the total number of commercial recreation trips in the SLRD area.                                                                                                                    | Commercial recreation is a large part of the regional economy and reflects the quality of outdoor experiences available in the region. Ideally non-commercial participation would be included and as data sources develop this could be explored.                  | By activity type                                             | BC Integrated Land Management Bureau, Adventure Tourism Branch                                                             |

## Appendix D: Decision-making Tool

Ultimately, the ISP criteria for success and sustainability are implemented through decision-making – from daily purchasing decisions to high-level strategic planning decisions. This decision-making tool outlines three strategic questions to evaluate any type of decision or action (including plans, policies, projects, purchases, practices, etc.). It will help to determine whether a proposed action will move the region toward or away from the criteria for success and sustainability, and it will help to improve actions by encouraging staff to identify ways of mitigating any negative aspects and strengthening the positives.

Consistent use of the tool to inform decision-making will help to ensure more efficient use of limited resources, facilitate more open and transparent dialogue and decisions, and ultimately accelerate progress toward a more sustainable and successful future.

In time, the decision-making tool can be embedded into existing decision tools and systems, which will help keep the success and sustainability criteria front and centre throughout the SLRD organization.



# SLRD ISP Decision Making Tool (short)

This tool can also be completed in Excel if preferred.

Ultimately, the region's criteria for success and sustainability are implemented through decision-making – from daily purchasing decisions to high-level strategic planning decisions. This tool outlines three strategic questions to help you evaluate any type of decision or action (including plans, policies, projects, purchases, practices, etc.). It will help you determine whether a proposed action will move the region TOWARD or AWAY FROM the criteria for success and sustainability, and it will help you improve the action by mitigating any negative aspects and strengthening the positives.

Use the DETAILED version of this tool for actions requiring an investment of resources greater than \$10,000 (or equivalent staff time).

ACTION/PROPOSAL/PROJECT NAME:

BRIEF DESCRIPTION:

## 1. TOWARD SUCCESS AND SUSTAINABILITY?

### A. Does it support or conflict with the SLRD Vision?

| <i>The vision of the SLRD is to create a region comprised of diverse, distinct and livable communities that share a commitment to:</i>        | Strongly supports?       | Supports?                | Neutral?                 | Conflicts?               | If it CONFLICTS, how can you <b>avoid or minimize</b> this?<br>If it SUPPORTS, how can you <b>maximize</b> the benefits? |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------|
| • Support the well-being of residents, the workforce and visitors.                                                                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                          |
| • Protect the region's natural environment and beauty.                                                                                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                          |
| • Enhance the region's world-class outdoor recreation.                                                                                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                          |
| • Foster balanced, equitable and sustainable economic development.                                                                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                          |
| • Make decisions that are aligned with the criteria for success and sustainability.                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                          |
| • Make decisions that engage local, provincial, federal and First Nation governments and stakeholders, and reflect the values of communities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                          |

## B. Does it move the region toward or away from Sustainability?

| The SLRD Sustainability Objectives are to:                                                                                                                   | Toward Quickly           | Toward Slowly            | Neutral                  | Away                     | If <i>AWAY</i> , how can you <b>avoid or minimize</b> this?<br>If <i>TOWARD</i> , how can you <b>maximize</b> the benefits? |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| 1. Live within the limits imposed by natural systems.                                                                                                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 2. Minimize our dependence on limited, non-renewable resources.                                                                                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 3. Encourage zero-waste, re-use and recycling.                                                                                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 4. Minimize disturbance of ecological and physical processes.                                                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 5. Manage land, water and air resources wisely and efficiently.                                                                                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 6. Recognize and reduce human causes leading to climate change while adapting, as necessary, to unavoidable negative impacts of climate change.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 7. Understand the interconnections among Economy, Society, and the Environment and apply these considerations systematically in the decision making process. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |
| 8. Work to meet human needs, distributing resources and opportunities fairly with an awareness of the needs of future generations.                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                                                                                                             |

## 2. FLEXIBLE PLATFORM FOR THE NEXT STEPS?

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

## 3. GOOD RETURN ON INVESTMENT?

Check the reasons that the action should be considered a good strategic investment:

|                                                                                                                                                                                                                                                                                                                                                               |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <input type="checkbox"/> It will save resources (time, money, energy, materials, other).<br><input type="checkbox"/> It will improve stakeholder/resident/partner relations.<br><input type="checkbox"/> It will build capacity and enable innovation.<br><input type="checkbox"/> It will attract talented new staff, boost productivity or reduce turnover. | Explain how: |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|

| Capital Cost: \$ _____                                                          | Year 1 | Year 3 | Year 5 | Year 10 | Year 20 |
|---------------------------------------------------------------------------------|--------|--------|--------|---------|---------|
| Operating costs per year:                                                       |        |        |        |         |         |
| Estimated annual savings from reduced operating or maintenance costs (\$ or %): |        |        |        |         |         |
| Estimated improvements in annual revenue:                                       |        |        |        |         |         |

## OVERALL SUPPORT FOR THIS ACTION?

**RGS/OCP alignment:** For land-use/development related actions, please assess whether or not it aligns with the directions articulated in the Regional Growth Strategy and relevant Official Community Plans:

RGS alignment (yes/no) | Comments:  
 OCP alignment (yes/no)

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

## Appendix E: ISP Next Step Recommendations

### Utilize the ISP in Decision-making

The ultimate goal for ISP implementation is that decisions are generally aligned with the ISP, and this includes the formal decisions made by the Board on policies, plans and procedures, to the day to day decisions made by staff, partners and regional members on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the ISP framework and how to apply it to their decision-making processes. Further, they will likely benefit from decision-informing tools, such as the one included in *Appendix D: Decision-making Tool*.

### Annual Action Planning and Implementation

Annual action planning will ensure that the ISP continues to be a living process and, most importantly, that it creates on-the-ground action and results. Those involved in the action planning will review the results of past actions, evaluate the most recent indicator data, strategically assess local and regional opportunities, and then present a recommended set of actions for the following year.

The action planning process should continue in a manner similar to that which occurred during the development of the ISP and the initial set of actions. Here is a high-level outline of the process:

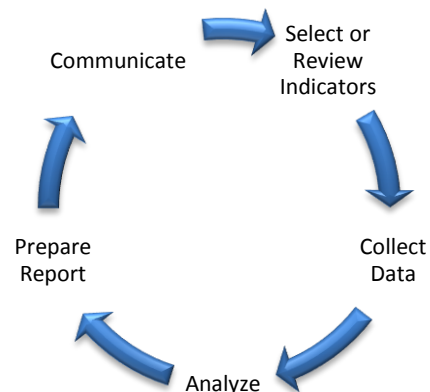
1. Before the action planning meeting(s): Compile Current Reality information into strategy-specific documents for review by participants before the meeting. Current reality information should include: indicator performance data; status update on past actions; and updates on information critically relevant to the strategy area(s).
2. During the action planning meeting(s):
  - a. Review the Descriptions of Success (DoS) statements to ensure common understanding;
  - b. Review the Current Reality information and identify critical information gaps;
  - c. Brainstorm action ideas to move the region from the Current Reality toward the DoS;
  - d. Review and discuss the action ideas generated to ensure common understanding among the participants and to ensure that the actions will indeed move the region in the desired direction and won't have any unintended negative impact on other strategy area DoS;
  - e. Prioritize the actions to maximize the return (economic, sociocultural and/or environmental) on the investment based on the ISP decision-making framework's strategic questions:
    - i. Does this action move us toward success and sustainability?
    - ii. Does this action create a flexible platform for future improvement toward sustainability and success?
    - iii. Does this action provide a good return on investment to seed future?
  - f. Review and discuss the prioritized list to identify any potential gaps in the final set.
- g. After the meeting(s):
  - iv. Compile the actions;
  - v. Review to eliminate any overlapping and conflicting actions; and
  - vi. Refine and finalize actions to ensure clarity (e.g. outcomes, lead organizations).

While the initial set of actions identified through the development of the ISP were Regional District actions, consideration should be given to expanding the process in subsequent years to include actions that can be implemented by partner organizations. In this expanded model, the prioritized actions are also recommended to potential implementing organizations throughout the region for them to review and then accept or decline as appropriate.

### Performance Monitoring and Reporting

Monitoring and reporting progress toward (or away from) the vision is essential to provide transparency, inform decision-making and enable continuous improvement. Ongoing, annual monitoring provides the region with a number of essential functions and benefits, including:

- Informing decision-making throughout the region;
- Informing action planning;
- Ensuring transparency and accountability to stakeholders;
- Engaging businesses, residents and visitors in the journey toward the criteria for success and sustainability by providing meaningful and timely information in an interactive way.



Communicating results will build excitement and support for the overall process, and should ideally be done on a regular schedule in time for action planning. Reporting in the same format and using the same metrics year after year will allow for trend spotting and systematic updating. Benchmarking the SLRD's performance to other regions and to best cases around the world will help to gauge performance and determine areas where opportunities for accelerated improvement might exist.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes – big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for the ISP. The monitoring process provides the foundation for celebrating achievements by providing a clear reflection of the region's progress along its path toward the criteria for success and sustainability. Make achievements public by posting on the SLRD and partner websites, advertising in the local newspaper, and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in the ISP process and in turn, more support and input from regional stakeholders.

The initial set of key indicators provided in Section 5 is based on data that is currently available. Once this initial set of indicators is selected, other indicators, for which data is not as readily available, can be added in time to supplement the information. For example, total energy used can eventually also be tracked by sector and by energy type. Over time, the set of indicators will evolve and become more robust and reliable as new data collection tools are developed, new data becomes available and increased capacity develops for monitoring and reporting.

Indicator assessment criteria usually include:

- Validity – to measure progress toward the criteria for success and sustainability
- Reliability – to provide consistently measured data over time
- Resource intensity (including information availability) – to achieve a balance of good data for good value
- Comparability – to benchmark against other regions where possible

#### Periodic Review and Refinement of the ISP

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

- **Indicators:** Core indicators (based on the SLRD vision) should be kept as constant as possible so that trends can be monitored and performance evaluated over time. However, transitioning to new and improved indicators as they become available should be considered annually so that decision-makers are armed with the best possible information.
- **Descriptions of Success statements:** These should be reviewed and refined every five to ten years and be done by a advisory team representing key regional partners and stakeholders or by the Task Forces that may be created for each strategy area.
- **Vision and sustainability objectives:** The vision and objectives should be reviewed and refined every ten to twenty years through a process that includes the region at large.

## Appendix F: Summary of Key Findings from Policy Analysis

### Context

A thorough review of all existing corporate reports, policies, processes and programs was conducted to determine existing goals, objectives and strategies related to sustainability. It revealed that a significant amount of detailed policy work has been undertaken by the SLRD to date with respect to sustainability, including developing a Regional Growth Strategy and undertaking a Corporate Energy Audit and Greenhouse Gas Inventory. As well, much standard policy work such as the SLRD Solid Waste Management Plan, and land use and planning policies such as Official Community Plans, Special Area Plans (Agricultural Area Plans), and Zoning Bylaws all incorporate sustainability objectives.

### Documents Reviewed

Documents reviewed included formally adopted plans and policies (i.e., bylaws), draft plans and policies, staff procedures, and reports. A list of documents and their status are shown in the table below.

| Document Title                                       | Status   | Year |
|------------------------------------------------------|----------|------|
| SLRD Regional Growth Strategy Bylaw No. 1062, 2008   | Adopted  | 2010 |
| DRAFT Pemberton Valley Agricultural Area Plan        | Received | 2010 |
| SLRD Emergency Response and Recovery Plan            | Adopted  | 2009 |
| SLRD Planning Department Sustainability Checklist    | Unknown  | 2010 |
| Pemberton and Area C Service Area Trails Master Plan | Adopted  | 2010 |
| Corporate Energy Audit & Greenhouse Gas Inventory    | Received | 2009 |
| Area B OCP Bylaw No. 1073, 2008                      | Adopted  | 2010 |
| Area C OCP Bylaw No. 1008, 2008                      | Adopted  | 2009 |
| Sea-to-Sky Land and Resource Management Plan         | Received | 2008 |
| SLRD Solid Waste Management Plan Update, 2007        | Adopted  | 2008 |
| Upper Bridge River Valley OCP Bylaw No. 1022, 2006   | Adopted  | 2008 |
| Area C Zoning Bylaw No. 765, 2002                    | Adopted  | 2003 |
| Areas A & B Zoning Bylaw No. 670, 1999               | Adopted  | 2000 |
| Furry Creek Zoning Bylaw No. 672, 1998               | Adopted  | 1999 |
| Area D Zoning Bylaw No. 540, 1994                    | Adopted  | 1994 |
| Area D OCP Bylaw No. 495, 1994                       | Adopted  | 1994 |

|                                  |         |      |
|----------------------------------|---------|------|
| Area D Zoning Bylaw No. 20, 1970 | Adopted | 1971 |
|----------------------------------|---------|------|

## Key Findings

### 1. Built Form and Housing

- There are a significant number of currently adopted and recommended sustainability policies with respect to built form and housing that revolve around recognizing the importance of mandating energy efficiency in neighbourhood planning (district heating, reduce road widths, support for roundabouts), improving the energy-efficiency of new construction (and retrofitting energy savings into existing buildings), and exploring the potential of providing localized services to reduce travel needs (garbage, recycling, community kitchens, community gardens, composting, etc.).
- There are a number of policies related to Smart Growth and Housing Affordability found in the RGS and the various OCP's (in particular the Wedgewoods Sustainable Design Guidelines and the Porteau Cove Density Bonus Policies).
- There is substantial direction for the development industry with respect to sustainable built form and housing contained within the SLRD's Sustainability Check-list.

### 2. Economic

- There are very few adopted policies that address sustainable economic development and tourism, which are found within the RGS, and the OCP's.
- The RGS calls for the re-establishment of the regional economic development function and suggests developing sector-based strategies as a mechanism for facilitating economic growth. It also mentions the need to strengthen the region's multi-modal transportation system as paramount to regional economic diversification.
- The OCP's make limited references to support for locally responsive economic development and include policies to support home-based businesses, commercial outdoor recreation, non-motorized trail development, and food processing and local value added industries.

### 3. Energy, Resources, Waste and Infrastructure

- There are a considerable number and variety of adopted and recommended policies related to sustainability aspects of energy, resources, waste and infrastructure. They are primarily found within the SLRD Solid Waste Management Plan, RGS, all OCP's and one Zoning Bylaw.
- Re: Waste- A significantly large amount of sustainable policies related to waste minimization (i.e., Zero waste) are found in the SLRD Solid Waste Management Plan Update.

### 4. Food and Agriculture

- There are a large number of adopted and recommended policies related to sustainable food and agriculture, in particular within the Area C Official Community Plan and the Pemberton Valley Agricultural Area Plan.

- Topics covered include land use (protection of farmland for sustainable agricultural use, careful attention to planning for interface areas, and the provision of food production opportunities within residential development, i.e., community gardens); Siting regulations of non-agricultural developments on farmland to minimize disruption of agricultural productivity; Invasive species management; water Infrastructure to support agriculture; Public Education with respect to the importance of food security and the protection of farmland; Agricultural Area Planning; and enhancing the Economic Viability of farming.

#### ***5. Land Use and Natural Areas***

- A very large number of adopted & recommended policies currently exist that address sustainability-related aspects of land use and natural areas. These policies can be found within the Regional Growth Strategy (RGS), the various Official Community Plans (OCPs), Zoning Bylaws, the Agricultural Area Plans (AAP) and the Sustainability Check-list.
- Overall there is a strong emphasis on using Smart Growth principles (compact, complete, mixed use, walkable) as a framework for sustainable community development, preserving valuable resource lands (for food production, forestry, open space and recreation) and protecting ecologically sensitive areas.
- Riparian Area Regulations for the protection of the natural environment, its ecosystems and biological diversity are contained in all OCP's.

#### ***6. Recreation, Leisure, Arts, Culture and Heritage***

- There are a few adopted policies that currently exist that address sustainability-related aspects of recreation and leisure. These policies can primarily be found within the RGS and the four Official Community Plans.
- Overall the current policies emphasize three main themes: support for the provision of regional bicycle routes such as the Sea to Sky Trail and other trails as safe, low impact, non-motorized transportation alternatives & recreational activities; the use of Smart Growth principles to design residential developments to facilitate efficient cyclist and pedestrian movement and to link residential areas with recreational amenities and parks; and the provision of amenities such as signage, trail-head facilities and dedicated cycling lanes to encourage outdoor recreational use.
- The intention of the Pemberton and Area C Trails Management Plan is to set out in a detailed format, direction for the provision of trails; however this document did not contain any direct sustainability-related policies of note.

#### ***7. Social, Health Care & Emergency Services***

- A small number of adopted and suggested policies exist that are related to sustainable social, healthcare and emergency services can be found in the RGS findings.
- The current policies around social, healthcare & emergency services emphasize three main areas: planning for long term community amenities to meet recreational and social needs; health and safety promotion through community design (compact, accessible, well-lit, and Fire Smart communities); and integrated, coordinated Emergency Preparedness Planning including the recommendation to contain food security and fuel allocation planning.

## ***8. Transportation***

- There are a few significant policies related to sustainable transportation and accessibility found in SLRD documents. They are primarily found within the RGS, and the four OCP's.
- They revolve around three major themes: Smart Growth and the design of community developments as compact, mixed use and pedestrian friendly to encourage active forms of transportation (walking, cycling and public transport) and minimize use of vehicles; the creation of a Regional Transit Authority in partnership with the Province and other stakeholders as part of a larger multi-modal transportation system; and recommended policies to support Transportation Demand Management (telecommuting, traffic calming, transit subsidies, incentives for car-sharing and car-pooling, electric vehicle infrastructure etc.).

## ***9. Communications and Engagement***

- There are a small number of adopted and recommended policies with respect to Information, outreach and awareness. Those that do exist are found in the RGS and the Areas A and B OCP's.
- Policies that address sustainability related information, outreach and awareness include recommendations to promote green building standards, waste minimization activities, energy security planning, protection of agricultural lands, BearSmart practices, and Smart Growth principles for First Nations land use planning.

## ***10. SLRD Corporate Operations***

- There are very few policies related to sustainability and SLRD corporate operations contained within the documents reviewed. However while they are not numerous, those that exist are noteworthy.
- There are recommendations contained within the RGS to adopt the Natural Step Program as a framework for sustainable decision making, and to improve collaboration with all levels of government in order to tackle issues that require an integrated approach considering economic, social and environmental implications.
- OCP's refer to the need to work toward a comprehensive regional Greenhouse Gas Reduction Strategy, and to endorse the targets outlined in the Climate Change Action Charter.

## ***11. Communications and Connectivity Systems and Infrastructure***

- This gap was identified under #9 Communications and Engagement.

## Appendix G: Gap Analysis Key Findings

The gap analysis explored the gaps between what currently exists and is being done by the SLRD in relation to the criteria for success and sustainability in the future. The gap analysis was based on the following inputs: strategy area scope and best practices; a Board and staff survey; and staff focus groups. The findings below provide some areas to focus on in the action/implementation phase moving forward, and they are presented here as challenges, concerns and opportunities.

### **1. Built Form and Housing**

A major concern is the lack of tools to create more affordable housing within each community, allowing people to live and work in the same community, and opportunities for seniors and those with special needs to remain within their communities. A lack of consistently-applied mechanisms to ensure high quality, sustainable buildings and sites has also been identified as an issue.

### **2. Economic**

This strategy area is the one where the Regional District's role in promoting sustainability is least defined. While there is general agreement among the Board and staff that there should be regional cooperation and coordination in promoting a diverse, resilient economy with a strong tourism component throughout the Sea to Sky corridor, the SLRD's role in this is still being developed. Sustainable forestry, value-added agriculture and expanded tourism are three areas where there is a sense that a regional approach could have value. There are concerns about a lack of common tools, such as advanced education and skills training, to provide local employment opportunities. There are also concerns that initiatives to grow the amount and quality of employment should not be at the expense of controls to ensure the social and environmental sustainability of businesses.

### **3. Energy, Resources, Waste and Infrastructure**

This was another strategy area where there was agreement that the SLRD has been proactive in incorporating sustainability into its mandate, particularly in terms of solid waste management and protection of water resources. However, it is not clear if the region's current initiatives will achieve the goals of zero waste as defined in the Solid Waste Management Plan and the treatment of waste products within the region. Energy is another area where the SLRD's progress is acknowledged, particularly in areas such as local renewable energy production, but there are concerns that the full potential for clean, alternative energy in the region (such as biomass and district energy systems) is not being achieved and, as with the economy, there are concerns that a strong environmental framework needs to be in place for energy project evaluation. Some feedback indicates that procedures are needed to better assess the sustainability of infrastructure and equipment purchases.

### **4. Food and Agriculture**

Concerns exist over the lack of agricultural plans for all of the SLRD's farming areas with policies that enhance agricultural production, protect farming from encroachment by incompatible uses and support value added processing. A balance needs to be created in the region in these policies between promoting agricultural production and supporting sustainable farming practices.

### **5. Land Use and Natural Areas**

Existing policy coverage for this strategy area is the most comprehensive, due in large part to the extensive Regional Growth Strategy process and the existence of a number of Official Community Plans. The major gap identified is the need to apply tools and processes to implement RGS and OCP directions, such as Sustainable Development Guidelines and Sustainable Development Checklists. Another potential gap is strong measures to focus growth in existing settlement areas and discourage dispersed settlement in rural areas. It is noted that while newer plans incorporate principles such as Smart Growth, older plans may also need to be updated to reflect more recent sustainability objectives.

## ***6. Recreation, Leisure, Arts, Culture and Heritage***

There is general agreement that facilities operated by the SLRD are high quality and well managed. The main potential gap identified is the lack of coverage of recreation and meeting facilities throughout the rest of the region. This is particularly true in rural areas outside of member municipalities where the SLRD could play a more significant role in arts, culture and heritage.

## ***7. Social, Health Care and Emergency Services***

There is broad recognition that the SLRD does not have direct jurisdiction in the provision of many of these key services other than fire protection and emergency planning. There is an understanding the Regional District has a significant coordinating role in emergency preparedness and that it should speak as a regional voice for services accessible within communities without the need to travel large distances.

## ***8. Transportation***

The major gap identified in this strategy area is the need for a multimodal regional transportation plan and a regional transit service to serve most areas, including links to the Metro Vancouver transit service area.

## ***9. Communications and Engagement***

There is strong consensus that increased awareness of sustainability, information sharing and regional partnerships are essential for achieving the SLRD's sustainability objectives. This was an area where the SLRD's capacity was considered to be relatively weak, however the SLRD recently retained a Communications Coordinator address this weakness. Regional visibility and leadership is seen as being critical to filling this gap, along with innovation using a wide variety of communications and engagement techniques. While undertaking this outreach, finding ways to engage a broader range of regional stakeholders and residents, including youth, seniors and those living in rural areas, is considered to be important.

## ***10. SLRD Corporate Operations***

This strategy area is where the greatest amount of feedback was received from the Board and staff survey and from the staff focus groups. This was likely due to there being fewer formal policies and practices in this area. From fleet management to building operation and maintenance, purchasing policies, staff recruitment and training, alternative work and meeting arrangements, energy efficiency, office practices (such as stationary use, composting, etc.) and corporate reporting, there is widespread belief that this area has significant potential for advancing sustainability and there is strong staff support for moving quickly to fill these gaps. Regardless of whether the results are visible to the public (e.g., office composting or recycled paper use), there is a sense that practicing sustainability internally supports a corporate culture for promoting external sustainability efforts. A specific gap identified is SLRD corporate offices, where there is a sense that this workspace and work practices should be exemplary of sustainable design and operations; wherever practical.

## ***11. Communications and Connectivity Systems and Infrastructure***

This gap was identified under #9 Communications and Engagement.