

## **Sustainable Cities**

### **Port Alberni Community Assessment: Taking Action for Community Sustainability Planning**



**Prepared for: Mayor & Council, Staff and Citizens of Port Alberni**

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## Executive Summary

The City of Port Alberni Community Assessment is designed to assess community readiness to engage in long-term sustainability planning. The community assessment identifies local assets and evaluates interest, capacity, and top priority areas for sustainability planning. It is the first stage of Smart Planning in British Columbia supported by the Ministry of Community Services and funding from the Federal Gas Tax Agreement.

Between April and May 2008, the International Centre for Sustainable Cities, (hereafter referred to as Sustainable Cities) worked with the City of Port Alberni to engage community stakeholders and city staff in discussions about long-term sustainability planning. Approximately forty people representing city staff and a range of stakeholders from community organizations, business and the local First Nations participated. This process built upon earlier meetings held in 2007 between the City of Port Alberni, the Alberni-Clayoquot Regional District, and the Tseshaht and Hupacasath First Nations to discuss regional collaboration in sustainability planning.

This community assessment reveals that stakeholders and staff in the City of Port Alberni are willing and interested in engaging in long-term sustainability planning. Based upon this positive interest, the next step in this process is for City Council to decide whether or not to proceed to engage in sustainability planning. Local capacity and interest exists in integrating sustainability planning principles and working collectively on community sustainability demonstration projects. Due to limited resources and so as not to 'reinvent the wheel' city staff recommend working with existing committees such as the Outlook 20/20 Council and the city and citizen-led Climate Change Committee to integrate sustainability planning into the day-to-day work plans and decision making in the City. The Natural Step would be a good fit for sustainability principles and a framework for long-term planning as it is widely used by local stakeholders and other communities in the region. There is interest among both staff and stakeholders to utilize The Natural Step and there are opportunities for collaboration with Outlook 20/20 and Alberni-Clayoquot Environmental Research and Education Society for facilitation and training in use of The Natural Step.

Recommendations emerging from the workshops include adopting sustainability principles, a regional lens to long-term planning, and developing a sustainability demonstration project to illustrate direct action in the community. Based on interest and ideas from community stakeholders and capacity identified by city staff, enhancing the Alberni Valley Trail Network emerged as the top project priority area. There is also strong interest in renewable energy planning, local food production, health and education initiatives, promoting eco-tourism as a tool for economic growth and enhancing local built and natural infrastructure.

A long-term sustainability plan for Port Alberni would outline ways to integrate sustainability principles into the existing plans and projects underway in the City. The purpose of a plan would be to identify goals, strategies and actions for sustainability, as well as indicators. Such a plan should incorporate a review of best practices from other communities engaged in long-term sustainability planning.

**Short-term Priority Actions for Mayor and Council:**

1. Decide whether or not to move forward on sustainability planning. If the City moves forward, the following points will be applicable.
2. Decide whether or not to adopt The Natural Step as a sustainability framework for the City.
3. Consider adopting Outlook 20/20 Vision for Community Vision and integrating this into all city plans.
4. Decide whether or not to join the Sustainable Cities: PLUS Network of over thirty communities around the world sharing lessons learned and best practice examples around sustainability planning.
5. Develop a long-term sustainability plan to guide municipal decision making. This should consider taking a regional approach to sustainability planning.
6. Work with existing committees and City staff to implement sustainability principles. Determine whether this process can be led by City Manager or if a Sustainability Coordinator is needed to assist in implementation.
7. Develop a communication and engagement strategy. Brand the sustainability initiative and communicate with the public and tourists. Seek the involvement of citizens (young and old), local organizations, businesses, industry and others.
8. Determine short, medium and long-term goals and actions for each department (based on the community assessment charts).
9. Follow-up with community stakeholders who participated in the community assessment to let them know of the actions the City is taking on the issue.
10. Seek out funding sources for sustainability planning initiatives (refer to Appendix 5 for suggestions).

## **I. Background**

### **A. Port Alberni, Sustainability Planning and Sustainable Cities (ICSC)**

The City of Port Alberni began considering the potential for long-term sustainability planning in 2006. At the request of the Mayor and Council, Sustainable Cities (ICSC) sent two representatives (Samantha Anderson and Nola-Kate Seymoar) to present information about the Sustainable Cities: PLUS Network and discuss the potential to move forward on sustainability planning in the Alberni Valley. Sustainable Cities, based in Vancouver, BC hosts the international PLUS Network (Partners for Long-term Urban Sustainability), which consists of over 30 cities and communities around the world that are engaged in long-term planning for sustainability. Through the provision of tools and resources, facilitation of workshops and 'peer learning exchanges' with other cities, the IPLUS Network supports cities in developing long-term sustainability plans and community demonstration projects.

Since 2006, Sustainable Cities has been assisting the City of Port Alberni, Alberni-Clayoquot Regional District (ACRD), Hupacasath First Nation and Tseshaht First Nation in a series of meetings considering the potential for sustainability planning in the region. These meetings included presentations at the Mayors Breakfast Meetings and facilitation of meetings between staff representing each of the governance bodies. In November 2007, elected leaders and staff from the ACRD, the City, and both First Nations met in a Community to Community Forum to determine local capacity and interest in engaging in sustainability Planning (see Appendix 4 for meeting minutes). At this meeting it was determined that the City of Port Alberni would carry out a community assessment to gauge the community's current readiness, interest, and capacity in developing a long-term sustainability plan. The community assessment was designed to be city-led, while including regional representatives.

### **B. The Community Assessment – Process and Objectives**

The community assessment is the first step for communities to take in BC's Smart Planning process. Smart Planning provides a framework for communities to engage in integrated community sustainability planning. Sustainability planning embraces economic, socio-cultural, and environmental considerations in an integrated manner to consider the future of communities for our children and grandchildren.

A community assessment is designed to:

- engage City staff and local stakeholders
- consider current realities and future visions
- incorporate an integrated approach that considers environmental, socio-cultural and economic considerations
- determine priority areas, local assets and local capacity
- assess community readiness to move forward on sustainability planning and identify next steps

The Port Alberni Community Assessment utilizes frameworks developed by Sustainable Cities and the Ministry of Community Services for assessing community capacity for sustainability planning. Between April and May 2008, community stakeholders and City staff were engaged in a consultation process consisting of workshops and individual consultation. Approximately 30 community members representing fifteen different stakeholder groups took part in the Sustainable Port Alberni Community Workshop on April 29, 2008 (see Appendix 2 for list of stakeholders).

Stakeholders and staff took part in exercises that asked the following questions:

1. What makes Port Alberni unique?
2. What does a 'sustainable community' mean to you?
3. Future Visioning
  - a. What is the same in Port Alberni in 20 years?
  - b. What is different in Port Alberni in 20 years?
  - c. How is the environment in 20 years (built and natural)?
  - d. How is the economy in 20 years (economic diversity, employment, business etc.)?
  - e. What is the social scene like in 20 years (culture, social relations etc.)?
  - f. What are the top priorities for action for moving forward on sustainability planning?
  - g. What are our assets and capacity? Challenges?
  - h. What next steps need to be taken?

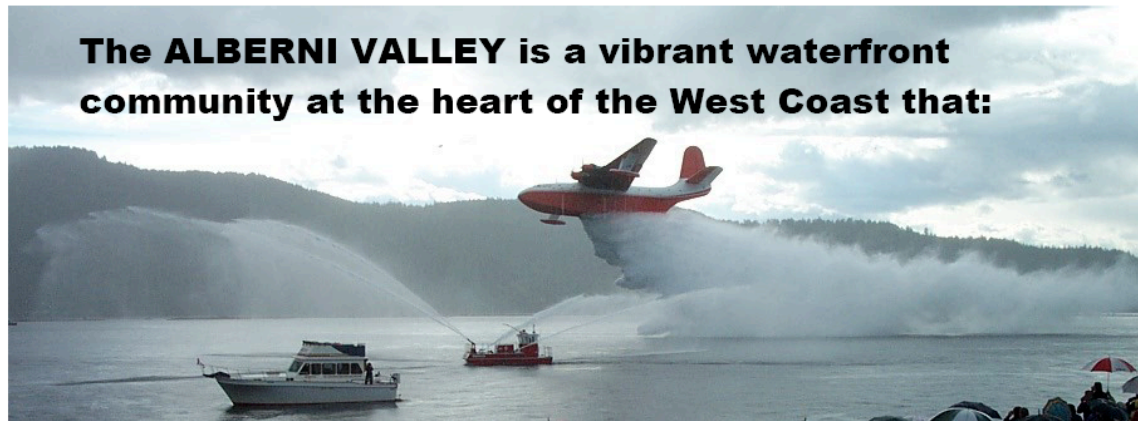
After the workshops, stakeholder groups continued to be involved in reviewing workshop notes and providing supplemental material for the community assessment report. City staff, including the City Manager, Planner, Engineer and Museum Director participated in a workshop on April 30, 2008 to look at feedback from the stakeholder workshop and identify next steps. City staff were also given the opportunity to review the Draft Report and make additional recommendations.

The community assessment also includes information provided at meetings with staff and community leaders from the ACRD, City, and Hupacasath and Tseshah First Nations during meetings in June 2007 and the Community-to-Community Forum in November 2007. This community assessment process compliments the work of Port Alberni's local visioning group Outlook 20/20 and the ACRD visioning process, and the development of Comprehensive Community Plans and land-use plans by the Tseshah and Hupacasath First Nation.

### **III. Community Context: Current Readiness and Future Thinking**

#### **A. Community Visioning: Outlook 20/20**

A community vision for Port Alberni has been developed through public consultation by the Outlook 20/20 Council and could be adopted by the City of Port Alberni as part of the sustainability planning process. The Outlook 20/20 Council consists of representatives from community organizations and city staff representation by Theresa Kingston, Manager of Human Resources and Community Development. The council held a series of six open space public meetings involving 400 participants. In the meetings the participants set the agenda and discussed items around the general theme of 'what they would like the community to look like in 2020'. Notes from the meetings were synthesized and a vision statement drafted and presented for discussion. According to Outlook 20/20, the lead item in the vision statement was that Port Alberni is sustainable. The Outlook 20/20 Council is working on ways to more broadly distribute the vision statement and is interested in assisting the city by offering a community developed vision statement as a starting point for continued discussions. It may be useful to request input from the First Nations community to ensure that the vision is respectful of their special status and contributions the Alberni Valley community.



**is sustainable and environmentally responsible**

The citizenry of the Alberni Valley is committed to becoming the pinnacle of sustainable communities, protecting its air quality, natural waterways, and recreational areas. Natural resources are seen as a community asset and the responsibility of all, to be managed in a sustainable manner. The Alberni Valley offers a wide range of transportation options. A network of paths and trails that link the community, make it possible and practical to get around without a vehicle. There is a zero waste recycling program.

**is safe, caring and healthy**

The Alberni Valley is a safe community. People of all ages and cultures interact together. The Alberni Valley is a caring community. Our greatest asset is the 'social capital' created by many volunteers and organizations. Everyone supports each other in meeting human needs. This includes ensuring access to good nutrition, housing choices and employment. The Alberni Valley is a healthy community. We have state of the art medical and social facilities. Residents are active and take part in all aspects of community life. By creating a safe, caring, healthy community, every citizen is able to make a meaningful contribution to community well-being.

**has a robust and diverse economy**

The waterfront is our greatest natural asset. It is a showpiece for residents, tourists, arts, culture, industry and innovation. The City, Regional District and Port Authority work together to foster a broad range of businesses and industries. Their policies and legislation support energetic entrepreneurial activity, small business, agriculture and eco-tourism. The investment climate stimulates and encourages new businesses. There are ample education, training and employment opportunities for all.

**is welcoming, accessible and attractive**

The Alberni Valley is a welcoming community. Hospitality is extended to residents and visitors alike. The entrance to the community illustrates its open and welcoming attitude. The Alberni Valley is an accessible community. Everyone, regardless of age and ability, has access to all aspects of community life. The Alberni Valley is an attractive community. The community embraces and celebrates our natural, historic, cultural and geographic resources. It is a culturally rich community as a result of the diverse contributions of the arts. By creating a welcoming, accessible and attractive community everyone wants to call it home.

**is actively creating its future**

There is a common understanding by the community and its leaders about the path to the future. The community is fully engaged in the political process. Flourishing media highlight local issues and support in-depth exploration of crucial concerns.

**Source: Outlook 20/20**



## **B. What makes Port Alberni Unique?**

There are a wide range of characteristics that people identify as contributing to Port Alberni's uniqueness. Among these, the beauty and diversity of the local geography and landscape are key defining characteristics of the region. Citizens note Port Alberni's close proximity to the mountains, the Somass River, pristine lakes and good drinking water. Port Alberni is geographically self-contained, yet serves as a gateway to the Pacific Ocean, and is the largest city in Canada with only one major highway connecting it to other communities. Community members identify with the city's abundance of outdoor and environmental assets such as the ecotourism potential, supply of fish, proximity to forests and good agricultural land, variable weather, the Log Train Trail, and the expanding valley trail system. Recreational opportunities, including sporting facilities, kayaking, hiking, biking, fishing, swimming and other leisure opportunities, are also highly valued by citizens.

Comments relating to the cultural richness of the community abound. People highlight the diverse populations residing in Port Alberni, including the high percentage of First Nations. They value the local history, strong dedication of the community to arts and culture, and unique features such as the Mars Water Bombers at Sproat Lake. People are also concerned about the residential school legacy, and the high rate of poverty in Port Alberni.

The community values the local industrial capacity, and good infrastructure including the new hospital, public transportation system, and the potential to open the old railway to connect freight, passengers, tourists and the elderly with Nanaimo and Victoria.

Community members see Port Alberni as having strong social capital and trust, a good environment for children and youth, and promoting strong family values. Stakeholders feel that many people are involved in community issues, and for the most part there tends to be a 'can do' attitude in the community. Coupling on these attitudes and values there is a feeling that there is both an anti-green attitude and an interest in green alternatives in Port Alberni.

## **C. Community Assessment Chart**

The Community Assessment Chart provides the basis for assessing community capacity to develop a long-term community sustainability plan. Input included in the chart was received from Port Alberni citizens, community leaders (including civic and First Nations), city councilors and municipal staff, and the Alberni-Clayoquot Regional District during workshops and meetings held between June 2007 and May 2008. The first column of the chart outlines the future vision that citizens and staff in Port Alberni would like to work toward. The second column consists of the assets, actions and local capacity for the given topic. The third column outlines identified community needs, potential for action and challenges related to the given topic.

## Socio-Cultural: Current Assets and Capacity & Future Vision

Future Vision	Assets, Actions and Capacity	Needs and Challenges
<b>1. Heritage &amp; Arts and Culture</b>		
<ul style="list-style-type: none"> <li>▪ vibrant, active, creative theatre and arts community, well-supported by citizenry</li> <li>▪ the performing and visual arts will continue to grow and thrive</li> <li>▪ more awareness, acceptance and connections with different groups, cultures and organizations</li> <li>▪ revitalization of Nuu-chah-nulth language and culture</li> <li>▪ First Nations having a larger role in community; accepted and acknowledged in community</li> <li>▪ First Nations story is fully told as experienced in Canada</li> <li>▪ Residential Schools addressed</li> <li>▪ acceptance and celebration of cultural diversity</li> <li>▪ attracting immigrants from “non-traditional” countries to support economic diversification</li> <li>▪ proactive anti-racism and discrimination policy and plans</li> <li>▪ active development and celebration of industrial and maritime heritage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transformation Centre proposed for Clutesi Marina</li> <li>▪ Heritage &amp; Culture working on Heritage Network of Attractions</li> <li>▪ Museum recognizes community heritage preservation and its sustainability benefits through heritage awards and heritage registry</li> <li>▪ Heritage tourism – renewable, sustainable brings positive benefits to community</li> <li>▪ Museum provides heritage resources – basis for tourism attractions, provides staffing, programming and promotion</li> <li>▪ Museum preserves what is unique about the community through preservation of cultural heritage “through education about the past, help see the direction for the future”</li> <li>▪ education system</li> <li>▪ volunteers</li> <li>▪ service clubs</li> <li>▪ local media</li> <li>▪ First Nations population and ethnic communities</li> <li>▪ local business</li> <li>▪ local artists</li> <li>▪ sports and recreation facilities</li> <li>▪ Literacy Now!</li> <li>▪ North Island College</li> <li>▪ Women’s Food and Water Initiative</li> <li>▪ Friendship Centre</li> <li>▪ Blade Runners</li> </ul>	<ul style="list-style-type: none"> <li>▪ linking community groups and organizations together</li> <li>▪ need centre to showcase arts and culture talents</li> <li>▪ more spaces for youth to engage in and learn arts</li> <li>▪ need to embrace potential: to promote the valley and First Nations heritage</li> <li>▪ arts/culture could grow with support</li> <li>▪ need more First Nation heritage attractions</li> <li>▪ the greenest building is the one already existing; lots more potential for community to recognize value in re-using existing buildings</li> <li>▪ possible opposition to Transformation Centre</li> <li>▪ funding that which is viewed by some as non-essential</li> <li>▪ prevailing value on the new ugly and same instead of old</li> <li>▪ heritage challenge – local First Nations disagreements</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ AV Hospice Society</li> <li>▪ AV Safety Net</li> <li>▪ AV Links Website</li> <li>▪ Katimivik</li> <li>▪ Abbeyfield</li> <li>▪ Candystripprs</li> <li>▪ Parks and Recreation</li> <li>▪ Neighbourhood Link</li> <li>▪ Government Service Clubs in City</li> <li>▪ Friendship Centre</li> <li>▪ Nuuchahnulth Tribal Council</li> <li>▪ Hupacasath and Tseshah First Nations and new administrative buildings</li> <li>▪ Media               <ul style="list-style-type: none"> <li>-Ha-Shilthsa Newspaper</li> <li>-three free weekly papers (Daily/Aboriginal Weekly/Rodeo)</li> <li>-AV Times</li> <li>-Shaw</li> </ul> </li> <li>▪ Friendship Centre</li> <li>▪ VIIHS</li> <li>▪ Historical Centre</li> <li>▪ Heritage Commission</li> </ul>	
<b>2. Education</b>		
<ul style="list-style-type: none"> <li>▪ community members trained in environmental education and sustainability, The Natural Step</li> <li>▪ flourishing trades industry in Port Alberni</li> <li>▪ business development opportunities</li> <li>▪ expansion of technology in Alberni Valley</li> <li>▪ far more of the aged population interacting with technology</li> </ul>	<ul style="list-style-type: none"> <li>▪ ACERES (Alberni-Clayoquot Environmental Research and Education Society)– Echo Centre (high potential)</li> <li>▪ Tseshah Community Education Report and Jurisdiction Process</li> <li>▪ North Island College</li> <li>▪ School District #70</li> <li>▪ new high school</li> <li>▪ museum participates in work/skill development programs and provides mentoring opportunities</li> <li>▪ museum exhibits and programs contribute to addressing literacy</li> <li>▪ Parks and Recreation Department</li> <li>▪ Discovery College</li> <li>▪ Potential to work on education initiatives on an ongoing basis through staff sharing expertise.</li> </ul>	<ul style="list-style-type: none"> <li>▪ need for trades training in Port Alberni</li> <li>▪ potential to have a leading edge environmental research centre and school</li> <li>▪ funding</li> <li>▪ challenge of campuses close by in Nanaimo, Comox and North Island College and Malaspina</li> <li>▪ Can we resolve issue on a location for the new high school?</li> <li>▪ union concurrence</li> </ul>

### 3. Community Livability, Health and Wellbeing

<ul style="list-style-type: none"> <li>▪ inclusive community</li> <li>▪ more youth; youth engaged and supported</li> <li>▪ all ages involved and valued</li> <li>▪ hope filled/pride/feeling of vitality/celebration of unique community identity</li> <li>▪ homelessness/poverty is acknowledged and addressed as all of our responsibility</li> <li>▪ Triple Bottom Line considered in all decisions</li> <li>▪ diverse/interesting/vibrant</li> <li>▪ healthy, active community</li> <li>▪ affordable housing</li> <li>▪ become an outdoor activity based community</li> </ul>	<ul style="list-style-type: none"> <li>▪ community organizations (see above; AV Links website)</li> <li>▪ CSI Initiative to end homelessness</li> <li>▪ Heritage and Culture (Museum, Maritime Discovery Centre)</li> <li>▪ AV Safety Net</li> <li>▪ public safety (police, fire department)</li> <li>▪ healthy community with provision of opportunities and programs for all ages – museum and associated resources</li> <li>▪ Parks and Recreation Department, programs and facilities</li> <li>▪ Provincial Health System</li> <li>▪ new hospital/good seniors facility</li> </ul>	<ul style="list-style-type: none"> <li>▪ need to address poverty gap and provide increased assistance to those in need</li> <li>▪ need to have all groups working together on community health and safety issues (ACRD/First Nations/City)</li> <li>▪ youth and Elderly need to be involved in planning to make the city more vibrant in the future</li> <li>▪ potential: to really expand the trail network in the valley and look at cycling/walking opportunities</li> <li>▪ potential to promote home grown food</li> </ul>
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## Environment (Natural and Built): Current Assets and Capacity & Future Vision

Future Vision	Assets, Capacity	Actions and	Needs and Challenges
<b>4. Recreation</b>			
<ul style="list-style-type: none"> <li>expanded trail network in Alberni Valley for tourists and locals</li> <li>beautiful outdoor spaces</li> <li>more trails, outdoor activities</li> <li>more people will walk , use bikes and public transportation</li> <li>better access and advertisement as a natural destination</li> <li>maintain and increase natural gathering places (ie. parks; community gardens)</li> </ul>	<ul style="list-style-type: none"> <li>ACRD interest in enhancing the Alberni Valley Trail Network</li> <li>City Parks and Recreation Programming and Facilities</li> <li>Hupacasath and Tseshaht sports programs</li> <li>Climate Change Committee</li> <li>Alberni Valley Tourism</li> <li>existing trails for local use and tourism (natural systems and trails must be developed for tourism)</li> <li>multiplex</li> <li>groups maintaining and developing trails and infrastructure</li> </ul>		<ul style="list-style-type: none"> <li>promote ecotourism potential</li> <li>brand the City as a natural destination</li> </ul>
<b>5. Urban Revitalization: Transportation and Infrastructure</b>			
<ul style="list-style-type: none"> <li>improved/integrated transportation network</li> <li>fewer trucks on own highways</li> <li>improved public transportation to Vancouver</li> <li>more people will walk , use bikes and public transportation</li> <li>growing in sustainable way</li> <li>super eco-town with improvement in trails, lakes, health etc.</li> <li>industry (forest mills) being greatly reduced to become more efficient</li> <li>free, excellent public transport</li> <li>restriction of development near watersheds</li> <li>LEED Buildings – requiring no outside energy</li> </ul>	<ul style="list-style-type: none"> <li>City planning process</li> <li>Waterfront Revitalization Plan – Harbour Quay</li> <li>Climate Change Committee</li> <li>anti-idling policy for City fleet vehicles</li> <li>Plywood Site Development</li> <li>Marine Industry Project</li> <li>Harbour Quay Improvement</li> <li>Tax Revitalization By-law</li> </ul>		<ul style="list-style-type: none"> <li>promoting Green Alternatives</li> <li>creating community buy-in to creating a 'green' Port Alberni</li> <li>building newer infrastructure to cater to a modern environment (opportunity in City)</li> <li>lacking the initiative to pull the community together to develop in a sustainable manner</li> <li>potential: former Bulk Station between Harbour Quay and Maritime Museum</li> <li>poses a challenge because still an unknown market to major developers</li> </ul>

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6. Renewable Energy		
<ul style="list-style-type: none"> <li>Green alternatives for energy in the Alberni Valley (solar, wind, geothermal)</li> </ul>	<ul style="list-style-type: none"> <li>Run of the River Project</li> <li>Wood Tech – bio fuel energy in conjunction with Paper Mill</li> <li>Microhydro Project with Hupacasath</li> </ul>	<ul style="list-style-type: none"> <li>Potential for: micro hydro; wind/solar/geothermal/biomass; heat recovery from sewage</li> <li>need champion of projects and resources to carry out</li> <li>funding</li> </ul>
7. Natural Environment		
<ul style="list-style-type: none"> <li>lots of trees, clean air, recycling, watershed is owned locally by the City</li> <li>continued high quality environment – energy and water efficiency</li> <li>toxin free</li> <li>eco-forestry managed forests</li> <li>logs are harvested without destroying canopy; no clear cutting</li> <li>no clear cuts visible from the valley</li> <li>logging banned within city limits</li> <li>no more log exports</li> <li>ecologically sound</li> <li>permaculture in place</li> <li>organic produce all over the valley</li> <li>local organic agriculture and wild craft expanding dramatically</li> <li>healthy environment (ie. no pesticides)</li> </ul>	<ul style="list-style-type: none"> <li>Women's Food and Water Initiative</li> <li>Farmer's Market</li> <li>First Nations heritage, traditional knowledge and development</li> <li>Hupacasath Cedar Strategy</li> <li>historical features ie. McLeans Mill</li> <li>wildlife/water/forests/mountains (ie. scenic Mt.Arrowsmith)</li> <li>favorable climate</li> <li>diversity of agricultural potential</li> <li>pride and sustainability</li> <li>changing demographics</li> <li>people/community/attitude</li> <li>school system (education about environment and sustainability)</li> <li>balance, diverse population</li> <li>local government is a catalyst for change</li> <li>UBCM – environmental bylaws</li> <li>adapting existing resources</li> <li>local media raising awareness</li> <li>ideal environment for self-contained community</li> <li>Hupacasath interest in building expertise in organic gardening</li> <li>new city recycling program</li> <li>ACRD Solid Waste Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>need to become a leader in local food production and expand local Farmer's Market</li> <li>limiting growth</li> <li>lack of education on local sustainability and alternatives</li> <li>adapting existing resources</li> <li>enhancing recycling in the City</li> </ul>

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<b>8. Water Resources</b>		
<ul style="list-style-type: none"> <li>▪ more public input into management of local watershed</li> <li>▪ integrated approach to managing local water resources ie. Somass River</li> <li>▪ sustainable local water resources for our future generations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Women's Food and Water Initiative</li> <li>▪ Port – fishery</li> <li>▪ Sproat Lake</li> <li>▪ close proximity to Pacific and Broken Islands (First Nations history and traditional use)</li> <li>▪ Hupacasath long-term water strategy development</li> <li>▪ Tseshahat interest in long-term planning for fisheries management</li> <li>▪ City Liquid Waste Management Plan</li> <li>▪ Micro Hydro partnership with Hupacasath on China Creek</li> <li>▪ stream improvement programs in partnership with Alberni Valley Enhancement Society</li> <li>▪ water conservation planning</li> <li>▪ storm water management planning</li> <li>▪ ACRD Somass Basin Watershed Study</li> <li>▪ Somass Estuary Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ fresh water will be preserved and Sproat Lake will still be pristine</li> <li>▪ drinking watershed within city limits and preservation of clean drinking water</li> <li>▪ watersheds are cooperatively stewarded by stakeholders</li> <li>▪ continued spiritual and cultural value of Somass River for local First Nations and other residents</li> <li>▪ abundance of fish</li> </ul>
<b>9. Climate Change</b>		
<ul style="list-style-type: none"> <li>▪ becoming a 'zero waste' city</li> <li>▪ reducing our ecological footprint</li> <li>▪ becoming climate neutral</li> <li>▪ having green energy alternatives</li> <li>▪ having local food production to reduce footprint</li> <li>▪ having an adaptation and mitigation strategy in place <ul style="list-style-type: none"> <li>▪ reduce reliance on traditional transportation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ City Climate Change Committee (City)</li> <li>▪ Port Alberni Action on Climate Change Committee</li> <li>▪ City of Port Alberni – member of FCM Partners for Climate Protection</li> <li>▪ Women's Food and Water Initiative; ACERES</li> <li>▪ City Planning</li> <li>▪ ACRD/Tseshahat/Hupacasath</li> </ul>	<ul style="list-style-type: none"> <li>▪ need: to develop adaptation and mitigation strategies for climate change</li> <li>▪ to create action following the recommendations of the City Climate Change Report</li> </ul>

## Economy: Current Assets and Capacity & Future Vision

Future Vision	Assets, Actions and Capacity	Needs and Challenges
<b>10. Ecotourism</b>		
<ul style="list-style-type: none"> <li>many tourism and service industry jobs; support of local tourism based entrepreneurs</li> <li>more small business opportunities</li> <li>more art based jobs and showcasing of local art for tourism</li> <li>local production of goods</li> <li>more minimum wage jobs</li> <li>partnerships between local players (First Nations/Industry/City and Regional Governments) to showcase the area</li> </ul>	<ul style="list-style-type: none"> <li>Alberni Valley Trail Network</li> <li>Port/Lady Rose/Bat Star</li> <li>Geography: mountains and water</li> <li>proximity to Broken Group Islands</li> <li>Community Futures</li> <li>City Economic Development Office</li> <li>Chamber of Commerce to add capacity</li> <li>entrepreneurial spirit/readiness</li> <li>partnerships between City, ACRD and local First Nations</li> <li>new Tseshaht Administrative Building on the Somass – art piece/history/pride for the area</li> <li>good sports facilities</li> <li>City involved in Alberni Valley tourism initiative</li> </ul>	<ul style="list-style-type: none"> <li>develop areas where high potential for growth ie. ecotourism</li> <li>enhance branding of the community</li> <li>further promotion of event and sport tourism</li> <li>political support</li> </ul>
<b>11. Local Agricultural and Renewable Energy Potential</b>		
<ul style="list-style-type: none"> <li>locally produced foods, fish, beverages and herbs</li> <li>local urban and rural agriculture is thriving</li> <li>renewable energy oriented focus</li> <li>playing a key role in conservation and stewardship of resources on behalf of others; 'Cradle to Grave; ecologically responsible local investors'</li> <li>recycling industry (glass, metal, paper, plastic) – servicing the whole island</li> <li>leading in innovation on resource management as a region</li> </ul>	<ul style="list-style-type: none"> <li>community organizations</li> <li>Climate Change Committee Report</li> <li>existing and potential partnerships with industry, First Nations, and community</li> <li>Community Futures</li> <li>Economic Development Office</li> <li>Chamber of Commerce to add capacity</li> <li>small community gardens</li> <li>Farmer's Market</li> <li>Women's Food and Water Initiative (WIFI)                             <ul style="list-style-type: none"> <li>potential due to good farmland, soil and climate in the Alberni Valley affordable of Real Estate</li> </ul> </li> <li>ag. potential &amp; Vancouver Island Diet</li> </ul>	<ul style="list-style-type: none"> <li>develop areas where high potential for growth ie. agriculture potential</li> <li>enhancing branding of the community</li> <li>develop trades</li> <li>diversify resource reliance (ie. forestry)</li> <li>economically difficult for small operations</li> <li>getting people interested</li> <li>economic disincentive being on the Island away from major markets</li> </ul>



12. Other Economic Interests and Values		
<ul style="list-style-type: none"> <li>▪ Deep Sea Port – import/export hub for Vancouver Island</li> <li>▪ enriched, stable and diverse</li> <li>▪ locally self-reliant</li> <li>▪ advanced to a new level of resource trading among super powers</li> <li>▪ plays a more important role that connects with Asia Pacific Rim</li> <li>▪ look at the child care sector as a measurement of economic participation (ie. Are childcare facilities struggling (as they are now) or are they valued and prosperous because people are working and economically healthy?</li> <li>▪ industries related to the development and distribution of information (ie. research labs, movie studios, software development</li> <li>▪ Walmart doing very well</li> </ul>	<ul style="list-style-type: none"> <li>▪ infrastructure</li> <li>▪ loyal community</li> <li>▪ future development of Marine Service Industry</li> <li>▪ Literacy Alberni</li> <li>▪ Community Futures</li> <li>▪ Economic Development Office</li> <li>▪ Chamber of Commerce to add capacity</li> <li>▪ education access</li> <li>▪ community organizations</li> <li>▪ ACRD Economic Change review – looking at major changes in the economy, impacts and how change can be embraced</li> </ul>	

## **V. Recommendations Priority Areas for Action & Long-term Sustainability Planning**

### **A .Potential Community Sustainability Demonstration Projects**

Through consultation with community stakeholders and city staff several areas emerged as key priorities for the City of Port Alberni to take action on sustainability planning. These areas offer potential for community sustainability demonstration projects.

During the community stakeholder workshop, participants self-selected a focus group to participate in further discussions. These groups included:

i) the environment ii) socio-culture issues and iii) economic issues. Each group discussed local assets and capacity and identified key priority issues within their area of focus. These key areas are highlighted in the tables below.

#### **i. Environment: Priority Issues**

##### **Climate Change and Food: Local Reliance and Agricultural Potential**

##### **Points of Collaboration**

- education system
- farmers
- First Nations – tap into knowledge
- local government
- media
- local grocers and restaurants
- landscaping contractors
- climate change committees (city and citizens)

##### **Priorities**

- distribution
- participants
- finding a work force
- advertising
- utilizing existing infrastructure
- develop a farm fund modeled on “Whatcom County Farm Fund”
- education on food security
- baseline measurement and energy savings initiatives

##### **Challenges**

- workforce wages
- communication
- space
- funding to raise awareness
- local grocer contracts (need new model for food procurement)

### **Next Steps**

- look at 100-Mile Diet ideas for guidance, Vancouver Island Diet
- gathering support
- community assessment; raise awareness by asking questions
- Edible School Yard Program
- Mentoring program to educate on gardening
- Climate Change Committee Action Plan

**Other Priority Areas:** Renewable Energy; Transit; Forestry

## **ii. Socio-Cultural: Priority Issues**

### **a. Health and Education**

#### **Collaboration Points**

- SOS (Health and Awareness Fair)
- communication
- volunteer network
- ACRD
- build capacity with local organizations working in this area

#### **Priorities**

- poverty
- mental health
- addictions
- fitness
- transportation
- food/nutrition
- elder care
- special needs
- holistic approach to programs
- youth health

#### **Challenges**

- bringing ideas together
- apathy
- deficit based thinking

#### **Next Steps**

- re-establish Victory Gardens (community gardens)
- adopt Natural Step sustainability principles
- conference/gathering for a set planning session
- gather partners and presenting plan and ideas to Council and community
- increase effectiveness of group collaboration (ie. eliminate duplication of groups/orgs.)

## **b. Heritage**

### **Collaboration Points**

- Alberni Valley Museum
- Nuu-chah-nulth Tribal Council
- Island Rail Corridor
- Parks Canada

### **Priorities**

- First Nations
- industrial heritage
- parks and trails
- building preservation

### **Challenges**

- rail infrastructure
- funding
- out of town ownership
- brown spaces

### **Next Steps**

- value of existing heritage buildings
- need to care for old buildings and promote local history
- First Nations Centre on Johnston
- Harbour Quay Revitalization
- Uptown Revitalization

## **iii. Economic: Priority Issues**

### **Infrastructure (Geographic and Built)**

#### **Collaboration Points**

- City of Port Alberni
- Port Authority
- First Nations
- Private Investment interests
- Real Estate Industry
- Chamber of Commerce
- Community Futures
- Tourism vendors
- Provincial/Federal Government

#### **Priorities**

- Branding and promoting Port Alberni

- Develop value-added tourism/wilderness etc.
- Improve access to technology (education and training and use of technology)

### Challenges

- perception outside of Port Alberni
- shifting tax base
- transportation access to Port Alberni
- changing resource base for economy

### Next Steps

- City to provide tax breaks for revitalization
- expand programs to promote the new Port Alberni
- inform entire community of plans for waterfront re-development

The above priority areas and common themes emerging from the community consultations with stakeholders, and representatives from the City of Port Alberni, the ACRD and the Hupacasath and Tseshahat First Nations were analyzed. The following key areas are the 'hot topics' that emerged as potential community demonstration projects and are of potential interest to all stakeholders consulted.

### Key Topics: Potential Community Sustainability Demonstration Projects

- a. Eco-tourism and sports tourism
- b. Somass River Management
- c. Health
- d. Urban Revitalization – Infrastructure (Built and Natural)
- e. Education and skills training
- f. Climate Change initiatives
- g. Climate Change and Local Food Production
- h. Renewable Energy

Stakeholders commended the City for its efforts in addressing climate change and becoming carbon neutral by 2012. There is an interest in integrating sustainability principles and demonstration projects with the actions developed from the recent report from the Climate Change Committee. Stakeholders and staff noted the importance of linking sustainability projects and initiatives to climate change initiatives.

From the list of key areas, **enhancement of the local trail system in the Alberni Valley** emerged as a project with the most potential for an initial community demonstration project. This project idea was cited by staff as a key area for consideration, and is an area that the Alberni-Clayoquot Regional District is already working on developing. Enhancing the Alberni Valley Trail Network was mentioned in discussions with stakeholders numerous times and came-up in topics such as climate change, ecotourism, health, recreation, transportation, and urban revitalization. Staff

noted that a sustainability demonstration project could serve as an example of the process and utility of the application of sustainability principles. They noted the interest in looking at examples of how other cities are applying sustainability principles. A leading best practice example from Olympia, Washington - the Sustainability Action Map (SAM) is included in the appendices.

### **B. Areas for Further Considerations: Identified by City Staff**

In the staff workshop, participants noted that Alberni Valley Tourism is working on the 'branding of Port Alberni.' Branding the City was identified by stakeholders as a key priority, and staff concluded that communication of existing initiatives needs to be enhanced to reach local stakeholders. Staff noted that other than ecotourism and urban revitalization, very few economic development areas were highlighted by stakeholders as priorities for sustainability. However, education and skills training in the trades and development of leadership in renewable energy were addressed as potential areas for economic development. Staff also noted that land-use issues such as locations of new businesses, were not addressed in stakeholder discussions and that there is potential for further discussion around the development of green buildings (LEED) in the City. These areas could all be elaborated on in a sustainability plan for Port Alberni and by each city department.

### **C. Port Alberni Community Plans and Issues Addressed**

The following chart summarizes the key areas that are covered by existing City Plans. As indicated below, the Official Community Plan (2007) and the Strategic Plan (2005) cover a brief overview in a wide variety of these areas. Areas that are not addressed by existing plans include local food production and agriculture. As well, energy related issues and planning are only covered in a small amount of detail in the Official Community Plan. The existing plans do not include details about collaboration and relations between regional players including the City, Alberni-Clayoquot Regional District and the Tseshaht and Hupacasath First Nations. A sustainability plan could build upon existing plans and help to address these gaps by identifying goals, priorities and actions for each area. A sustainability plan could also take a regional lens and illustrate how the City in partnership with regional players will move toward long-term sustainability planning.

As a means of furthering the alignment of existing plans, the City could consider adopting sustainability principles as a common language. City plans could also adopt the Outlook 2020 Community Vision which was developed through broad stakeholder consultation. Each plan could highlight the key aspects of the vision relevant to the individual plan. The community vision and sustainability principles could be adopted as initial amendments to each plan, and in future plan revisions considered as an integral component in all aspects of the plans.

# Sustainable Cities – Port Alberni Community Assessment

Port Alberni Community Plans				
Topics	Name of Plan	Name of Plan	Name of Plan	Name of Plan
<b>Health &amp; Social</b>	OCP (not specific; blanket) 2007	Strategic Plan 2005		
<b>Arts/Culture/Heritage</b>	Strategic Plan	Heritage Registry (in OCP)	White & White Document (Branding); Tourism Strategy (2004)	MacLean Mill Bus Plan
<b>Recreation/Leisure</b>	Strategic Plan	Facility specific plans (ie. Multiplex; Spirit Square)	OCP; some standards for parks (some specific)	
<b>Economic Development</b>	Uptown Waterfront Redevelopment Plan	OCP	Revitalization Tax Exemptions and considering tax revitalization	
<b>Energy</b>	OCP			
<b>Water – Drinking Supply/Sewer</b>	Regional Water Supply Study (1996)	OCP	City Water System Improvement Study (2006) –	Liquid Waste Management Plan
<b>Water Resources/Watersheds</b>	Somass Basin Management Plan	Somass Estuary (2004) - mutlistakeholder		
<b>Food</b>				
<b>Natural Areas</b>	OCP Policies; (ie. Land-use design; Protection of Ravines ie. Redford Ponds)			
<b>Buildings</b>	Building/Zoning By-law	Heritage Registry (ie. heritage significance and elements)		
<b>Land Use</b>	OCP/Zoning By-law	Uptown Waterfront Redevelopment (guiding/not reg.)		
<b>Transportation</b>	Eastside Bypass for Long-term Transportation (1990s)	OCP	Waterfront Industrial Roads Study (2005)	
<b>Learning/Education</b>	Staff Training Plan/Calendar	Bear Aware (Enviro/ecotourism)	Museum & SD70 Plan (Program Review will result in 5 year program plan)	
<b>Governance/ Partnerships</b>	Accord with Port Authority	Partnership with Hupacasath re: Energy	MOU in discussion with Tseshah	

<b>Affordability/Housing</b>	Not plan: but there will be new transition housing est. (May)			
<b>Materials/Solid Waste</b>	ACRD Solid Waste Plan (2007)			
<b>Others</b>				
<b>Purchasing Policies</b>	Purchasing policy exists; sustainability guidelines could become more prominent			
<b>Climate Change</b>	Climate Change Committee – Report			

#### D. Next Steps: Assessing Sustainability Planning Capacity and Resources

Through the consultation process, the community assessment indicates that Port Alberni has

- a) an interest in moving forward on sustainability planning and
- b) the capacity to build upon existing resources to integrate long-term planning into the culture of the organization of the City.

During the community stakeholder meeting there was unanimous interest in seeing the City engage in sustainability planning.

In order to be successful in these endeavors the City needs to consider the following elements:

1. a sustainability plan requires widespread adoption of a community vision, sustainability principles, and setting of goals and targets
2. sustainability planning requires a shift in decision-making processes to include wide-spread adoption of sustainability principles and long-term thinking
3. adopting a regional approach to sustainability planning (which involves the ACRD, Tseshah, Hupacasath and other regional players possibly as far as Uclulet and Tofino).
4. assuring that funding is sought and allocated to assist with the process

During the Sustainable Port Alberni Workshop, city staff expressed an interest in moving forward on sustainability planning within the City, if mandated by Council. To move the process to the next step, staff expressed that Council needs to decide whether or not they want to engage in sustainability planning. If Council decides to move forward they would need to make a decision on sustainability guiding principles and to decide on a community sustainability demonstration project. The long-term sustainability plan and a community demonstration project go hand-in-hand as the



project would illustrate action to citizens, while the plan would be comprehensive in nature.

For long-term sustainability planning to move forward staff noted the following considerations:

### **Sustainability Committee & Champion**

- staff expressed an interest in working with existing committees within the City, so as not to re-invent the wheel (ie. the climate change committees , the Outlook 20/20 Committee, AV Safety Net, ACRES and other stakeholder groups)
- the Outlook 20/20 Committee and Climate Change Committee were both identified as potential committees to assist the City in moving forward on sustainability planning; these committees could be utilized to form the basis of a Citizen Advisory Group for sustainability planning
- City-led: Community Owned Approach: citizens would need to be made aware of the sustainability planning process and have opportunities for input and involvement
- City Manager, Ken Watson expressed that if mandated by City Council to engage in long-term sustainability planning, he would act as the 'sustainability champion' for the process to ensure that staff integrated sustainability planning into their daily work plans.
- staff see the value in doing sustainability planning if decision makers agree that it will guide all City decisions

### **Sustainability Planning & Existing Plans**

- the vision statement developed by Outlook 20/20 could be incorporated into existing City plans
- OCP was revised in 2007, but does not include sustainability principles; primarily considers economic growth but could integrate sustainability principles and vision
- need to identify methods for creating alignment between existing plans
- none of the existing city plans include sustainability principles
- an Integrated Community Sustainability Plan (ICSP) for Port Alberni would show how to create alignment between existing plans and would outline the Sustainability Principles the community would adopt and how they would be implemented; it would not reinvent existing plans, but instead provide guidelines on how to align plans with a 'sustainability lens'
- the City Climate Change Committee and Report (2008) address strategies and priorities for the City to move toward becoming carbon neutral by 2012 and mitigating and adapting to climate change; these will serve as an integral piece to sustainability planning initiatives in Port Alberni

### **Sustainability Principles: The Natural Step and other Approaches**

- adopting sustainability principles would provide a common language and framework for decision making and planning; principles could be applied to what the City is already doing
- it is not necessary to reinvent the wheel by trying to create own sustainability principles; can adopt existing principles and adapt them to suit needs of community
- The Natural Step (TNS) framework could be adopted as sustainability planning principles to guide decision making in the City:
  - √ it is already in wide-use by stakeholder groups including Outlook 2020 and ACERES
  - √ there is regional interest in TNS and the City would have the ability to share lessons learned with other local communities such as Uclulet as well as those outside of the region (such as the District of North Vancouver, Whistler and Canmore, Alberta)
  - √ use of TNS would create alignment of existing initiatives and streamline sustainability planning
  - √ local stakeholders including Gary Swann of Outlook 2020 have offered to teach The Natural Step to the city and interested citizens/organizations
- Examples of other sustainability principles include the Melbourne Principles, Local Agenda 21, Sustainable Planning and Design Essentials, Smart Growth and the Earth Charter Action Tools. These are also compatible with The Natural Step and can be integrated into a sustainability plan and projects for Port Alberni. (refer to Appendix 5 for resource links to each of these sustainability principles.)

### **Community Demonstration Projects and Areas of Focus**

- the City Purchasing Policy could include some aspects of sustainability
- apply a sustainability lens to an existing community demonstration project
  - use this as a model for long-term sustainability planning and use of sustainability principles
  - case example to try-out sustainability principles and identify:
    - a) What it means to use sustainability principles? What it doesn't mean?
    - b) Is it effective to use sustainability principles?
    - c) Are sustainability principles easily applicable?
  - see what sustainability planning looks like 'in practice' and decide if the City should adopt a sustainability plan (staff recommendation)
- consider using a format similar to SAM (see Appendix 1) – Olympia's Sustainability Action Matrix to guide sustainability decision making and project planning

- explore development of community demonstration projects in the following areas:
  - **Alberni Valley Trail Network Development**
    - want to develop Trail Master Plan that integrates all existing trail networks into an overall plan including maps (ie. Log Train Trail, Roger Creek, City trails and mountain bike trails)
    - could include sustainability principles
    - would promote fitness/health/tourism and address climate change issues by promoting less use of vehicles
    - exploring funding options ie. Green Municipal Funds; Provincial Government)
  - **Energy Planning**
    - build upon existing micro-hydro initiative with the Hupacasath First Nation
    - integrate additional partners; look at other renewable energy potential
    - explore with climate change committees
  - **Local Food and Agriculture**
    - start small with re-vamping local community gardens
    - work with WFWI, schools and other stakeholders

## E. Key Elements of a Sustainability Plan

A long-term sustainability plan for Port Alberni needs to address the city's unique needs and assets. The Outlook 20/20 Vision and the Community Assessment provide critical background pieces for the foundation of a comprehensive, long-term sustainability plan. A sustainability plan for Port Alberni should include the following elements:

1. The Outlook 20/20 **vision** (Community Definition of Sustainability).
2. **Sustainability Principles** adopted by the community.
3. **Sustainability goals** for each area of community life and for all municipal departments. These will build upon the vision and sustainability principles. These goals should be developed through citizen and staff input through existing committees and additional consultation processes. These goals should illustrate how the community vision and sustainability principles will guide every day decision making by the City. The focus will be on how to integrate sustainability into decision making and current city projects.
4. From the goals, **strategies and actions** should be developed with citizens and staff from the community assessment feedback. The key will be to consider how staff and community organizations can integrate priorities into existing work plans. These strategies should be prioritized and have time-lines assigned.
5. **Indicators** should be developed to measure progress toward goals.
6. Staff **work-plans** should be updated to include sustainability principles and opportunities for community engagement.
7. **Communication and Outreach strategy** should be developed to assure the public is aware of actions the City is taking on sustainability planning. This may

include naming and branding the initiative with a logo and slogan (ie. Outlook 20/20, imagineDurban, Whistler 2020, Vision PDX).

8. A review of **best practices** and lessons learned for sustainability planning from other communities. This review could consider Whistler 2020, Portland, Saint John, imagineCalgary, Canmore and other cities in the Sustainable Cities: PLUS Network.

## V. Conclusion

The citizens and staff of the City of Port Alberni have an interest in moving forward on sustainability planning. The City of Port Alberni has already begun taking action on urban sustainability issues. The City is working to address climate change issues through the development of a Climate Change Committee and climate change report. The City also has a community vision developed through extensive public consultation by the Outlook 20/20 Council. This community vision provides the City with a platform that could be adopted and utilized in city planning and decision making. To be successful in this regard, the vision would need to be communicated and shared in the 'branding' of Port Alberni's sustainability planning process. Integrating sustainability principles and working with a planning framework such as The Natural Step, would assist the City in building upon existing initiatives and creating momentum to create a Sustainable City. This would also further the alignment between existing city departments. Stakeholders acknowledged the City efforts around climate change and expressed an interest in seeing the City to continue to move toward sustainability. As outlined in the appendices, many community stakeholder groups are willing to assist the City and its staff in this endeavor.


There are also several areas for community sustainability demonstration projects that have been highlighted by staff and stakeholders. Stakeholders noted the value in developing both a sustainability plan and a community demonstration project to showcase City efforts. Such actions would create a sense of community ownership and show action on the part of the City. Working on a plan to enhance the Alberni Valley Trail Network emerged as the primary project area where capacity and interest exists for the first sustainability demonstration project to showcase City efforts. This project links together interests and issues in each facet of sustainability planning including environmental, economic and socio-cultural. This is also an area that the City can work on in partnership with community stakeholders and could serve as a demonstration project for applying sustainability principles and a framework to planning. If the City decides to move forward on sustainability planning, it will be important to communicate this initiative with citizens and create open dialogue and opportunities for community groups to engage in sustainability planning. In Appendix 5, this report offers links to sustainability principles and frameworks and a series of resources including The Alberta Urban Municipalities Association (AUMA) – Comprehensive Guide for Municipal Sustainability Planning, the Sustainable Cities: PLUS Planning Cycle, The Natural Step, Our Saint John, imagineCalgary and Whistler 2020. These resources can be utilized to guide next steps in developing a sustainability plan in Port Alberni.



# Appendices

## Appendix 1: Sustainable Action Map (SAM) - City of Olympia, Washington

SAM is a tool developed by the City of Olympia to put sustainability principles into action. SAM is used by the City as a framework for decision making and planning. Staff use SAM for projects, planning initiatives and purchasing decisions.





City of  
OLYMPIA


### Sustainable Action Map (SAM)

Action: \_\_\_\_\_

Department: \_\_\_\_\_


**Leadership Required** 

**Manageable Risks** 

**Value Delivered** 

Natural: How does this decision impact environmental health?	Individual: How does this decision directly impact the well-being of citizens and employees?	Community: How does this decision impact relationships, effective government, social justice, and overall livability?	Economy: How does this decision impact the local economy and what are its costs, both now and over the long-term?
S:	S:	S:	S:
W:	W:	W:	W:
O:	O:	O:	O:
T:	T:	T:	T:

SWOT: S=Strengths W=Weaknesses O=Opportunities T=Threats



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### Implementing SAM

Here are several steps that will guide you through the process of making decisions with SAM. This information is taken directly from the City of Olympia website:

<http://www.ci.olympia.wa.us/community/sustainability/SAM/>

#### Step 1: Identifying.

- Identify a clear topic, policy, or issue that you would like to evaluate as to whether it is sustainable or not. The action should be written on the top of the form and written as a statement such as, "Building a three-lane roadway cross-section on Capitol Way," or "Purchasing stock copy paper." The more specific you can be, the better, because this will help focus your discussion on the action that is most important to you.

## Sustainable Cities – Port Alberni Community Assessment

### Step 2: Brainstorming.

- Either by yourself or with a team, brainstorm strengths, weaknesses, opportunities, and threats in each of the four sustainability categories. Encourage the flow of discussion, meaning that although you may start in one category, this may lead to trade-offs and balancing factors in other categories. Those factors should be discussed together and put on the map at the same time so the team can begin to see the relationships and competing factors. After the list is brainstormed and distilled, compare the strengths and opportunities with the weaknesses and threats in each of the categories. Objectively evaluate whether there is enough strengths in a category to warrant a green, or if there is a good balance of strengths, opportunities, threats, and weaknesses, it may be a yellow. If the category is dominated by weaknesses and threats, it is likely a red light.

### Step 3: Distilling.

- After you have brainstormed all the ideas, it is helpful for the team to begin distilling and get the key issues summarized and prioritized so that all of the content is on one side of a piece of paper. Getting all the ideas on one sheet of paper provides discipline for prioritizing.

### Step 4: Adapting.

- As you use the model more, you will note that there are different ways to use the tool. For example, you can run the action map for each alternative you are considering.

### Other Tips and Thoughts:

- Another interesting tool is to use color in the text to show linkages between statements in different categories. For example, if an action requires an opportunity in the Natural area, however, there is an economic implication through that opportunity; both statements could be shown in red.
- And finally, don't be so concerned about in which category to place an issue. What is most important is that it is identified.

**Need More Information?** Contact the Public Works office.

Address: 924 7th Avenue SE, Suite A;

Download a [printer friendly \(PDF\) copy](#) of directions to our office Hours: Monday - Friday  
from 8:00 a.m. to 5:00 p.m. Phone: (360) 753-8588



## **Appendix 2: Stakeholder Participants – Community Sustainability Workshop**

Stakeholders Represented at Community Stakeholder Workshop April 28, 2008:

1. ADSS Leadership
2. AV Safety Net
3. ACERES (Alberni- Clayoquot Environmental Research and Education Society)
4. Make Children First
5. Outlook 20/20 Council
6. Harbour Quay Developers
7. Alberni Environment Coalition
8. Alberni Valley Hospice Society
9. City Climate Change Committee
10. Port Alberni Action on Climate Change Committee
11. Alberni Valley Hospice Society
12. Canadian Cancer Society
13. Women's Food and Water Initiative (WFWI)
14. Hupacasath First Nation
15. Alberni-Clayoquot Regional District

Numerous other stakeholders were invited but unable to attend the community workshop. Follow-up with community stakeholders with the distribution of this report can take place through the Alberni Valley Links website.

## **Appendix 3: Local Stakeholders and City Sustainability Planning**

The following information was provided by stakeholders who attended the community stakeholder workshop on April 28, 2008.

### **1. Organization: Women's Food and Water Initiative**

#### **Organization Focus**

- Women's Food and Water Initiative promotes growing food locally.
- We are promoting Urban Farming as a mitigation and adaptation strategy to climate change.
- We are also very concerned that women in our region are earning much lower incomes than their male counterparts and this leaves them vulnerable to the impacts of climate change and peak oil. (see attachment for Census 2006 Stats Can numbers)
- Our long term goal is to form a multi-stakeholder cooperative with other Urban Farmers in the Alberni Clayoquot region.
- We hope to do this by exploring and implementing micro-lending circles and encouraging the rural and urban farmer inter-relationship.
- We promote the Vancouver Island Diet because we believe that our Island has a unique opportunity to become a low carbon footprint food producing model.

#### **Major Projects**

- growing food on our own property, a vacant lot across the street and 2 other donated lots in the community, food production, this year is our priority
- co-sponsoring the Grow Your Own Food Competition to try to inspire the community to produce food, locally
- Climate Change Committee report and follow up

#### **Ways to Assist Sustainability Planning**

- we can make suggestions for bylaw changes that would result in bringing down the carbon footprint of the community by reducing GHG emissions
- help with the planning for walking paths and bicycle routes
- help with the planning of alternative local food marketing, for example pocket markets, neighborhood temporary markets or Urban Farmgate buying collectives

### **2. Organization: AV SafetyNet—Alberni Community & Women's Services Society**

#### **Organization Focus**

- community safety and crime reduction through social development

#### **Major Projects**

- exploring the developmental stages of a Social Planning Council for the Alberni Valley
- collaborative development of an Online volunteer information service entitled AV Links, offering opportunity for community services and organizations to connect with potential/existing volunteers  
<http://avlinks.ca>

- collaborative development of a community event focusing on aspects of Social Responsibility entitled, “Making Connections: Strengthening our community with a heart, taking place on Monday, May 26<sup>th</sup> 6-9 PM at Echo Centre.
- coordination of a series of Safety Walks throughout the summer months, in areas determined by community partners.

### **Ways to Build a Strong and Healthy Community**

- We are open to assisting in developing training/workshop opportunities that increase capacity and raise awareness throughout the community.
- We offer our services to any community organization that would like to explore areas of collaboration, communication and asset building throughout our community

## **3. Organization: Alberni Environmental Coalition**

### **Organization Focus**

- deal with environmental issues in the region

### **Major Projects**

- The Natural Step framework
- TNS Education
- Local food self reliance talks and demonstrations on Organic Gardening and Composting
- Climate Change
- Ban on cosmetic use of pesticides
- Clean water and Karst Landscapes
- Sustainable forest management

### **Ways to Assist Sustainability Planning**

- Provide more TNS education and LOCAL food self reliance education
- Continue to work on improving situations which violate The Natural Step's Four System Conditions.

## **4. Organization: Community Futures Alberni-Clayoquot**

### **Organization Focus**

- promote sustainable and diversified economy for the residents of the Alberni-Clayoquot region
- provide leadership for business attraction and retention
- promote initiatives that strengthen the economic capacity

### **Major Projects**

- management of an Island Coastal entrepreneur attraction and retention project
- working with partners and stakeholders to obtain greater use of sports facilities and bring people to the region – heavily involved with U17
- providing loans to small and medium sized businesses, which is very active this year

## Sustainable Cities – Port Alberni Community Assessment

- supporting new business owners with their endeavors, which is also very active this year
- assisting Island North Film Commission

### **Ways to Assist Sustainability Planning**

- The current work load, priorities and resources keep the organization focused in the above areas and therefore cannot commit to extra time for this initiative.

## **5. Organization: Port Alberni Action on Climate Change Committee**

### **Organization Focus**

- to facilitate action on climate change mitigation and adaptation in the Alberni Valley

### **Major Projects**

- We will establish major projects once the city receives and responds to the report of it's Climate Change Committee

### **Ways to Assist Sustainability Planning**

- Public information campaigns.
- Research on a variety of aspects of climate change.
- Co-organizing major projects with the City (eg. a Foot and cycle bridge connecting North and South Port Alberni )
- Fund raising and grant proposal writing to support projects.
- 

## **Organization: Harbour Quay Homes Inc.**

### **Organization Focus**

- creating new and exciting communities and residential environments that add meaningfully to the lifestyle value in the community.

### **Major Projects**

- Making the bottom of Argyle St. more liveable and commercially vibrant by building new attractive residential and commercial space on empty lots.
- Large scale marine based development of 180 homes, 130 boat slips, a four star hotel, island park and walkways and retail on the Stirling Field site.

### **Ways to Assist Sustainability Planning**

- participate on an advisory committee regarding Harbour Quay ( South Port ) re-development and long term land use planning

## **6. Organization: The Make Children First Network**

### **Organization Focus**

- plan for appropriate and effective services, supports and learning opportunities for children “zero to six”
- work with the community to make positive change

### **Major Projects**

- Cultural Bridging –Continued learning and sharing with families and community members in the Valley. Increase the networks inclusiveness – particularly with the aboriginal community.
- Social Responsibility – partnering with other organizations to encourage social responsibility

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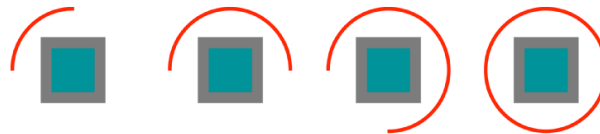
conversations within the community. This includes making connections, meaningful dialogue, and professional development opportunities.

- Increase access to services while exploring new avenues for parent participation in community programming and networking. Create a way to help parents' access services as well as examine programming variations.

### **Ways to Assist Sustainability Planning**

- 1) Promotion and demonstration of community development principles
- 2) Passion to build community commitment and connections -to support early childhood development for all Alberni Valley children and families.
- 3) Capacity and "people resources". The Alberni Valley Make Children First Network is well poised to act as an "advisory" in regards to community planning with a particular focus on the importance of the early years. The Network offers multiple perspectives, shared leadership and a preventative and strength based approach to tackle complex issues. The well being of our children is interconnected to the well being of our communities – leading to a sustainable future for the Alberni Valley

## Appendix 4: Community to Community Forum Meeting Minutes (November 2007)



# Sustainable Cities

## Alberni Valley C2C Forum – Sustainability and Long-term Planning November 8, 2007: Session Notes

Attendance: Alberni-Clayoquot Regional District, City of Port Alberni, Tseshah First Nation and Hupacsa First Nation (see complete list at end of document)

### I. Community Sustainability

The session began with participants discussing what 'home' and 'community' mean to them and then what 'community sustainability' means. This list is the ideas generated by participants:

#### Home

- Safety
- Security
- Acceptance
- Comfort
- Personal

#### Community

- Linked to attributes of home
- Working together

#### Community Sustainability

- Managing growth
- Stability
- Flexibility
- Communication
- Security
- Connection – part of someone's past and future
- Complicated balancing act
- Honouring indicators
- Healthy community
- Continuing culture
- Daily decisions
- Preserving & rebuilding natural world
- Leadership
- Biodiversity

- Infrastructure:
  - Rec
  - Green space
  - Economic balance
  - Social housing
- Balancing environment, economic and social
- Flexibility to change
- The “bear” in the room – boundary issues

## **II. Overview of Sustainability Planning/PLUS Network**

This session looked at the importance of long-term sustainability planning and introduced the PLUS Network Long-term Planning Cycle (paper available from the International Centre for Sustainable Cities upon request).

- long-term planning involves looking into the future 50-100 years and developing a vision for your community's future (Vision: 50-100 years; Strategy: 30 years; Plan: 5-10 years)
- the PLUS Network facilitates a peer exchange of information between cities/communities in developing and developed countries; recognizes common issues faced by both:
  - How do we take on all the responsibilities being downloaded to us, without the finances?
  - How do we make decisions as a community and how do we backcast?
  - How do we make our own operations sustainable?
  - How do we green our operations?
- the focus of the PLUS Network is information sharing so that communities do not have to re-invent the wheel

### **Discussion Questions:**

1. When you are dealing with communities reliant on the Oil Sands or other resources that won't be there in 100 Years, are they looking at what they will do in the future?
  - Yes
  - in Port Alberni, we need to look at forestry, but we don't know about the future of the community
2. How do you address multiple-needs of community when some are beyond your control (ie. Federal Gov't etc.)?
  - complex system perspective
  - participatory, multi-stakeholder
  - local/global
3. 2020 Vision (Alberni Valley), is the 100 year vision fixed?
  - no, it adapts to the needs of the community
4. How about bankers and those involved in commerce – how do you get them to think 100 years into the future?

- we do have to get different thinking in terms of valuing businesses; thinking about long-term gains for industry
- ie. World Business Council for Sustainable Development – a group of companies that have started to look at this
- Terasen Gas example
  - Whistler pipeline (Terasen was going to put in a huge permanent pipeline and Whistler said we want a smaller one so we can look at alternative energy development (as solution to address climate change), Terasen said okay let us look at these options with you)

### III. Regional Perspectives

#### Judith Sayers, Chief Councilor – Hupacasath First Nation

- **Comprehensive Community Plan (CCP)** - did one 6 years ago, in process of updating currently  
Key issues include: community interactions/looking at economic development strategy; need for homes/need for community infrastructure; reserve under boil water advisory constantly
- **Land-use Plan** (Territory wide) - put in place in 2003; established standards for each area (red areas where no development, areas where thought there would be a High level development)
- **Cedar Strategy** - being able to use Old Growth Yellow and Red Cedar, trying to keep logging out of it (have 10 year strategy on Cedar); -use cedar in ceremonial masks, art, welcoming figures, canoes, regalia; spiritual aspect
- **Community Energy Planning** - set-out what type of energy using, where using it most, how community can become more energy efficient (Phase 1 – changing light bulbs/lining hot water heaters/energy audits; this year received money for installation); want to do a sustainable building code (possibility for collaboration in Alberni Valley)  
  
-Green Energy Products (one running/looking at a 2<sup>nd</sup>); create other sources of energy – being able to provide Green Energy; partnering with City of Port Alberni, another First Nation – really put project on the map
- **Visioning** - Interested in looking at - What are we going to need in 100 years? What things will we need that will give us the ability to provide for our community way into the future?
- **Long-term Water Strategy** - Looking at utilities
- **Organic Gardening** – working on building expertise in this area



- **Resource use** – mentioned that First Nations are using resources to make money, but this isn't a blight on the landscape; sustainability is important to culture both traditionally and in present

#### Les Sam, Chief Councilor - Tseshah First Nation

- **Sustainability, History and Culture** – look at history to understand that First Nations understand sustainability (don't have to go too far back); need to look at history and how things were done

*"We are not reinventing the wheel here, something needs to be learned from the lessons of our people in our history," – Chief Councilor Les Sam, Tseshah First Nation*

-10,000 people living in the Broken Group Islands in neighbouring tribes (people had to be fed, clothed)

-some of the remnants (Head Chief owned everything, but population focused on sharing); whaling done on coast (shared equally among people)

-wiers kept accurate system (all creeks in Valley managed by Wier system – this ensured that the run always was there for Chief to feed people)

-Supeer (historian in the late 1800-1900s)

-great Grandfather made a living by harvesting planks from live Cedar trees; talked about the importance of live Cedar trees (they weren't chopped down and harvested ; ritual process you had to go through to do this; clothing from cedar); oils from cedar were used (used in our cleansing ceremonies), housing – they were moved (long houses), taken off, packaged up, put into the water and transported with the canoes that came from trees carved from the land

-sustainability – we are not reinventing the wheel here, something needs to be learned from the lessons of our people

- **Resource Use** - young players in industry in this valley (Tseshah); need to get the corporate players to think about sustainability and decisions impacting us in our backyard ; Tseshah wants to and already is a player in resource use  
-need to get resources to do things in a sustainable way, need to be rooted into the valley and access the traditional territory

#### **Questions for Les:**

- Where do you see opportunities for cooperation on sustainability and where Tseshah will go in the future?  
-securing resources that stay here in our community base; resources captured by Tseshah people benefit everyone (young players in forestry industry, utilizing young contractors in this region in Coastal Forestry)
- Do you see a way of resolving boundary struggles in the Valley (ie. First Nation to First Nation, Regional District, City to First Nation etc.)?

-show a little respect for each other before you make a deal on a treaty etc. or sign-off on someone's traditional territory

- What would be the way of communicating that respect?
  - need to learn to know each other (Tseshahat will put our history out there, so people have a broader understanding of who we are, how we came to be here)
  - dislikes the common attitude that 'it's easier to beg for forgiveness then ask for permission;'
  - as governments we need to deal with issues head on
  - Need to communicate that we can work together, but we are different people. Ie. 'Our ways are not your ways.' Tseshahat needs to bring that message forward, we need to communicate that in some form. Maybe we should be putting together something ourselves on our history in the local museum. If we are working on a 100 year plan, we need respect and understanding.
- Where do you think Tseshahat will be in 100 years?
  - Need to start out with our 10 year plan before we get to a 100 year plan. A lot of things go full-circle. Look at all the small full-circles together and we can sort of predict what is going to happen in the future.
  - George Watts (took over as Chief) – went from basement of house, to residential school building, now we have a new house (ie. new admin building); huge accomplishment of people

#### **Darrell Ross, Special Projects - Tseshahat First Nation**

- **Tseshahat Community Vision** - laying foundation for a new beginning (laying out plan through new admin. building), foundation of being healthy; need a strong relationship with the city to allow this
  - growth and development of Tseshahat as a tribe; our territory spans out to Broken Group (two reserves – 1 by Somass River, 1 Reserve on southside of the City)
  - need a strong relationship with city to allow this
- **Connection to Somass River** - immense (captured in history / forest economy); spiritual, cultural, economic, salmon, traditional territory
- **Value-added Sustainability** - we want to access a prosperous share of resources, want to have our wealth shared by all (benefit regional economy)
  - forestry as economic base (escalated forestry); want to move forward
  - want to have security by having viable forestry operations in our territory
  - acquisition of forestry tenures (fit into long-term strategy), improve our Tseshahat financial independence
- **Education and Skills Training** -training as critical (need to train band members who want to assume management positions)
  - interested in trades planning (want to see a trades plan for the community of Port Alberni – could network in this area)

-have business in community and want to continue business developments (ie. non-Timber resource business – the Wildcrafters use material that grows under cedar or fir, resources accessed historically; look at forest as whole)

- **Culture and High Profile Events** - sharing culture is important , as is bringing people in to share their culture with Tseshahat  
- community driven initiatives need increased support (high profile events such as the Nuuchahnulth Indian Games, BC Elders Gathering)  
--Broken Group trip – Lady Rose (took about 100 people down to their traditional territory); opportunity for networking and sharing of culture
- **Sports as key to Community** - fastpitch (fun, healthy living, develops character, brings generations together to socialize, teamwork);  
-Tseshahat involved in social development, forestry, education, fisheries, mental health etc. critical that everyone comes together and discusses their respective areas of interest
- **Regional Players and Tseshahat** -need to understand growth occurring in the nation  
-moving towards self-sufficiency with recent financial ventures (very successful, being backed by financial institutions – economic catalysts for Port Alberni)

#### Dave Lightly, Fisheries – Tseshahat First Nation

- **Key to Sustainability** – being rooted in where you are (we’re part of the ecosystem, we aren’t there pulling leavers)
- **Shared Understanding/Language** - need to learn about what is really important to people so we aren’t butting heads, (Dave is a British EC, from Upper Canada; a Biologist, worked for DFO, then started working for First Nations), had to change the way I thought because we were talking in different languages (butting heads)  
-we don’t have the same view about what fish are  
-learning about each other and reconciling our different views (learning to speak the same language) is key
- **Fisheries and 100 Year Planning** -came to valley in 1972 – still lots of fish, one of my jobs has been to understand what has happened (the world operated as exploiting resources without thinking twice)  
-one place we can plan and use tools we heard about this morning: plan out 100 years (fishery); this would be fun and involve creativity (I’m keen to be involved)  
-Somass Watershed is a really important place; must be viewed as a whole  
-has been some good things that have happened (when the pulp mill came in and we talked about the effect on fish, we worked on this issue; now dam is falling apart and we need to do a water management plan to really address that problem; how do we redesign that system that works for fish)

**Discussion:**

1. Need to learn more about each other and doing things together; show respect; need to understand more of traditions of First Nations
2. Alberni Valley relies on province/feds and they aren't fully doing their job and I commend Tseshahat for managing fisheries
  - Lupski-Cupsi Creek (planners need to look at spawning areas ie. wherever there is a spawning creek, now there are culverts); Daylighting stream restoration
3. Sustainability, Culture and the Environment - Importance of cedar/forest; fish and water and land (those embedded in the environment – culturally integrated more than Western ways/white world), in talking about sustainability this is the direction we are talking about
  - richness that this valley has (different than Surrey); opportunities for building on own strengths (use local expertise instead of prov/fed)
  - can use feds/prov when needed
  - First Nations view of trees "Mother of all trees" (Cedar)
  - sometimes when you go fishing on Somass River very amazing how resilient we have become, trying to catch a wild salmon (on one side Tseshahat community, other side Port Alberni; fishing behind someone's house); Somass – name means washing (cleansing river); beautiful place
  - want to see this continue, get overwhelmed when see development on the river
  - Suncheon (South Korea), they decided to do Local Agenda 21 – Sustainable City, one indicator, return of sweet fish to river (9 years working on this); how do we bring the sweetfish back (have done this)
  - had to rebuild the way the river originally was, city transformed itself
  - restoring sense of soul; would be a neat case-study for the Alberni Valley
4. The mindset of the community has changed re: river. Ie. craftmill (lobbied to shut down craftmill – only thing that made us really change was to look at submarine...
5. Kids/people trying to do a lot more with salmon (Roger Creek); biggest problem is getting funding from Federal Gov't; want to have control of resources
  - need to look at ways to protect the stream (riparian zone impacts), will take 50 years + to heal
  - fish not only one's being impacted (Beaufort Watershed is being felt everywhere); Beaver Creek; active farms, animals, people

**Ken Watson, City Manager - City of Port Alberni**

- city rethinking strategic plan
- in past spent a lot of time on financial side (and not looking at much at social and environmental side)
- vision: need to have social, economic, environment, and health integrated

- **Economic**
  - Uptown Redevelopment Water Front Plan (City and Port – cities waterfront and traditional uptown core are in the decline mode)
  - City Council made commitments to tax reduction on industrial lands (because of reinvestment)
  - MaCauley Report – focus on Valley (provincial govt, city, industry etc. recommendations re: economic development)
  - Establishing a formal Economic Development Officer position
  - Marketing of Brownfield City Lands
  - Proposed Tax Exemption for Uptown Revitalization
  - Uptown Streetscape Upgrade on 3<sup>rd</sup> Ave, and on Argyle Street (city currently planning to undertake redevelopment, companion revitalization)
  - Community Forest → both environmental/economic; Sproat area offered for community forest
- **Social (support identity and understanding of community)**
  - community partnerships (homelessness, poverty) ie. CSI initiative to end homelessness; City Sustainability Initiative to end poverty; AVI Safety Net, and Making Children First
  - Parks and Recreation Programming and Facilities
  - Heritage and Culture (Museum, Maritime Discovery Centre)
  - Public Safety (police, fire department)
- **Environmental**
  - Liquid Waste Management (have sewer system for valley, treating treatment plant that is in the Somass estuary)
  - more sustainable and traditional treatment methods
  - Climate Change Committee – municipalities need to be leaders in this regard to show how we can make a difference
  - Walking/Cycling Trails/Transit
  - Small Lot Infill Subdivisions
  - Micro Hydro partnership on China Creek (Hupacasath partnership)
  - Stream Improvement Programs in partnership with Alberni Valley Enhancement Society
  - Anti-idling Policy for City Fleet Vehicles
  - Road de-icing program (switching to brine, less salt – better for enviro. and cost of running program)
  - Storm Water Management Planning for new developments
  - Water Conservation Planning

**Questions:**

1. What's happening with the Brownfield developments?
  - three proposals for sites (council is considering them now)
  - Plywood Site – improved in principle to partner with Port Authority to facilitate work on vessels, building small ships/vessels (hauled out of the water, repaired etc.)

2. Long-term water supply (City and Regional District partnered – Great Central Lake was an area where they partnered); all the infrastructure leads the pipes to the treatment system

3. Storm water – how will you deal with that as development happens? 100s of outlets, run into community.

4. Micro-generating plans – Is there any appetite to look into future opportunities ie. between here and Bamfield? Would it be worthwhile to explore (Corregan Creek? being looked at by Hupacasath)?

- core service evaluation; whole bunch of things that need to get done that cost money; Port Alberni could get into hydro generation, but need to see if this is economically feasible.

5. What are the principles used to size your water supply?

-Peak-demand; has to be able to run at peak demand all the time so it doesn't fail (even if it's just 1 hour per year that it hits this peak)

-actively planning for climate change – Are you actively planning for the fact that you might get major storm surges that you haven't planned for? (need to look at building codes)

6. Water capacity – Did you mention 10 years?

-Depends on growth in city, have partnered with Regional District for study re: what long-term supply for the valley would ultimately look like; conservation; two triggers that make leap over to saying now is the time:

1. population and demand

2. if and when the province decrees we need to treat surface water to greater degree, rather than chlorination (catalyst just spent \$18 M, only utilize 1/3 capacity on piping, need to treat this water more)

7. Where do you think the Alberni Valley could collaborate on sustainability planning?

-already working with the Port Authority

-working with Regional District (recycling)

-both First Nations communities (hydroelectric with Hupacasath)

-economic collaboration on water front

-Somass Water Ecosystem Management Plan\*\* has a potential point of collaboration;

-Make Children First (best practice in the future, community development)

-Emergency Planning for major disasters (ie. 1964 Tsunami, community came forward and boundaries disappeared)

-sports events (BC Summer Games)

### **Bob Harper, Administrator – Regional District**

- **Sustainability Planning and Visioning** - one of the focuses for this year is doing some visioning for the Alberni Valley (What do we want this valley to look like in the long-term?)

-building from the work that the 2020 group has done in town: What as a community do we want this to look like?

-OCP Reviews in the Alberni Valley

-hoping to generate framework for motivation for shorter term plans

## Sustainable Cities – Port Alberni Community Assessment

- **Economic Change** - starting to reflect on the major changes we see in the economy; ie. change in the forest tenure; those impacts are significant  
-What the change is and how we embrace it is key?
- **Alberni Valley Trail Network** -shorter term planning: trail network in Alberni Valley (getting much broader support throughout the community, hikers/bikers/general community); looking at ways to expand and improve
- **Somass Basin Watershed Study** - whole system review;  
- also Beaufort Watershed – raising its head, concept of the watershed degradation (change in weather patterns, logging practices)
- **Treaty Negotiation** - treaty being settled for 5 First Nations – 4 in Barclay Sound, will change political landscape at the board level for the District
- **Solid Waste Management Planning (Regional District)**
  - recycling and reduction
  - landfill operations
  - residential recycling programs (community/school group)
  - looking at increasing recycling by 40-45%
  - product ban
  - reducing amount of material going into the landfill sites; feasibility study in a couple of years
  - opportunities to look more closely at composting
  - looking at ways to reduce construction debris
  - communities are growing and a lot of material could be re-used
  - bear-human conflict, working with groups that teach people how to reduce those conflicts
  - deal with illegal dumping
  - working with First Nations neighbours (17 First Nations communities within regional district boundaries)

### Questions:

1. When will the recycling programs be unveiled?  
-depot programs early in the New Year, middle of next year at latest  
  
-Saturday, Nov.21 – 6 hour community economic development forum (looking at challenges and opportunities given changes – Uclulet)
2. Is part of your strategy moving in the direction of green technology?  
-part of regional sustainability is being green
3. How does the Regional District plan to work with First Nations in the area?  
-first step is this forum - Regional District working closely with First Nations (C2C Forums)

- with treaty First Nations that signed become part of the Regional District process (all neighbours)
- flavour of treaties reflective of wishes of First Nations and non-First Nations

#### Discussion re: Research in Alberni Valley

- When research is done, is there connection/feedback and where do we find the findings?
- Want communities to do own research so it's community finding out what the base line is? What do you do with this information?
  - UBC Resilient Communities Project – focused on community resilience – looked at what would explain the decision to leave (social variables, not just economic variables); looked at social capital; study results are not all available yet
  - Coastal Climate Change Project with Port Alberni – reports are being written now

#### IV. City of Vernon (Kim Flick, Long Range Planner)

- **Current Focus Areas** - new OCP direction; long-range planning and sustainability (thinking about present and future generations)
- **Joined PLUS Network with Okanagan Indian Band**- March 2007; MOU with ICSC
  - focusing on long-term planning horizons with 100 year horizons
  - integrated planning approach (environmental, cultural, social, and economic needs) and developing a short-term planning project to work on together with OIB
- **Vernon/OIB Partnership** - 2003 Protocol Agreement for working together
  - key is effective adequate communication
  - council to council meetings (spring and fall of each year – council to council, deal with changes in staff and elected officials)
  - communication is key (comprehensive, community driven OCP and consulting with OIB as key players in this process)
  - need to meet regularly and have follow-through at staff level
  - make consultation/communication meaningful to both parties
  - Waterfront Plan (short-term project, adjacent to IR6 planning needs to happen together – Okanagan Waterfront; both OIB and Vernon will partner; December first meetings – first plans)
  - keep each other informed on decisions being made by either government and consult on issues of mutual interest; look for room for partnerships on projects
- **Vernon's OCP** -last 5-6 years extreme development in Vernon; want to develop an OCP that truly reflects the vision of the community
  - conducting a community wide survey/focus groups
  - visioning - want to develop an OCP that truly reflects the vision of the community
- **OCP Guiding Principles**
  - protect and preserve green spaces and sensitive areas
  - housing that meets the needs of the whole community



- create a culture of sustainability
- create a youth friendly city
- comprehensive community \$542,000 over 2 years approved by Council (not using Gas Tax money for OCP); all background studies, consultation work, one full time planning assistant
- City of Regina hired one full-time person and volunteer structure feeding into their plan (\$350,000 allocated)
- Regina has really tied their new vision and process into an existing structure

- **Smart Growth Principles**

- sustainable urban development (preserves natural resources)
- “Planning is not revolutionary, it’s evolutionary”
- How do you create Smart Growth communities?
- vital commercial centres in the city (what’s already working, multiple-family interests, transit supporting densities), need people there who will ride the bus to be able to afford to use it, community centres for groceries etc.
- Challenge: pressure on two routes through the city to Northern shopping area
- land base is on ARL land (need to make sure no net loss for ARL)
- redevelopment is a time consuming process – Vernon (downtown core, has historic size and footprint), housing sizes get bigger, lot sizes get bigger
- downtown area, little strip malls (begging to be developed), market level
- subdivision to promote small lot single and two family homes
- looking at different options for enhancing development opportunities by shaping and encouraging it and facilitating where we want to see it happen
- other key policy initiatives
  - >Hillside Residential Guidelines
    - to address the environmental issues
    - provide alternative infrastructure
    - clustering of housing
    - preserve sensitive natural areas
  - Hillside Zoning District
    - putting strict new rules in place (consulting on them with development principles, based on Nanaimo’s approach)
  - >Environmental Management (EMA) Strategy
    - address concerns of community
    - integrate provincial and federal regulations
    - divided city into three areas corresponding to the level of development
    - steep slopes, greenfields, ravines etc. significant environmental concerns for the community

Three Land-Use Scenarios Considering:

1) Modified Business as Usual

- evolutionary process, not revolutionary
- community driven OCP
- if this takes place, then will have much expansion outside of the community (expanding into green space)

2) HYBRID Smart Growth Checklist

- a lot less development in the hillsides (using DCC)/sprawl
- far more economic focus

### 3) Neighbourhood Centres

- select three to four existing commercial centres and designate them as neighbourhood centres; focus multiple family around them, to create a spine to connect them
- need a commercial node outside of the city
- benefit of concentrating family housing, people want certainty and neighbourhood look and family
- need to provide a range of living options (need certainty in what these options are and what they look like)
- concentration in nodes (multiple family)

\*All three are viable options and will address concerns raised, CommunityVIS (GIS Mapping) creates visual

-comparing three scenarios to guiding principles generated by the community (refer to slide)

- **Comprehensive Public Consultation and Next Steps**

- next week council will endorse the three scenarios to go out to the public for consultation
- 10 public open houses in two weeks
- if you want to know what community thinks, you need to go out to the community
- set-up booth at Canada Day, in mall etc.
- static displays (rec centre etc.)
- website
- presentation by request (for any community groups)
- extensive public awareness campaign
- meeting at the Okanagan Indian Band community hall – find out what the concerns are and where the city stands
- need to have community backing and to have education and awareness
- select land-use plan at end of November
- Transportation Plan
- going out to OIB for meeting on the OCP
- draft OCP (March 2008)

### Questions:

1. Where will you select your lands if you want to assure no net loss to the ALR?
  - have done inventory of agricultural lands not in ALR (have rural designation, but not ALR)
  - Will lands outside the municipal boundaries be considered for that Exchange? – not ready to answer this yet
2. What kind of infrastructure are they wanting on hillside mansion areas?
  - need sewer, full infrastructure extension (have dark sky policy with specific requirements)
  - resort developments have caused extension of services

- long-lines out to resort areas (Outback)
- continuously expanding city boundaries and not sustainable

3. Is city buying waterfront land?

- yes for public uses

**V. Lyle Brewer, Economic Development Officer – Okanagan Indian Band**

-member of OIB and 25 years working with the Band as Band Manager, Chief for Band at one point, Currently Economic Development Officer

-Okanagan Band Experience

- OIB –concerns about the impact of development on the character of the community

- **Challenges on the Reserve**

- starting from scratch (see slide)
- land-use management regime will be tough because of conflicting issues
- protocol agreement with City, District of Lake Country – what happens, politicians get together and hammer-out agreements (and then administration is not always working hard on those agreements)

- **CCP**

- band doesn't want to become like Westbank; what has happened there is that they have had reserve lands near Okanagan Lake (HWY 97), commercial development, golf course (created a reserve within the reserve – ie. very small space occupied by the OIB)
- Phase 1 Report completed in 2005
- Interim Land Use Plan
- Economic Dvmpt Strategy
  - membership training and development\*\* top priority\*\*
  - budgets close to \$200,000 on CCP process (OIB), not dealing with existing OCP, not a review process –starting from scratch; process has to be a bit longer, need to get community on board
  - costs to move to next stage: tough question, costs outside the project costs \$100,000 (over and above salaries)
  - investing approximately 1/2 Million in 2 years

- **Community to Community Planning**

- consultations (very limited, both ways)
- gradually increasing
- key to success is buy-in at both political and administrative levels

**Questions:**

1. Do any of your economic development plans collide with the City of Vernon?  
ie. both agree that hillside development isn't necessarily a desirable thing  
-need to know what works for community, type of community you are creating

2. Are landowners band members?
  - yes
  - issue we are contending with, many band members want to cash out on their land because older 50 years +
3. Where is young population located (on-off reserve)?
  - both
4. You mentioned that there is no formal initiative to establish their own constitution (similar to WestBank) and you are presently under the Indian Act? Why isn't there an initiative?
  - Indian Affairs has a lot of control
  - community is afraid of becoming West Bank
  - see band likely moving toward constitution 5,10 or 15 yrs down the road, people will get frustrated under the Indian Act

## **VI. Next Steps – Alberni Valley**

- build upon 2020 vision and Regional District vision (can involve all players in the Valley; meet to discuss ways to develop collective vision with all players)
- vision as first step for sustainability plan, followed by demonstration projects (these can be created simultaneously)
- City Of Port Alberni Community Assessment (involve all stakeholders)
- city focusing on a Corporate Strategic Plan
- key staff meet from Tseshaht/Hupacasath/City/District to discuss common project to focus on as a starting point (see list of themes in summary notes)
- look at examples from other cities (ie. the PLUS Network); possibly have another forum, but with more of a 'peer exchange' focus with Powell River and Sliammon First Nation (they have developed a close partnership for planning)
- this event created more awareness about sustainability and long-term planning; build upon awareness to form more effective partnerships

## **VII. Forum Attendees:**

### **Alberni-Clayoquot Regional District**

- Bob Harper, Administrator
- Mike Irg, Manager of Planning and Development
- Drew Hadfield, Manager of Environmental Services
- Penny Cote, Director
- Glenn Wong, Director
- Mike Kokura, Director

### **City of Port Alberni**

- Ken Watson, City Manager
- Scott Smith, City Planner
- Patrick Deakin, Economic Development Officer
- Guy Cicon, City Engineer/Director of Public Works
- Theresa Kingston, Manager of Human Resources and Community Development
- Mayor Ken McRae

## Sustainable Cities – Port Alberni Community Assessment

- Cindy Solda, Councillor
- Jack McLeman, Councillor
- Hira Chopra, Councillor & Chair of the Regional District
- Charles Mealey, Councillor

### **Hupacasath First Nation**

- Aaron Hamilton, Director of Operations
- Judith Sayers, Chief Councillor

### **Tseshah First Nation**

- Les Sam, Chief Councillor
- Darrell Ross, Special Projects
- Dave Lightly, Fisheries

### **International Centre for Sustainable Cities**

- Nola-Kate Seymoar, CEO/President
- Amber Zirnhelt, Project Officer

### **Additional Attendees:**

- Dr. Ralph Matthews, UBC
- Diane St.Jacques, Mayor District of Ucluelet

## Appendix 5: Funding and Resources for Sustainability Planning

### **DRAFT BC Ministry of Community Services: Financial Resources for Smart Planning**

Best Source: CivicInfo database - for a comprehensive listing of grants for local govts which can be searched using key words (i.e. green, sustainability, infrastructure... etc.)

<http://www.civicinfo.bc.ca/18.asp>

#### ----- **GAS TAX**

Gas Tax funds (Federal, Provincial and UBCM)



1. Community Work Fund allocations by local govt - flow *every 6 months* to local governments outside of GVRD <http://ubcm.ihostez.com/content/pdfstorage/329C45078FA64DFDBB75DF8F7AEAA816-CWFEstimatesByJurisdiction.pdf>

<http://www.civicnet.bc.ca/siteengine/ActivePage.asp?PageID=294#gas%20tax>

#### **2. General Strategic Priorities Fund (GSPF)**

#### **3. Innovations Fund (IF): Capacity Building and Integrated Community Sustainability Planning (ICSP)**

ICSP (Smart Planning) Gas Tax funds - by application to UBCM

- new funding deadline should be announced soon, deadline of April 30/08
- approximately five million dollars of GTA funding - administered by the Union of B.C. Municipalities ([UBCM](#)) - over the next five years will be available for local governments outside the GVRD to engage in ICSP.
- More detailed information can be found on the UBCM website including the [Capacity Building and ICSP Program Guide](#)  (549 KB) which gives details on how to apply for these funds.
  - o Community assessments are one of the priorities for the GTA capacity building and ICSP funding. A community assessment tool helps the community identify ways in which it can move forward with ICSP. While no one model or method will suit all situations, a generic [community assessment template](#)  (122 KB) has been developed by the Ministry of Community Services to provide local governments with a starting point.

[Canada/BC Infrastructure Program](#) - Provincial and federal funding for infrastructure works. Program fully allocated.

[Canada/BC Municipal Rural Infrastructure Fund](#) - Provincial and Federal funding for infrastructure works. Application intake closed - grants currently being announced.

#### ----- **Ministry of Community Services**

[Infrastructure Planning Grant Program](#) - Provincial funding program for long-term plans and assessment studies to support local government infrastructure. Ongoing intake - next round based on applications received by February 29, 2008.

[B.C. Community Water Improvement Program](#) - Provincial funding program to improve water and wastewater infrastructure. Program fully allocated.

## Sustainable Cities – Port Alberni Community Assessment

[LocalMotion](#) - Provincial funding program for bike paths, walkways, greenways, and improved accessibility for people with disabilities. Year 1 grants announced.

[Towns for Tomorrow](#) - Provincial funding program for infrastructure works for local governments with populations of 5,000 or less and the Central Coast Regional District. Year 1 grants currently being announced.

[Smart Development Partnerships](#) – funding for local government partnerships with developers, agencies and others, to research unique land use planning problems and decision-making (contact MCS staff) (50% up to \$50,000)

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### **Federal**

Green Municipal Fund of the Federation of Canadian Municipalities

<http://www.sustainablecommunities.fcm.ca/GMF/>

CMHC grants and awards program <http://www.cmhc-schl.gc.ca/en/inpr/graw/index.cfm>

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### **Other Provincial Agencies**

Community Action on Energy and Emissions Program - \$ 15,000- 20,000 in financial and research support to local governments and First Nations to advance energy efficiency through local government policy and planning tools

<http://www.bcclimateexchange.ca/index.php?p=caee>

Heritage Planning Funding – MTSA

[http://www.tsa.gov.bc.ca/heritage/local\\_government/planning\\_fund.htm](http://www.tsa.gov.bc.ca/heritage/local_government/planning_fund.htm)

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### **Other**

Real Estate Foundation of BC's "Communities in Transition Program"

<http://www.realestatefoundation.com/citsummary.html>

Real Estate Foundation of BC's "Green Building Grant program"

<http://www.realestatefoundation.com/greenbuilding.html>

Columbia Basin Trust programs

BC Health Communities - Seed Grants - to build "healthy community" knowledge and capacity

<http://www.bchealthycommunities.ca/Content/News/Index.asp>

Community Energy Association Funding Guide for Local Governments

<http://www.communityenergy.bc.ca/news/funding-your-community-energy-and-climate-change-initiatives>

## Resources

Alberta Urban Municipalities Association – Comprehensive Guide for Municipal Sustainability Planning – <http://www.auma.ca/>

Earth Charter - <http://www.earthcharter.org/>

imagineCalgary - <http://www.imaginecalgary.ca/>

imagineDurban – <http://www.imaginedurban.com>

Local Agenda 21 - <http://www.un.org/esa/sustdev/documents/agenda21/index.htm>

Our Saint John - <http://www.saintjohn.ca/article-details.cfm?ArticleID=C09C9961-AB8E-7ED0-D3A19749ACC078DB>

Sustainability Action Map (Olympia) - <http://www.ci.olympia.wa.us/community/sustainability/SAM/>

Smart Growth – [www.smartgrowth.org/](http://www.smartgrowth.org/)

Sustainability Planning and Design Essentials - <http://www.dcs.sala.ubc.ca/>

Sustainable Cities: PLUS Planning Cycle – <http://www.icsc.ca>

The Natural Step. - <http://www.naturalstep.ca/>

The Melbourne Principles  
[http://www.cidb.org.za/Documents/KnowledgeCentre/melbourne\\_principles.pdf](http://www.cidb.org.za/Documents/KnowledgeCentre/melbourne_principles.pdf)

Whistler 2020 – <http://www.whistler2020.ca/>