

The background of the cover is a composite image. On the left, a wide river flows through a valley with rolling hills under a blue sky with scattered white clouds. On the right, a tall, modern multi-story building with many windows stands against a backdrop of rugged, snow-dusted mountains. At the bottom, a blue body of water is visible, with a grassy bank and some people in the distance.

SMART PLANNING for Communities

A Five Year Plan for British Columbia

March 2008

**Prepared by the Fraser Basin Council
of behalf of the Smart Planning for
Communities Funders Group:**

BC Hydro
First Nations Mountain Pine Beetle Initiative
Indian & Northern Affairs Canada
Ministry of Agriculture and Lands
Ministry of Community Development
Ministry of Environment
Real Estate Foundation of BC

Table of Contents

EXECUTIVE SUMMARY	3
1.0 THE CHALLENGE	4
2.0 THE RESPONSE	4
3.0 PROGRAM DELIVERY COMPONENTS	7
3.1 The Partners Group	7
3.2 The Funders Group.....	7
3.3 A Province-Wide Network of Sustainability Facilitators.....	8
Placement and Roles	8
Coordination and Training	9
Administrative Support	9
3.4 BC Resource Network.....	10
3.5 Website and Communications	10
First Stop for Smart Planning:	10
Sustainability Facilitators Support:	10
Knowledge and Learning Hub - Resource Gateway for Communities:	10
Outreach and Communications:.....	10
4.0 THE WAY FORWARD	11
4.1 Establish the Funders Group	11
4.2 Confirm Initial Funding	11
4.3 Phased Implementation	11
4.4 Establish Monitoring and Evaluation Framework.....	12
Community Indicators:	12
Initiative Success:	12
5.0 CONCLUSION	13
6.0 APPENDICES	13



Smart Planning for Communities is administered by the Fraser Basin Council. For more information on this Business Plan and on the *Smart Planning for Communities* initiative, contact the Smart Planning Manager:

Maureen LeBourdais
 250-392-1400
mlebourdais@fraserbasin.bc.ca

EXECUTIVE SUMMARY

Mission Statement: *Smart Planning for Communities is a collaborative BC-wide initiative providing resources and tools to local and First Nations governments for planning socially, culturally economically and environmentally sustainable communities.*

Smart Planning for Communities builds upon the 2005 Gas Tax Agreement (GTA) between the federal, provincial and local governments, and upon the innovative and progressive plans and planning processes already established by many communities across BC. The GTA includes Integrated Community Sustainability Planning (ICSP) which is part of the requirement for local governments to conduct long range planning.

Recent consultations with communities and organizations including First Nations have highlighted the need for increased comprehensive planning, access to expertise, network building and information sharing. This Smart Planning for Communities business plan is based on a collaboratively funded investment that will be implemented over five years. Initial resources are anticipated from Gas Tax revenue, government contributions, in-kind support, and funding from the private sector. This collaborative plan will benefit the communities and the province at-large. It will enable more efficient and effective coordination of resources from a diversity of funding agencies.

Rather than following a single agency approach, Smart Planning for Communities calls for collaboration among organizations and teams of people working together to develop and implement integrated strategies to achieve a sustainable future. Smart Planning for Communities consists of the following key components:

1. A Partners Group to provide strategic direction;
2. A Funders Group to provide financial support and approve the Business Plan;
3. A BC-wide network of Sustainability Facilitators supported by leading-edge sustainability practitioners and experts;
4. An information-sharing and resource network that will develop and expand linkages among and between sustainability experts, resources, and communities; and
5. A 'first stop' website linking to an array of sustainability planning resources.

Smart Planning for Communities will create stronger, more sustainable communities in British Columbia by:

- Increasing capacity to plan and implement actions for sustainability at the local level across social, cultural, economic, and environmental dimensions
- Providing consistent targeted advice from expert facilitators
- Improving access to and further refining best practices, tools and approaches to sustainable, comprehensive community planning
- Improving linkages between funding agencies and communities across BC
- Building linkages and increasing efficiencies at the local and regional levels by taking an integrated approach to planning rather than a single issue approach
- Achieving and reporting measurable outcomes in communities such as reduced greenhouse gas emissions or energy use

Smart Planning for Communities will build mutually beneficial partnerships resulting in sustainable, vibrant communities across British Columbia.

1.0 THE CHALLENGE

Communities across British Columbia are grappling with how to best understand and achieve long-term sustainability. From aging infrastructure to changing demographics, from meeting their future energy needs to forest health, local authorities are being challenged to approach planning across social, cultural, economic and environmental dimensions – while still setting their own clear priorities. Communities must develop local plans that take into account a greater degree of uncertainty and longer-term thinking than ever before. Issues are increasingly complex and require multi-dimensional solutions, and existing plans may need to be recast within a comprehensive sustainability framework.

A variety of approaches and strategies exist for addressing complex challenges at the local level, but they may not always be shared or directly transferable in scale or scope. For example, Whistler's comprehensive sustainability plan can be seen as an inspirational framework. While not all communities have the resources or capacity to pursue such a comprehensive strategy, the principles and lessons from Whistler's experience can be adapted to the specific circumstances of other communities.

Many communities in BC recognize that the need for integrated solutions to the challenges they face is urgent. They know they need innovative ideas to address the sustainability challenge; to look beyond their own boundaries into the toolkits of others. They are faced with a myriad of resources and initiatives, but with no clear direction. For British Columbia, the time to move from talk to action is now.

2.0 THE RESPONSE

Smart Planning for Communities builds upon the funding opportunity from the 2005 Gas Tax Agreement (GTA) between the federal, provincial and local governments. While one part of the GTA is directed to clean air, clean water, and reduced greenhouse gases (GHG), this business plan outlines a five-year capacity building initiative which addresses the requirement for local governments to conduct long range planning, as called for under the Agreement (originally named Integrated Community Sustainability Planning or ICSP). Funding is now available to local governments to conduct a comprehensive, integrated planning process that plans for a sustainable tomorrow.¹

Funding for Comprehensive Community Planning (CCP) for First Nations in BC can be accessed through Indian and Northern Affairs Canada (INAC), BC Region. INAC BC Region has agreed in principle to help coordinate its Comprehensive Community Planning (CCP) process with Smart Planning for Communities. This will assist in establishing closer linkages between aboriginal and non-aboriginal community planning processes across the province. This coordination is one of the examples of how separate but linked funding and delivery programs can form part of the province-wide approach.

Across BC, initiatives like the recent *Imagine BC* consultations, *Quest, Smart Growth BC*, and the *Central Okanagan Citizens Forum on Sustainability* are helping communities formulate their broad strategic visions. Planning tools such as *The Natural Step*, *Smart Growth on the Ground*, and integrated energy, GHG and air quality planning

¹ For more information on accessing ICSP funding, go to the Union of BC Municipalities (UBCM) website: <http://www.civinet.bc.ca/siteengine/ActivePage.asp?PageID=294>

are being used by local governments. At the national level, organizations like the Federation of Canadian Municipalities (FCM) are developing tools for communities to cope with climate change. Internationally, the International Centre for Sustainable Cities is working with cities around the world to share each other's expertise in long-term planning for sustainability.

There is no doubt the resources are many, but the map to find them is not clear. Smart Planning for Communities will link communities and their leaders to current information and resources by building a shared outreach; a common portal to resources and information. Independent organizations and governments will also benefit from the increased efficiencies realized through working in this collaborative network. An example is the recent integration of the Community Action in Energy and Emissions (CAEE) program – formerly Community Action on Energy Efficiency – with the Smart Planning for Communities initiative.

Increased funding opportunities are becoming available at the same time as the pool of expertise and tools for planning and implementation expands. However, communities need help in sifting through the variety of tools, approaches, and information sources – and in finding the funding to support their efforts. Smart Planning for Communities provides the opportunity to capitalize both on the momentum and the resources within the province to ensure that sustainability for communities becomes reality in BC.

Smart Planning for Communities emphasizes the following principles described recently in a background paper for the ICSP initiative:

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

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

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

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

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

implementation – keeping plans off the shelf and putting them into action

*The **CAEE Program** is designed to support local governments to advance energy efficiency and green house gas emissions (GHG) abatement through local government policy and planning instruments, including the endorsement of targets. Since 2005 when it was first piloted by the BC Ministry of Energy, Mines and Petroleum Resources and the Fraser Basin Council, CAEE has engaged 30 local governments through four phases. What began as a program to advance energy efficiency in buildings, has since broadened to address transportation, alternative energy systems and GHG. CAEE Phase Five is engaging with both local government and First Nations.*

monitoring and evaluation – setting targets and tracking results to celebrate progress and focus efforts on areas that need the most improvement.²

"The Smart Planning for Communities approach is complementary to the support being provided by BC Region of Indian and Northern Affairs Canada to assist First Nations communities in undertaking sustainability planning through comprehensive community plans (CCPs)."

*... it is a planning process that allows a community to plan its development (both present and future) in a way that meets its need and aspirations. It's a process that is ongoing and one that addresses all aspects of community life, including governance, culture, health, land use, environment, economic and social development and physical infrastructure.*³

As a BC-wide initiative, Smart Planning for Communities will serve as an example of excellence in sustainability planning to the rest of the world. It will contribute to building a stronger and more sustainable province by increasing the capacity of communities to identify and act on their priorities in an integrated way. Specific objectives of the program are to:

- Build capacity, leadership and sharing of expertise in and across BC communities to integrate multiple objectives – social, cultural, environmental, economic – into their planning processes and set their own priorities for action;
- Provide easier – and personalized – access to the wide range of resources on sustainability, so that decisions made by communities are strengthened and implemented efficiently;
- Implement existing community efforts more quickly and efficiently by facilitating access to funds and service providers;
- Create synergies among service providers who are promoting sustainability planning in the province and nationally, and across aboriginal and non-aboriginal communities; and
- Link policy, practice, research and funding efforts – including across government agencies – so that these better support the development and implementation of sustainability planning in the province.

As a result, BC communities will not only demonstrate effective sustainability planning but also realize tangible results in communities. Communities will take a holistic approach that results in:

- Increased number of communities with effective, informed and integrated plans and planning processes
- Increased linkages between aboriginal and non-aboriginal communities in sharing planning, resource information and best practices
- Increased number of communities that implement strategies and track results against key objectives such as reduced green house gases or increased housing choices.

In summary, Smart Planning for Communities aims to get the needed information into the hands of BC's local communities, expand networking, and increase communities'

² Ministry of Community Services. 'The Integrated Community Sustainability Planning (ICSP) Initiative', February 2007.

³ Indian and Northern Affairs Canada – BC Region. Power Point Presentation on Sustainable Communities, 2006.

capacity to plan and implement comprehensive strategies on social, cultural, environmental and economic priorities. This initiative will help bring together the variety of partners implementing and developing capacity in BC communities as they move forward on addressing principles of sustainability.

3.0 PROGRAM DELIVERY COMPONENTS

Smart Planning for Communities will create stronger, more sustainable communities in the province in a variety of ways. Rather than a typical single agency approach, this initiative calls for collaboration among organizations and teams of people to develop and implement integrated strategies to achieve sustainable futures.

Smart Planning for Communities consists of the following key components:

I. Administration:

- a. A Partners Group to provide strategic direction, and
- b. A Funders Group to provide financial support and approve the business plan.

II. Implementation:

- a. A network of Sustainability Facilitators located throughout BC supported by leading-edge practitioners and experts;
- b. An information-sharing and resource network that will develop and expand linkages among and between sustainability experts, resources, and communities; and
- c. A 'first-stop shop' website linking an array of sustainability planning resources.

3.1 The Partners Group

The Smart Planning for Communities **Partners Group** will include members from all orders of government, not-for-profit organizations, foundations and the private sector. The main criterion for belonging to the Partners Group is expertise in sustainability theory and practice, and/or in planning and implementing strategies to achieve sustainability at the community level. Working by consensus, the Group will provide strategic direction for and oversee the implementation of the Smart Planning for Communities Business Plan, including determining priorities, potential partnerships, key issues, funding, monitoring and evaluation. The Partners Group will work to ensure that all members support its defined objectives and expected results. This group will meet twice a year to review progress and to determine future strategic direction. Individual members may also provide sector specific and/or technical expertise (see Appendix 1: Partners Group Terms of Reference). Representatives of organizations will join the Partners Group as the initiative unfolds. Partners Group members may also be members of the Funders Group (see below).

3.2 The Funders Group

The role of the **Funders Group** is to provide financial support to the initiative and approve the Smart Planning for Communities Business Plan, including monitoring financial status and program results, reviewing the annual report and reporting to the public. A member of the Funders Group may also be a member of the Partners Group (See Appendix 2: Funders Group Terms of Reference).

3.3 A Province-Wide Network of Sustainability Facilitators

Skilled, informed and knowledgeable facilitators across BC are the cornerstone for this initiative. Communities have emphasized their desire to have advisors who really know their region as well as the range of resources available to them. Smart Planning for Communities will establish a network of *Sustainability Facilitators* who will function as a collaborative team. The Sustainability Facilitators will help identify resources (both financial and informational) and assist communities in developing their respective planning processes before taking action to implement the strategies. The expected outcome is an increasing number of communities that are able to develop broad and integrated plans while demonstrating progress towards specific sustainability goals, such as increased energy efficiency. As a result of this collaborative team approach, Smart Planning for Communities will reach more communities, and each community has access to a broader wealth of expertise and knowledge than would otherwise be possible.

Placement and Roles

The **Sustainability Facilitators** will be phased in, reflecting both the availability of funding and increasing knowledge gained in the rollout of the initiative. With facilitators based geographically across the province, each facilitator will:

- work closely with a cluster of regional communities
- work across rural-urban boundaries, and across aboriginal and non-aboriginal communities
- provide knowledgeable and consistent support in the design and implementation of integrated plans.

The goal is to have at least ten facilitators located across the province within two to three years. The locations of these facilitators will be determined by a range of factors such as population, geographic representation, historical transportation and service connections, community needs and readiness to move to integrated planning, or a combination of such factors.

Three Sustainability Facilitators will be recruited in Year One, with additional facilitators recruited in Years Two and Three. Regions that have been recommended for receiving placements of Sustainability Facilitators in Year One include Kootenay/Okanagan, South Vancouver Island/North Vancouver Island-Mid Coast, and Cariboo Chilcotin/Northern Interior.

Although each Sustainability Facilitator will work primarily within one region of the province, the expertise and specific skills of facilitators will vary, and the overall team will benefit by sharing this diverse expertise among each other. For example, a facilitator with a background in social housing may provide expertise to another facilitator with a background in energy. Through close cooperation of the facilitators, each community has access to and support from a regional resource person while being able to draw on the shared expertise of the team.

The background of the Sustainability Facilitators will include:

- technical expertise in sustainability planning and/or specific subjects, e.g., land use planning, energy efficiency, aboriginal communities or transportation
 - good working knowledge of their regional communities and the relevant issues
-

- the ability to support and advise communities and their leaders, including providing specific training
- excellent communication and analytical skills and the ability to share expertise with communities across BC
- the ability to work as a team player in the region and within the overall program.

Coordination and Training

Overall coordination of the network of facilitators is important. The role of the BC-wide Program Managers is to coordinate implementation of the Smart Planning Business Plan. They will ensure that all facilitators are connected and supported. The Program Managers will also liaise between facilitators, the Funders Group and the Partners Group, and oversee website design and management. Other shared program elements include specific and specialized training for the Sustainability Facilitators on key issues, regular province-wide meetings and networking opportunities for local governments and First Nations, regional meetings and joint research. Such a coordinated approach will help build the capacity of communities to implement policies and actions across social, cultural, economic and environmental dimensions in support of a long-term sustainability vision and related goals.

Training and linking facilitators will ensure that all facilitators have the breadth of skills and knowledge to provide guidance to a wide range of communities in their respective planning processes. In addition, the Sustainability Facilitators will receive specialized training, as needed, on key programs such as energy, transportation, social planning or economic development. Facilitator training will draw on current expertise and knowledge, such as that developed by the International Centre for Sustainable Cities.

Once planning is underway, sharing experiences and knowledge with other communities will take place through peer exchanges, workshops on particular topics of interest, and inviting experts with specialized knowledge in response to community needs. Throughout the duration of this project, adaptive management and ongoing learning will be fundamental. Development of training materials and references will provide new resources.

Some communities already have plans incorporating many characteristics of sustainability planning. For others, municipal sustainability planning will be coordinated within the regional context, particularly when Regional Growth Strategies are in place or under development. Within the province, these communities can serve as examples to those starting down this path. All communities, including the forerunners, will gain through sharing practical actions and inspiring innovation across BC. This sharing will help move communities and entire regions towards sustainability more effectively than each working alone. In addition to the above, Smart Planning for Communities will explore opportunities for secondments, internships and other mentorship opportunities.

To ensure timely and effective progress towards creating more sustainable communities, it will be vital to transfer knowledge among communities in BC and beyond, through case studies and lessons learned.

Administrative Support

Administrative support – either locally or shared – is needed to enable the Sustainability Facilitators to fulfill their roles and responsibilities. As facilitators will be based across BC, reciprocity agreements with municipalities, regional districts and other organizations

will be explored to “host” Sustainability Facilitators. Through such agreements, the agencies would contribute office space and administrative support and in return would benefit by accessing the wealth of knowledge offered through Smart Planning for Communities. The proposed budget allocates funds for administrative support for facilitators across the province (to be determined during Year One).

3.4 BC Resource Network

A broad network will be formed from communities, partner organizations, staff, experts, academics – and include those who work at the international level. They will serve as resource people and participate in the sharing of expertise, thus creating a BC-wide network on integrated sustainability planning. For example, there is still a lot to learn about how communities can move from short-term, single-issue plans to a long-term, more integrated approach. Smart Planning for Communities will continually need to adapt and evolve with time and experience. Research will be an important element in the work of the BC-wide network, including communicating existing research results and supporting new research initiatives that help create a broader knowledge base. The BC Resource Network will serve these functions.

3.5 Website and Communications

Easy access to resources and information is vital to effective community sustainability planning. As there are already many tools and resources available, Smart Planning for Communities will develop an integrated, high profile web-based “first-stop shop”. Such an information resource centre will ensure easy access for local and First Nations government staff and complement the ‘hands-on’ support from the Sustainability Facilitators. The website will enable communities to find the most relevant resources for addressing their needs and priorities. Proposed key elements for the website include:

First Stop for Smart Planning:

The website will provide a basic and reliable introduction to Smart Planning and related resources for both a general audience and local and First Nation government staff and councilors.

Sustainability Facilitators Support:

The website will have a section dedicated to Smart Planning staff, including communications and program support for the Sustainability Facilitators.

Knowledge and Learning Hub - Resource Gateway for Communities:

The Resource Gateway section of the website will include relevant research and information and financial resources for communities. Input as to content will be sought from a wide range of experts, including the Sustainable Cities (ICSC) International Panel of Advisors, Knowledge Collaborative members, Sustainability Facilitators, BC Resource Network members, academia and planners.

Outreach and Communications:

An outreach and communications strategy with realistic objectives will be developed in Year One. Emphasis will be on providing relevant information, gathering feedback to guide future directions and supporting peer networks among communities. At the end of Year One, the communications and outreach plan for the remaining four years will be reviewed and revised as needed.

4.0 THE WAY FORWARD

This five-year initiative will be implemented in phases, as outlined in section 4.3 below. A critical part of the first phase is engagement with partners and funders. This business plan has been shaped by partners from government and non-government agencies, including service providers, local authorities and funding agencies. Based on this general document, detailed work plans will be developed annually to ensure that all those involved have a clear understanding of goals, actions and timelines for implementing this initiative.

4.1 Establish the Funders Group

The **Funders Group** has been formed and consists of representatives from the government and non-government organizations who provide funding for Smart Planning for Communities. They will also provide strategic direction, strengthen policy-practice links and build synergies across sectors. The Funders Group will provide guidance to phasing-in the program's components and recommend implementation priorities. The Group will also help by identifying resources and monitoring the initiative on an annual basis.

A Memorandum of Support between partners will assist in describing roles and commitments regarding the implementation of Smart Planning for Communities (see Appendix 3). The Memorandum of Support will serve to illustrate the multi-party commitment. As new partners indicate their desire to participate in the initiative, they will sign the Memorandum of Support indicating their commitment to implementing the initiative.

4.2 Confirm Initial Funding

Initial funding for Year One has been confirmed. Additional funding contributions are expected to come from a variety of sources: federal and provincial governments, the private sector and non-governmental organizations. Further funding sources will be developed on an ongoing basis over the five years.

4.3 Phased Implementation

The business plan will be implemented over time as funding commitments increase. The Smart Planning Managers, in cooperation with the Partners Group, will determine clear phases and prioritize activities to enable effective implementation of the initiative over time.

In **Phase 1** (Start-up Year and Year One), the following will be accomplished:

- Two BC-wide Program Managers will be hired
 - Three Sustainability Facilitators will be hired to support communities already making significant progress with sustainability planning. They will be placed in regions where one or more communities are ready to move forward
 - Each facilitator will work with at least three communities to increase their capacity to engage in sustainability planning
 - A set of indicators will be developed to measure the network's capacity to provide expertise and resources. Another set of indicators will be developed to measure desired changes within the communities
 - The "First Stop" website will be developed
-

One of the first tasks of the Sustainability Facilitators will be connecting with their regional communities and related programs underway. For example, the Real Estate Foundation's Communities in Transition program enables several communities to undertake projects each year, which complement the vision of sustainable communities. In cooperation with the Sustainability Facilitators, Program Managers will develop a communication/ outreach strategy for informing local and First Nations governments about Smart Planning for Communities and the related services available.

In **Phase 2** (Years Two to Three), seven more Sustainability Facilitators will be recruited. Once again, it is important to recognize that other parallel initiatives and outreach may be implemented by specific organizations. Across all of these resource persons, training and sharing knowledge will be encouraged across the province. In particular it will be important to integrate the work of the newly recruited Sustainability Facilitators with the work of their more established colleagues.

In **Phase 3** (Years Four and Five), in addition to the ongoing initiative, the Partners Group will explore how Smart Planning will evolve beyond Year 5. This evolution may include revised priorities. It may also include a transfer of responsibility to local authorities for networking and sharing lessons learned. A succession plan will be implemented, and may include maintaining some of the Sustainability Facilitator positions and the website after Year 5.

4.4 Establish Monitoring and Evaluation Framework

The Program Managers, in cooperation with the Partners Group, will develop a monitoring and evaluation framework, based on initiative objectives. Short, medium and long-term targets will be set and results will be tracked to monitor both community and initiative success.

Community Indicators:

Measuring the achievement of desired outcomes at the community level will be accomplished through a set of indicators across all dimensions of sustainability (social, cultural, economic, environmental) and all aspects of community life (e.g. water, energy, transportation).

Existing indicator sets (e.g. Vital Signs, FBC Snapshot, and BC Ministry of Environment) will be used to the extent possible, through collaboration with the respective partners. There are also existing sector- specific targets with broad support (e.g. Community Action on Energy Efficiency targets) that communities can incorporate into their plans. Some communities may decide to produce their own set of indicators to measure their local efforts. Either way, community-specific performance indicators will be essential to assist both local governments and funding providers in monitoring the success of integrated sustainability planning.

Initiative Success:

There will also be reporting on Smart Planning initiative outcomes. Examples of potential indicators of success include:

- number of communities with integrated sustainability planning processes underway and/or completed processes and plans
 - number of targets set and met to reach sustainability objectives
 - number of communities working with Sustainability Facilitators
-

One evaluation framework has been described in a recent paper, based on concepts similar to certification systems (e.g. sustainable forest management) or rating systems (e.g. buildings).⁴ The framework proposes a set of tools and methods for establishing baselines and measuring progress through a set of core indicators for the community as a whole. A rating system for sustainable communities would also help individual communities focus their efforts, make decisions, and help engage residents.

5.0 CONCLUSION

As a result of implementing Smart Planning for Communities, communities across BC will have easier access to resources, expertise and partners as they pursue sustainability planning. Over the five years of this business plan, communities will draw on best practices, tools and approaches generated within BC and beyond, with the network encouraging front-runners and extending learning to other communities. BC communities will be able to identify, find resources for and carry out priority activities to implement their long-term vision of sustainability.

6.0 APPENDICES

Appendix 1 – Partners Group Terms of Reference
Appendix 2 – Funders Group Terms of Reference
Appendix 3 – Memorandum of Support

⁴ Holland Barrs Planning Group Inc. “Sustainable Community Evaluation Tools for the ICSP Program-Scoping Discussion” May 2007.

Appendix 1 - Partners Group Terms of Reference

SMART PLANNING for COMMUNITIES PARTNERS GROUP Terms of Reference December 2007

Background

Smart Planning for Communities is a collaborative BC-wide initiative providing resources and tools to local and First Nations governments for planning socially, culturally economically and environmentally sustainable communities.

Smart Planning for Communities is an innovative approach to planning for sustainable communities and pursuing on-the-ground results. Rather than a typical single agency approach, this initiative calls for collaboration among organizations and teams of people working to develop and implement integrated strategies to achieve sustainable futures.

Smart Planning consists of the following key components:

- 1) A Partners Group to provide strategic direction and oversee the five-year business plan;
- 2) A Funders Group to provide financial support and approve the business plan;
- 3) A network of Sustainability Facilitators - both regional and specialized - located throughout BC supported by leading-edge sustainability practitioners and experts;
- 4) A Resource Network to develop and/or expand linkages and communications among those having experience in all facets of sustainability planning and implementation; and to increase awareness among communities about the wealth of current resources and knowledge; and
- 5) A 'first-stop shop' website linking an array of information resources.

Smart Planning for Communities will create stronger, more sustainable communities in the province by:

- increasing capacity to plan and implement actions for sustainability at the local level across social, cultural, economic and environmental dimensions
- providing consistent targeted advice from expert facilitators
- improving access to and further refining best practices, tools and approaches
- helping program and funding agencies access a larger number of communities across BC for disseminating program-specific information and resources
- building linkages and increasing efficiencies at the local level by taking an integrated approach to planning rather than a single issue approach
- achieving and reporting measurable outcomes in communities such as reduced green house gas emissions or energy use.

Not only will partners in the Smart Planning program achieve their specific mandates through participation in a broader team, they will also increase efficiencies in human resources and leverage additional resources. Smart Planning for Communities builds true mutually beneficial partnerships resulting in sustainable vibrant communities across BC.

Role of Partners Group

The role of the Partners Group is to provide strategic and operational guidance for the Smart Planning program and oversee the implementation of the Smart Planning for Communities Business Plan, and includes the following:

- review and recommend updates to the business plan as it is implemented
- review regular progress reports and work plans
- recommend priorities such as geographic regions and areas of specialization
- develop potential partnerships and program synergies
- identify and communicate current or emerging issues
- help to recruit funding sources and generally reviewing funding
- provide overall monitoring and evaluation
- provide input on direction and feedback to the Fraser Basin Council as secretariat to Smart Planning for Communities
- help develop the Resource Network by liaising with and recruiting participants for the Network
- recommend budget and revised business plan to Funders Group for final approval

Membership

1. Selection of Member

The Smart Planning for Communities Partners Group will be an inclusive and diverse group with members from all orders of government, not-for-profit organizations, foundations and the private sector.

Membership in the Partners Group is extended to organizations by invitation from the existing Partners Group, and is based on the following:

- a) Having expertise in sustainability theory and practice; planning and implementing strategies to achieve sustainability at the community level; and/or in a particular aspect thereof;
- b) Having commitment and willingness to work towards long-term and comprehensive sustainability planning for communities
- c) willingness to work by consensus with other members of the Partners Group

In addition, each member of the Smart Planning for Communities Funders Group will be invited to be a member of the Partners Group.

2. Conflict of Interest

The prime role of the Partners Group is to provide strategic direction for the implementation of Smart Planning for Communities. Generally the Partners will not be involved in the direct implementation of the initiative but will provide support and leadership.

The need for openness and transparency must drive the implementation of Smart Planning for Communities. A conflict, real or perceived, could occur if a Member or a Member's organization could benefit financially from decisions made by the Partners Group including but not limited to direct financial contracts or allocation of direct staffing resources.

Where a potential conflict of interest as described above has been identified, either:

- a) the member may voluntarily withdraw from the meeting while any subject matter related to the potential conflict is discussed, or failing that,
- b) the Chair will ask the member to withdraw from the meeting while the remaining Group determines that:
 - I. The potential Conflict is minor in nature and does not warrant excluding the member;
 - II. The members must withdraw from the meeting for an discussion or deliberations on the matter identified as a conflict of interest;

- III. The conflict is significant enough that the member should no longer be a member of the group

3. Chair of Partners Group

The Partners Group will appoint a Chair by consensus of the Partners Group. The term of appointment will be one year.

The Chair's role is to moderate each meeting to ensure an inclusive approach with all members and that the meeting objectives are achieved. Between meetings, the Chair will act as a representative liaison for the Partners Group in its dealings with the Smart Planning for Communities Program Manager, Secretariat and Funders Group, as needed. In addition, the Chair may be asked to serve as a spokesperson of the Partners Group. If the Chair does serve as a spokesperson, the only public messages delivered will be those that reflect either the communication as approved by, or reflecting the consensus decisions of, the Partners Group.

4. Guests

The Partners Group may invite individuals or organizations to participate in its meetings, be it on a meeting-by-meeting basis or on an ongoing basis. Guests are encouraged to participate in relevant discussions but do not participate in decision making.

5. Advisors

As with Guests, the Partners Group may invite specific advisors to provide input and guidance on the implementation of Smart Planning. Advisors are encouraged to participate in relevant discussions but do not participate in decision making.

6. Secretariat

The Fraser Basin Council provides Secretariat support to the Partners Group through the Smart Planning for Communities Program Manager. The Secretariat may be encouraged to participate in relevant discussions but will not participate in decision making.

The basic role of the Secretariat is to:

- a) provide the core administrative services
- b) coordinate meeting logistics, materials and summary
- c) provide progress reports and identify key issues as they arise
- d) record the decisions of the Funders and Partners Groups and ensure these are reflected in the Business Plan and subsequently implemented
- e) provide financial management.

Meetings

The number of times the Partners Group will meet per year is to be determined, but will be at least twice per year. The meeting agenda is developed with the input of members prior to the meeting. At the meeting, the items of business may include:

- a) Approval and/or revision of the agenda
 - b) Appointment of upcoming chair (if term is complete)
 - c) Participation of guests and advisors in meeting
 - d) Issues as related to the progress report, if any
 - e) Direction on implementing the business plan
-

Decision Making

The Partners Group makes decisions by consensus. Consensus is defined as each member is willing to let a decision proceed even though they may not totally agree with specific details. Once a consensus decision is made (i.e. no member chooses to stop the decision), then this decision is reflected in the meeting notes.

If consensus cannot be reached, then the differing perspectives are summarized in the meeting minutes, without specifying the differences to the particular organizations and/or individuals. The Group may assign the disputed topic to several members, or seek outside assistance, to find a resolution for consideration by the whole Group. If no consensus has been reached after two meetings, the members may choose to dismiss the issue or go to a vote. If after two meetings, consensus is not achieved, then a vote may be called. Each member will have one vote and the majority (greater than 50% of all members) will determine the outcome.

Review of Terms of Reference

The Partners Group reviews the Terms of Reference annually and makes revisions as necessary.

ADOPTION

These Terms of Reference are adopted as of December 2007.

Appendix 2 - Funders Group Terms of Reference

SMART PLANNING for COMMUNITIES FUNDERS GROUP Terms of Reference December 2007

Background

Smart Planning for Communities is a collaborative BC-wide initiative providing resources and tools to local and First Nations governments for planning socially, culturally economically and environmentally sustainable communities.

Smart Planning for Communities is an innovative approach to planning for sustainable communities and pursuing on-the-ground results. Rather than a typical single agency approach, this initiative calls for collaboration among organizations and teams of people working to develop and implement integrated strategies to achieve sustainable futures. Smart Planning consists of the following key components:

- 1) A Partners Group to provide strategic direction and oversee the five-year business plan;
- 2) A Funders Group to provide financial support and approve the business plan;
- 3) A network of Sustainability Facilitators - both regional and specialized - located throughout BC supported by leading-edge sustainability practitioners and experts;
- 4) Resource Network - development and/or expansion of linkages and communications among and with experts having experiences in all facets of sustainability planning; increase awareness among communities of the wealth of current resources and knowledge; and
- 5) A 'first-stop shop' website linking an array of information resources.

Smart Planning for Communities will create stronger, more sustainable communities in the province by:

- increasing capacity to plan and implement actions for sustainability at the local level across social, cultural, economic and environmental dimensions
- providing consistent targeted advice from expert facilitators
- improving access to and further refining best practices, tools and approaches
- helping program and funding agencies access a larger number of communities across BC for disseminating program-specific information and resources
- building linkages and increasing efficiencies at the local level by taking an integrated approach to planning rather than a single issue approach
- achieving and reporting measurable outcomes in communities such as reduced green house gas emissions or energy use.

Not only will partners in Smart Planning for Communities achieve their specific mandates through participation in a broader team, they will also increase efficiencies in human resources and leverage additional resources. Smart Planning for Communities builds true mutually beneficial partnerships resulting in sustainable vibrant communities across BC.

Role of FUNDERS Group

The role of the Funders Group is to provide financial support and oversight, and approve the Smart Planning for Communities Business Plan, and includes:

- a) providing funds to support Smart Planning
- b) ensuring all orders of government are represented
- c) approving business plan to ensure that principles of funding commitments have been addressed
- d) final approval of annual or 5 year program budgets
- e) approving annual reports
- f) identifying and helping build funding partnerships

Structure

1. Membership

The membership of the Funders Group is to include representatives from all direct significant funders along with representatives from each level of government (i.e. First Nations, local, provincial, and federal). . Ideally, the Group will have members from all levels of government, not-for-profit organizations including foundations, and the private sector.

Membership in the Smart Planning for Communities Funders Group will be based on:

- a) Organizations that provide a minimum \$50,000 per year in cash for a minimum of three years to the Smart Planning Program and
- b) At least 1 representative from each level of government (federal, provincial, local and First Nations) if not represented by the previous clause
- c) Complete a Smart Planning for Communities Memorandum of Support

2. Members

All members of the Funders Group will

- a) commit to the principles of long-term and comprehensive sustainability planning for communities
- b) be willing to make decisions by consensus with other members of the Funders Group.

All members of the Smart Planning for Communities Funders Group will be invited to be members of the Partners Group

3. Conflict of Interest

The prime role of the Funders Group is to provide financial support and oversight of Smart Planning for Communities. Generally the Funders will not be involved in the direct implementation of the initiative but will provide support and leadership.

The need for openness and transparency must drive the implementation of Smart Planning for Communities. A conflict, real or perceived, could occur if a Member or a Member's organization could benefit financially from decisions made by the Funders Group including but not limited to direct financial contracts or allocation of direct staffing resources.

Where a potential conflict of interest as described above has been identified, either:

- a) the member may voluntarily withdraw from the meeting while any subject matter related to the potential conflict is discussed, or failing that,
- b) the Chair will ask the member to withdraw from the meeting while the remaining Group determines that:
 - I. the potential conflict is minor in nature, and does not warrant excluding the member;

- II. the member must withdraw from the meeting for any discussion or deliberations on the matters identified as a conflict of interest;
- III. the conflict is significant enough that the member should no longer be a member of the Group.

4. Chair

The Funders Group will appoint a Chair by consensus of the Funders Group. The term of appointment will be one year.

The Chair's role is to moderate each meeting to ensure an inclusive approach with all members and that the meeting objectives are achieved.

Between meetings, the Chair will act as a representative liaison for the Funders Group in its dealings with the Smart Planning for Communities Program Manager, Secretariat and Partners Group, as needed. In addition, the Chair may be asked to serve as a spokesperson of the Funders Group. If the Chair does serve as a spokesperson, the only public messages delivered will be those that reflect either the communication as approved by, or reflecting the consensus decisions of, the Funders Group.

5. Guests

The Funders Group may invite individuals or organizations to attend a meeting, to participate in relevant discussions. However, the guests will not participate in making decisions.

6. Advisors

As with Guests, the Funders Group may invite specific advisors to provide input and guidance as related to Smart Planning. Advisors participate in relevant discussions but do not participate in decision making.

7. Secretariat

The Fraser Basin Council provides Secretariat support to the Funders Group through the Smart Planning for Communities Program Managers. The Secretariat may be encouraged to participate in relevant discussions but will not participate in decision making.

The basic role of the Secretariat is to:

- a) provide the core administrative services
- b) coordinate meeting logistics, materials, and summary
- c) provide progress reports and identify key issues as they arise
- d) serve as liaison between Funders Group, Partners Group and Resource Network
- e) record the decisions of the Funders and Partners Groups and ensure these are reflected in the Business Plan and subsequently implemented
- f) provide financial management.

Meetings

The Funders Group will meet at least once per year, or more as required. The meeting agenda is developed with the input of members prior to the meeting. At the meeting, the items of business may include:

- a) approval and/or revision of the agenda
 - b) appointment of upcoming chair
 - c) participation of guests and advisors
 - d) review and approval of budget
-

- e) topics for discussion and/or decision.

Decision Making

The Funders Group makes decisions by consensus. Consensus is defined as each member is willing to let a decision proceed even though they may not totally agree with specific details. Once a consensus decision is made (i.e. no member chooses to stop the decision), then this decision is reflected in the meeting minutes.

If consensus cannot be reached, then the differing perspectives are summarized in the meeting minutes, without specifying the differences to the particular organizations and/or individuals. The Group may assign the disputed topic to several members, or seek outside assistance, to find a resolution for consideration by the whole Group. If no consensus has been reached after two meetings, the members can also choose to dismiss the issue or go to a vote. If after two meetings, consensus is not achieved, then a vote may be called. Each member will have one vote and the majority (greater than 50% of all members) will determine the outcome.

Review of Terms of Reference

The Funders Group reviews its Terms of Reference annually and makes revisions as necessary.

ADOPTION

These Terms of Reference are adopted as of December 2007.

Appendix 3 – Memorandum of Support

MEMORANDUM OF SUPPORT

Mission Statement: *Smart Planning for Communities is a collaborative BC-wide initiative providing resources and tools to local and First Nations governments for planning socially, culturally economically and environmentally sustainable communities.*

The aim of the Smart Planning for Communities initiative is to create stronger, more sustainable communities throughout British Columbia. Smart Planning for Communities consists of the following key components:

1. A Partners Group - to provide strategic direction;
2. A Funders Group - to provide financial support and approve the Business Plan;
3. A BC-wide network of Sustainability Facilitators - supported by leading-edge sustainability practitioners and experts;
4. An information-sharing and resource network - to develop and expand linkages among and between sustainability experts, resources, and communities; and
5. A 'first –stop shop' website linking to an array of sustainability planning resources.

Smart Planning for Communities will create stronger, more sustainable communities in British Columbia by:

- Increasing capacity to plan and implement actions for sustainability at the local level across social, cultural, economic, and environmental dimensions
- Providing consistent targeted advice from expert facilitators
- Improving access to and further refining best practices, tools and approaches to comprehensive community planning
- Helping the initiative and funding agencies access a larger number of communities across BC for disseminating initiative-specific information and resources
- Building linkages and increasing efficiencies at the local level by taking an integrated approach to planning rather than a single issue approach
- Achieving and reporting measurable outcomes in communities such as reduced greenhouse gas emission or energy use

By signing this Memorandum of Support, we agree to support the Smart Planning for Communities Mission Statement and collaborate in the implementation of the Smart Planning for Communities Business Plan.

Name: _____ Title: _____

Organization: _____

Signature: _____ Date: _____
