

**District of Sparwood**  
**Community Sustainability Assessment**

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Prepared by:

**AECOM**

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Date:

December 1, 2008

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December 1, 2008

Project Number: 0764-627-00

Danny Dwyer  
Director of Planning & Information Services  
District of Sparwood  
P.O. Box 520, 136 Spruce Avenue  
Sparwood, B.C., Canada, V0B 2G0

Dear Danny:

**Re: Community Sustainability Assessment**

We are pleased to submit the attached Sustainability Assessment Report to the District of Sparwood. The results of the assessment indicate that Sparwood is well on its way to sustainability and is ready to move forward in preparing an Integrated Community Sustainability Plan.

We appreciated working with the District and with the Sustainability Initiatives Committee on this assessment and look forward to working with you to accomplish the next steps.

Sincerely,

**UMA Engineering Ltd. doing business as AECOM**




Hugh MacKenzie  
Environmental Planner  
hugh.mackenzie@aecom.com

HLM:hlm  
Encl.  
cc:

## Revision Log

Revision #	Revised By	Date	Issue / Revision Description
A	Hugh MacKenzie	2008-10-27	Draft Report 1
B	Hugh MacKenzie	2008-10-28	Draft Report 2
C	Hugh MacKenzie	2008-11-05	Draft Report 3
D	Hugh MacKenzie	2008-11-12	Draft Report 4
E	Hugh MacKenzie	2008-12-01	Final Report

## Signature Page

Report Prepared By:	Report Reviewed By:
	
Hugh MacKenzie, Dpl CRP Environmental Planner	Susan Sanderson, BA, MES Planner

## Acknowledgements

The District of Sparwood sincerely appreciates the efforts of the Sustainability Initiatives Committee. The members of the committee are volunteers appointed by Council. Following a review of the information provided regarding sustainability initiatives undertaken by the District, they worked diligently through the assessment template and in assisting with the preparation of a final report.



The Sustainability Initiatives Committee (front row from left to right): Tracy Kaiser; Barbara Nunes; Cina Wales Green; Joan Halverson and Lorene Archdekin. (Back row from left to right) Hugh MacKenzie; Jen Woodall; Danny Dwyer; Corporal Andy Veltmeyer; Chris Nand and Don Patterson. Missing from group photo: Mark Bernadet (top right), Councillor Jim Banks, (middle right) and Allison Hawley (bottom right).

The following table provides the area of interest and the organizations represented by the committee members.

Representing	Organization Name	Name
Government	District of Sparwood	Councillor Jim Banks
Business	Sparwood Chamber of Commerce	Cina Wales Green
Public Protection	RCMP	Cpl. Andy Veltmeyer
Mining	Elk Valley Coal	Mark Bernadet
Forestry	Tembec	Tracy Kaisner
Government (Financial)	District of Sparwood	Barbara Nunes
Environment	Sparwood and District Fish and Wildlife	Don Patterson
Youth + Environment	SSS Environmental Committee	Allison Hawley
Labour	United Steel Worker's Union	Chris Nand
Health	Community Health	Joan Halverson
District of Sparwood	Planning and Engineering Department	Jen Woodall/Danny Dwyer
Consultant	UMA	Hugh MacKenzie/Lorene Archdekin

## Summary of Recommendations

The District of Sparwood conducted a Community Sustainability Assessment that involved:

- Interviews with senior staff of each District department to determine the sustainability initiatives undertaken and planned;
- A policy review to glean sustainability initiatives embedded in the District's Official Community Plan, Land Use Bylaw, and other policies and bylaws;
- Facilitated workshops with the Sustainability Initiatives Committee to work through the template provided by Community Services;
- The preparation of a final report.

The assessment template provided a process that resulted in recommendations for the next steps. The recommendations are provided below:

### Moving Forward with Smart Planning: Next Steps

Smart Planning encourages communities to take a fresh look at their future and take actions to become more sustainable. Identified and ranked by the committee (in italics), the community priority areas are outlined in the following table:

<b>What priority areas within your community relating to individual and community well being do you need to take action on to further your community's path to sustainability?</b>
--

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Improve/develop communication/ communication strategies <b>(10)</b></li><li>2. A means to pedestrian friendly/ biking and related infrastructure <b>(3)</b></li><li>3. Fitness programs <b>(3)</b></li><li>4. Fibre Optic/ educational opportunities and awareness</li></ol> |
|---|

<b>What economic priority areas do you need to take action on to further your community's path to sustainability?</b>
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- |  |
|--|
| <ol style="list-style-type: none"><li>1. Affordable housing <b>(8)</b></li><li>2. Reduce overall carbon footprint in valley <b>(7)</b></li><li>3. Promoting and supporting local business <b>(6)</b></li><li>4. Community newspaper <b>(3)</b></li></ol> |
|--|

<b>What physical infrastructure priority areas do you need to action on to further your community's path to sustainability?</b>
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- |  |
|--|
| <ol style="list-style-type: none"><li>1. Trails/ pedestrian bridge at Jewel Park and a pedestrian overpass over CPR</li><li>2. Water metering</li><li>3. Asset management – required by government – reporting</li></ol> |
|--|

Note: The committee decided these items were of equal importance and voting was not required.

**What environmental priority areas do you need to take action on to further your community's path to sustainability?**

1. Water conservation **(8)**
2. Improved urban Silva culture and Pine Beetle Program **(6)**
3. Reduce vehicle dependency **(5)**
4. Promote more recycling **(2)**
5. Enhance pedestrian use

**Overall Community Priorities**

1. Improve/ develop communication/ communication strategies **(10)**
2. Affordable housing **(8)**
3. Water Conservation **(8)**
4. Reduce overall carbon footprint in valley **(7)**
5. Promoting and supporting local business **(6)**

The next steps for the vision of a sustainable community are to revise the community vision to incorporate the identified priority areas.

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

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

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

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

The Community Sustainability Assessment was successfully concluded. Council and District staff were/are engaged in the process; the public was involved as members of the Sustainability Initiatives Committee and received a sustainability education in the process. The committee also reviewed the results of the interviews with District Staff and the policy review. Overall, the results of the assessment indicate that Sparwood is already on the path to sustainability.

Council will review/receive this report and then consider the recommendations of the Sustainable Initiatives Committee.

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# 1. Introduction

The District of Sparwood (District) received funding from the General Strategic and Priorities Fund to conduct a Community Sustainability Assessment based on the Smart Planning Community Assessment Template, which was provided to “assist in assessing your community’s readiness to engage in integrated community sustainability planning,” or smart planning. Collaboration, public engagement, and education are identified as key aspects of Smart Planning with stakeholders that represent local business and institutions and include community and local government officials.

The District expanded on the idea of utilizing the template by conducting interviews with senior administrative staff responsible for each department regarding sustainability initiatives. The District also conducted a policy review in advance of meeting with the stakeholders. A policy review is considered within the template, but the stakeholders may or may not be familiar with these policies. Consequently, the policy review was conducted in advance with the intention of sharing the results with stakeholders.

The sustainability assessment process involved the following:

- A review of existing plans and policies in terms of how sustainable they are.
- Individual interviews with senior administrative staff to determine what sustainability initiatives have been undertaken or are underway.
- Appointing members to a Sustainability Initiatives Committee that represents a cross-section of the community.
- Meeting with the Sustainability Initiatives Committee to review the results of the policy review and interviews with senior administrative staff.
- Facilitate a workshop with the Sustainability Initiative Committee utilizing the template.
- The preparation of a summary report that includes recommendations for moving forward.
- Meeting with the Sustainability Committee to present a draft of the final report
- Preparation of a final report.

A group of stakeholders representing a cross-section of the community was appointed by Council. This Sustainability Initiatives Committee met on three occasions in a workshop setting to discuss where the community is in terms of sustainability, using the template as a guide. At the end of the process, the committee was equipped to identify priority areas and recommend the next steps in developing a vision, enhancing the integration and effective implementation of plans and for building capacity.

This report includes a summary of the results of the policy review, interviews, and the sustainability workshops. Appendix A includes a notice distributed in the search for volunteers and Appendix B includes a detailed policy review.

## 1.1 Sustainability Committee

The District formed a Sustainability Initiatives Committee to participate in facilitated workshops and to work through the sustainability assessment template. The committee was made up of stakeholders representing the following areas: government and finance, business, public protection, education, mining, forestry, environment, youth and environment, seniors, labour, health, and the District staff. In order to fill these stakeholder positions, a notice (Appendix A) was prepared and distributed throughout the community and a very positive response was received. The District, under Section 142 of the Community Charter, appointed individuals to the Sustainable Initiatives Committee that represented most of the areas identified.

At the first meeting, sustainable topics were discussed and The Natural Step was described. Committee members were made aware of The Natural Step as it offers a comprehensive on line training module. It was suggested that District staff, Council, and members of the Sustainability Initiatives Committee take the training module to increase their understanding of sustainability. It is also considered highly relevant since the economic viability of Sparwood is tied to the operation of the coal mines in the areas. The Natural Step encourages careful consideration of how materials extracted from beneath the earth's surface are used. The extraction and use of the high quality coal found in the Sparwood area is much more sustainable than the extraction and use of lower grades of coal. A description of the types and grades of coal is provided below:

Coal comes in four grades or varieties, namely lignite, sub-bituminous, bituminous or metallurgical, and anthracite. The higher grades produce more BTU's (British Thermal Units, i.e., energy) per pound. Lignite is the lowest energy producing grade at around 7,000 BTU's per pound, while metallurgical and anthracite coal generate the most energy, at around 14,000 to 15,500 BTU's per pound - more than double the energy in lignite coal. Low energy coal produces more ash and sulfur contaminants than the higher grades.<sup>1</sup>

Metallurgical coal commands a higher price in the market than the price of lesser grades and, in this case, there are significant reserves available to be extracted. The presence of high quality coal reserves and the positive economic benefits derived from employment makes sustainability an interesting topic in Sparwood. Depending on the next steps of this process, this particular community sustainability assessment is highly relevant to other resource based communities.

The first meeting included the distribution of the results of the policy review and the interviews as well as a copy of the template. Committee members were encouraged to review this material prior to the next meeting. The remainder of the meeting included a discussion about several of the sustainability initiatives that resulted from the interviews. For example, the committee discussed the four on, four off shift and the impact it has on the community. This shift schedule provides mine workers with more time to shop away from the community, which means local retail businesses receive less support. It is also possible, with the four on, four off shift, and workers living outside the community, there are fewer opportunities for workers to volunteer locally. Other perspectives indicate that more time is available to support volunteerism.

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<sup>1</sup> Gold and Silver Mines. "Metallurgical Coal Deposit For Sale." <http://www.goldandsilvermines.com/coal.htm>

Another topic discussed was Centennial Square, Sparwood's commercial core, and how members of the community shop in Alberta to avoid paying PST. Consequently, Centennial Square has not attracted interesting shops and services that would contribute to a vibrant downtown core.

Meetings two and three were specifically used to work through the template provided by Community Services. Indications are that the members of the committee appreciated being involved in the process and, are willing to serve at the next level, i.e. a Steering Committee for a Community Sustainability Plan (CSP). There were also potential partnerships discussed with the mine in preparing a Community Sustainability Plan.

## 2. Policy Review

The policy review included an examination of the Official Community Plan, Land Use Bylaw, and all District bylaws. Sustainability initiatives were identified in the policy review, and these initiatives were rationalized and sorted into sustainability dimensions. Each initiative is accompanied by rationale that supports its sustainability. As mentioned previously, the policy review was provided to the committee for their evaluation and for discussion during the workshops.

The policy review revealed a number of sustainable initiatives in existing District policies. For example, Section 5.26.27 of the Traffic, Parking and Highways Regulation (821c) states that vehicles are not allowed to be parked on a portion of a highway that has been improved for the purposes of cycle parking and travel. Consequently, cyclists are given the right of way which promotes and supports cycling in the community. This falls under the social pillar of sustainability.

Another example found in the Utility and Solid Waste Management Bylaw (903c) in Section 2d(i). Water supplied by the District cannot be used for the purposes of watering the streets, land or highway, unless the land is referred to as a boulevard. This prevention of the indiscriminate use of water and support of water conservation falls under the natural environment pillar of sustainability.

The Official Community Plan contains most of the sustainability initiatives from the policy review. It includes provisions to:

- Manage urban sprawl and increase density, which allows for the possibility of more affordable housing.
- Provide for a separation between residential and industrial areas.
- Provide for mixed use.
- Encourage sequential development, which ensures the efficient use of the existing infrastructure.
- Provide for a variety of affordable housing options.

The Zoning Bylaw ensures buffers are in place adjacent to the natural boundary of the Elk River. As well, the Deer Feeding Prohibition reduces the opportunity for deer to become habituated in urban areas and conflict with people and vehicles.

More details regarding the policy review are included in the workshop results in Appendix B.

### 3. Interview Questionnaire

The objective of the interviews conducted with individuals representing each District department was to develop a list of sustainable initiatives undertaken and planned. This information contributed to the Community Sustainability Assessment.

An interview questionnaire was prepared. It included the interviewee’s name, department, and position, as well as outlining the objective, which was to develop a list of sustainable initiatives undertaken and planned by their department. It described how this information would be used in preparing a Community Sustainability Assessment.

The interview process included the following:

1. Review the six dimensions of sustainability.
2. Interviewer asked questions to determine the sustainability initiatives that have been undertaken or are planned.
3. Identify the dimension that each initiative falls within.
4. Identify the time frame for implementation.

The Dimensions of Sustainability were described as outlined in Table 1.

**Table 1. The Dimensions of Sustainability**

Dimension	Description
Built Environment	<ul style="list-style-type: none"> <li>• <b>Sparwood meets its residents physical and material needs through infrastructure and products and services delivered.</b></li> <li>• Development patterns, form and design of buildings and supporting streets and infrastructure.</li> <li>• Energy efficiency measures are also addressed.</li> </ul>
Cultural	<ul style="list-style-type: none"> <li>• <b>Sparwood maintains its unique identity by fostering a diverse, creative and innovative cultural life.</b></li> <li>• Ensuring/creating a vibrant and festive community and a sense of community identity and belonging.</li> <li>• Explores opportunities for expression in the arts.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• <b>Sparwood’s economy provides meaningful work and sufficient income for its citizens and others who do work here.</b></li> <li>• Policies and programs for attracting investment and employment.</li> <li>• Promoting local entrepreneurship.</li> <li>• Ensuring the community is a net contributor to the fiscal strength of the area.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• <b>Sparwood’s transparent, participative and inclusive decision making enables self determination.</b></li> <li>• Strategic, visionary representation and accountable systems that enable inclusive, active and effective participation by individuals and organizations.</li> <li>• The leadership is strong and informed and leads by example.</li> <li>• There is a strong, inclusive community and voluntary sector, and a sense of civic values, responsibility and pride.</li> <li>• The leadership strives for continuous improvement through effective delivery, monitoring and feedback at all levels.</li> </ul>
Natural Environment	<ul style="list-style-type: none"> <li>• <b>Sparwood’s residents and visitors maintain and enjoy healthy ecosystems.</b></li> <li>• Protecting and improving the supporting natural systems.</li> <li>• Extensive studies and analysis have been undertaken to determine the current</li> </ul>

	inventory of species and environments requiring protection and the best ways to accomplish this.
Social	<ul style="list-style-type: none"><li>• <b>Sparwood's strong sense of community is enhanced by social support and recreational opportunities, lifelong learning, and the general feeling of safety and security.</b></li><li>• The development of social and community services.</li><li>• Recognition of the historical and cultural background.</li><li>• Opportunity to include housing to meet a range of demographic and economic markets.</li></ul>

## 4. Senior Administrative Interviews

The interview questions and responses are outlined below. Senior administrators were interviewed from each department.

### 4.1 Fire Department

#### Responses to Interview Questions

##### Areas of responsibility

- Fire suppression, prevention, and education

##### Sustainability Perspective

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

##### Consideration of Sustainable Products or Services

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

##### Sustainability Initiatives Undertaken

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

##### Sustainability Initiatives Planned for 2008

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

##### Sustainability Initiatives Planned for 2009 and 2010

- Volunteer (fire fighters) training and education.

##### Sustainability Initiatives Planned for the Future

- Truck replacements are on a 20 year cycle, next cycle ends 2011 (fleet includes 3 major apparatus vehicles, 1 rescue vehicle, 2 service vehicles).

<ul style="list-style-type: none"> <li>Will consider alternative vehicles in the future that utilize other forms of energy – costs are a question.</li> </ul> <p><b>Ways the Community Could be More Sustainable</b></p> <ul style="list-style-type: none"> <li>Blue and green box programs and an enhanced recycling system.</li> <li>Safe pedestrian/cycle system (although may not be realistic as a transportation alternative because of the short season).</li> <li>Utilization of watering restrictions (even days) and water metering.</li> </ul> <p><b>Suggested Sustainability Initiatives or Innovations for the Department</b></p> <ul style="list-style-type: none"> <li>Methods to address the heat in the building such as introducing a Digital Direct Control (DDC) which allows for heating to be controlled for day to day use.</li> <li>Consider solar as an alternative energy supply to supplement existing.</li> <li>Consider LEED in the construction of the new addition of the North Fire Hall.</li> </ul> <p><b>Vision for a Sustainable Future for the District</b></p> <ul style="list-style-type: none"> <li>Key in on water conservation</li> <li>Use of more efficient street lights, solar panels, balance costs with future direction.</li> <li>Safe, healthy community!</li> </ul> <p><b>Other comments</b></p> <ul style="list-style-type: none"> <li>Encourage council to embrace sustainability.</li> </ul>
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**Table 2. Fire Department Initiative and Time Frame Summary**

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

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

## 4.2 Parks, Recreation and Leisure

### Responses to Interview Questions

#### Areas of Responsibility

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

#### Sustainability Perspective

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

#### Consideration of Sustainable Products and Services

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

#### Sustainability Initiatives Undertaken

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

#### Sustainability Initiatives Planned for 2008

- Install a low ceiling in the curling rink.
- Obtain pricing to switch out inefficient lighting at the curling rink.
- Implement changes in the way parks are maintained by identifying areas for naturalization (low or no maintenance).
- Improve water quality to reduce boiler maintenance requirements.
- Implement timing and rain sensors for irrigation.
- Interpret the mining history of the area.
- Continue the replanting scheme to counteract pine beetle infestation and continue implementing programs to remove infested trees – trees planted are produced/purchased locally that include species less receptive to the pine beetle, or are deciduous trees.

#### Sustainability Initiatives Planned for 2009 and 2010

- Develop the interpretive history of the area for educational/interpretive programs.

- Energy conservation projects at the recreation centre.

#### **Sustainability Initiatives Planned for the Future**

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

#### **Ways the community could be more sustainable**

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

#### **Suggested Sustainability Initiatives or Innovations for the Department**

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

#### **Vision for a Sustainable Future for the District**

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

#### **Other comments.**

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

**Table 3. Parks, Recreation and Leisure Initiatives and Time Frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1	Provide leadership in terms of energy use and be proactive in approach to energy management.	Built environment	Ongoing
2	Work towards the use of greener cleaning products and non-bleached products	Built environment Natural environment	Ongoing
3	Utilize local supplies and services.	Economic	Ongoing
4	Organize festivals and events for seniors and the public.	Cultural	Ongoing
5	Implement DDC for the recreational complex.	Built environment	Ongoing
6	Install low emission ceiling in the arena.	Built environment	Not defined
7	Control 100% of the heating at the recreational complex	Built environment	Not defined
8	Initiate lighting controls at the recreational complex.	Built environment	Not defined
9	Use auto flush toilets and urinals, and change over to efficient shower heads at recreational complex.	Built environment Natural environment	Completed
10	Install a low emission ceiling in the curling rink.	Built environment	2008
11	Obtain pricing to switch out inefficient lighting at the curling rink.	Built environment	2008
12	Identify park/green belt areas for naturalization to save on maintenance.	Natural environment	2008
13	Improve water quality to reduce boiler maintenance requirements at recreational centre.	Built environment	2008
14	Implement timing and rain sensors for irrigation.	Built environment Natural environment	2008
15	Continue replanting scheme to counteract pine beetle infestation.	Natural environment	2008
16	Develop the interpretive history of the area for educational/interpretive programs.	Social Cultural	2009/2010
17	Implement energy conservation projects at the recreation centre.	Built environment	ongoing
18	Replace the HVAC system in the recreation centre.	Built environment	2011+
19	Repaint the centre's rooms on a continuous basis.	Built environment	2011+
20	Continue with tree planting (afforestation) program.	Natural environment	2011+
21	Continue to plan active transportation initiatives (walking/cycling).	Natural environment Social	2011+
22	Consider solar and geothermal energy alternatives.	Built environment Natural environment	2011+
23	Utilize 100% of the lost heat from the refrigeration plan at the curling rink and the arena.	Built environment	2011+

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

### 4.3 Planning, Zoning and the Environment

#### Responses to Interview Questions

##### Areas of Responsibility

- Planning, engineering and the environment.
- Information technology and records management.

- Development
- Coordination with other departments.

#### **Sustainability Perspective**

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

#### **Consideration of Sustainable Products or Services**

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

#### **Sustainability Initiatives Undertaken**

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

#### **Sustainability Initiatives Planned for 2008**

- Water metering – across the board.
- Review infrastructure condition to develop replacement schedule.
- Leak repairs to be completed this year.
- Paving and building new pathways every two years (efficient pavement purchase).
- Land Use Bylaw amendments for adult communities, multi-use residential, secondary suites and adding a new zone to allow dwellings in industrial areas.

#### **Sustainability Initiatives Planned for 2009 and 2010**

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

#### **Sustainability Initiatives Planned for the Future**

- Select a new site for and construct a new WWTP.
- Consider new developments in place of old WWTP.

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

**Ways the Community Could be More Sustainable**

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

**Suggested Sustainability Initiatives or Innovations**

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

**Vision for a sustainable future for the District**

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

**Other comments.**

- All covered above.

**Table 4. Planning, Zoning and Environment Initiatives and Time Frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1	Maintain high efficiency furnace and LED lights to reduce operating costs at the Discovery Centre.	Built environment	Ongoing
2	Follow the Power Smart Program by burying infrastructure.	Built environment	Ongoing
3	Utilize universal software.	Built environment	Ongoing
4	Continue with fibre optic planning and installation of conduit for hydro and cable.	Built environment	Ongoing
5	Initiate Community Sustainability Assessment.	All	Completed/ongoing
6	Pilot program - water meter installation at selected commercial properties.	Built environment	Completed
7	Leak detection program for water leaks and follow-up with leak repair.	Built environment	Completed/ongoing
8	Recycle biosolids to compost/build soil at the	Built environment	Ongoing

	waste transfer station, stockpile and use to reclaim portions of the closed landfill at the waste transfer station.	Natural environment	
9	Encouraged the location of a bio-diesel station within the community.	Built environment	Completed
10	Implement pine beetle forest management and replanting	Natural environment	Ongoing
11	Facilitate water metering across the board.	Built environment	2008
12	Review infrastructure condition and develop replacement schedule.	Built environment	2008
13	Complete leak repairs.	Built environment	2008
14	Pave new pathways every two years to increase efficiencies in pavement purchasing.	Built environment	2008
15	Land Use Bylaw amendments for adult communities, multi-uses, secondary suites and add a new zone to allow dwellings in industrial areas.	Built environment Economic Natural environment Social	2008
16	Continue water metering program.	Built environment Natural environment	ongoing
17	Pave more pathways.	Natural environment	2009/2010
18	Infrastructure maintenance schedule.	Built environment	2009/2010
19	Pavement management and maintenance schedule.	Built environment	2009/2010
20	Determine a new site for a WWTP	Built environment	Future
21	Construct the new WWTP.	Built environment	Future
22	Propose new developments in place of the old WWTP.	Built environment Economic	Future
23	Increase the potential for gravity feed to minimize pumping stations.	Built environment	Future
24	Implement water conservation regulations and education.	Natural environment	Future
25	Follow-up on the possibility of introducing wind power.	Built environment	Future
26	Encourage the investigation of Pyromax.	Built environment	Future
27	Streamline GIS data for easier access.	Built environment	Future
28	Encourage widespread collection of grass clippings for composting to help build soil for landfill reclamation.	Natural environment	Future
29	Construction of wetlands to act as natural water filtration systems	Natural environment	Future
30	Re-design the municipal office within the same footprint.	Built environment Economic	Future
31	Encourage the use of waste coal fines pilot project with the University of Saskatchewan.	Built environment	Future
32	Revitalization Centennial Square and encourage the construction of more retail space.	Built environment Economic Cultural Social Governance	Future
33	Pedestrian trails to be located between Sparwood Heights and Sparwood proper	Natural environment Social	Future
34	Put solar LED lights in walkways	Built environment	Not defined
35	Encourage the provision of more retail and community services.	Economic	Not defined
36	Encourage the development of an arts and crafts community.	Cultural Economic	Not defined
37	Build a second pedestrian bridge	Built environment Social	Not defined

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

## 4.4 Finance

### Responses to Interview Questions

#### Areas of responsibility

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

#### Sustainability Perspective

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

#### Consideration of Sustainable Products or Services

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

#### Sustainability Initiatives Undertaken

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

#### Sustainability Initiatives Planned for 2008

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

#### Sustainability Initiatives Planned for 2009 and 2010

- Tangible Capital Assets reporting, if not completed in 2008.
- Administration office reorganization and renovation (the planning for the physical changes will provide an opportunity for us to review our work processes and reconsider how we do things and hopefully eliminate some duplication and improve service).

#### Sustainability Initiatives Planned for the Future

- Review electronic equipment usage to ensure that we are not creating new problems with energy

consumption and the waste stream.

**Ways the Community Could be More Sustainable**

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

**Suggested Sustainability Initiatives or Innovations for the Department**

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

**Vision for a Sustainable Future for the District**

- See # 8.

**Other comments.**

**Table 5. Finance Initiatives and Time Frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1	Use local goods and services where possible/feasible.	Economic	Ongoing
2	Reduce the use of paper.	Natural environment	Ongoing
3	Use more recycled paper where possible/feasible.	Natural environment	Ongoing
4	20 year Capital and reserve budgeting.	Governance	Ongoing
5	Departmental review of major projects.	Governance	Ongoing
6	Provide a high-level function in terms of sharing departmental resources.	Governance	Ongoing
7	Tangible Asset Reporting	Governance	2008 (if not completed in 2008, it will be in 2009)
8	Share/manage electronic records to reduce energy consumption.	Governance	2008, ongoing
9	Administration office reorganization and renovation (provides an opportunity to review our work processes)	Built environment Governance	2009, 2010

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

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

## 4.5 Administration

### Responses to Interview Questions

#### Areas of Responsibility

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

#### Sustainability Perspective

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

#### Consideration of Sustainable Products or Services

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

### **Sustainability Initiatives Undertaken**

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

### **Sustainability Initiatives Planned for 2008**

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

### **Sustainability Initiatives Planned for 2009 and 2010**

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

### **Sustainability Initiatives Planned for the Future**

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

### **Ways the Community Could be More Sustainable**

- Higher priority on sustainability policy.
- Attempting to encourage more public involvement and improving the turnout/interest in community

<p>meetings, etc.</p> <ul style="list-style-type: none"> <li>• Encourage the mines to investigate alternatives to the four on, four off shift (current shifts inhibit voting/interest in community activities).</li> </ul> <p><b>Suggested Sustainability Initiatives or Innovations for the Department</b></p> <ul style="list-style-type: none"> <li>• Consider a variety of housing needs, including affordable housing.</li> <li>• Consider increased density.</li> <li>• Concentrate on water conservation.</li> <li>• Improve conservation and sustainability awareness.</li> <li>• Take on the responsibility for sustainability.</li> </ul> <p><b>Vision for a Sustainable Future for the District</b></p> <ul style="list-style-type: none"> <li>• Sustainable education and participation between community residents, Council, staff – buy-in by the taxpayer and Council.</li> <li>• Lots of dialogue, strategies, planning and follow through.</li> </ul> <p><b>Other Comments</b></p> <ul style="list-style-type: none"> <li>• The four on, four off shift is a detriment to growing the community. The Town lobbied the mines to change the work schedule but have not been successful. However, recently there are indications that mine workers with several years of experience would prefer a shorter shift and there is at least a potential for making a change.</li> <li>• Council's goal is to get more commercial/retail in town and the only way to achieve this is to get new people to come in and start businesses, preferably in Centennial Square. When mines were down, miners switched to operating small retail businesses. Their hours of operation were inconsistent because of a lack of business/retail experience. In the future, companies could prepare miners for the transition to operating small businesses.</li> <li>• Businesses in the town need consistent hours of operation, and they need to work together to offer specials, to encourage residents to stay or to encourage new residents to locate to Sparwood because they can count on experienced retail business entrepreneurs.</li> </ul>
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**Table 6. Administrative Initiatives and Time Frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1	Conduct strategic sustainability planning sessions with Council.	Governance	Ongoing
2	Monthly management meetings to share ideas.	Governance	On going
3	Policy amendments and policy development	Governance	On going
4	Succession planning to encourage young people to think about municipal government careers.	Governance Social	On going
5	Attempting to encourage more public involvement and improving the turnout/interest in community meetings, etc.	Governance	Future
6	Educate community members on ways to respect the environment and wildlife.	Natural Environment Governance	On going
7	New construction/renovations of public building to meet efficiency standards.	Built Environment Economic	On going
8	Purchase energy efficient appliances.	Built environment	Ongoing

9	Act on policies council has established for purchasing goods.	Governance Economic	On going
10	Use local tree planters, and other local goods and services.	Economic Social	On going
11	Improve conservation and sustainability awareness.	All	Ongoing
12	Increase the community profile by applying for funding for sustainable projects/activities.	Governance	2008
13	Continue to support the coal mining industry in utilizing coal bed methane to produce energy.	Governance Economic	2008
14	Expand industrial lands.	Built Environment	2008
15	Construction of trails at Jewell park.	Natural Environment Social Cultural	2008
16	Consider uses for the former rodeo grounds.	Social Natural Environment Cultural	2008
17	Construction of new pedestrian pathways and bridge.	Social Cultural	2009-10
18	Look at alternative forms of handling solid waste.	Natural Environment	2009-10
19	Construction of a new WWTP on a new site.	Built Environment Economic Natural Environment	2009-10
20	Continuation of leak detection and water meter program.	Built Environment Economic Natural Environment	2009-10
21	Implement water conservation education.	Natural Environment Social	2009-10
22	Encourage the mines to have a presence in the community.	Economic	2008
23	Encourage the mines to investigate alternatives to the 4 on 4 off shift (current shifts inhibit voting/interest in community activities).	Cultural Economic Social	Future
24	Rezone Spruce Avenue for residential and professional businesses.	Governance Economic Social	2008
25	Encourage businesses in town to have consistent hours of operation	All	Ongoing
26	Encourage more commercial/retail to get new people to come in and start businesses (preferably in Centennial Square).	Economic Social	Ongoing
27	Creation of an Adult Community District.	Natural environment Social Economic	2008
28	Consider a variety of housing needs including affordable housing and increased density.	All	Ongoing

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

## 4.6 Public Works

### Responses to Interview Questions

#### Areas of responsibility

- Work/coordinate with other departments.
- Maintain/construct roads; design/install water, sewer and storm sewer infrastructure; identify needs/install signage; install/maintain curbs and gutters; maintain green belt areas (work with the

Recreation Department regarding maintenance and management of parks and tree planting program); cemetery maintenance; and maintain equipment for all departments.

#### **Sustainability Perspective**

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

#### **Consideration of Sustainable Products and Services**

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

#### **Sustainability Initiatives Undertaken**

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

#### **Sustainability Initiatives Planned for 2008**

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

#### **Sustainability Initiatives Planned for 2009 and 2010**

- On going programs.

#### **Sustainability initiatives planned for the future**

- See Planning Department initiatives.

#### **Ways the Community Could be More Sustainable**

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

#### **Suggested Sustainability Initiatives or Innovations for the Department**

- Metering should be required for all new subdivisions to reduce water consumption.

<ul style="list-style-type: none"> <li>• Create a bylaw to control the maintenance property owners carry out on the town's property adjacent to the sidewalk.</li> </ul> <p><b>Vision for a Sustainable Future for the District</b></p> <ul style="list-style-type: none"> <li>• Sparwood is bold, innovative, creative and shows a willingness to try new ideas.</li> </ul> <p><b>Other comments.</b></p> <ul style="list-style-type: none"> <li>• Like to see staff, Council, always trying new ideas, sharing expertise and knowledge and researching what other communities are doing.</li> </ul>
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**Table 7. Public Works Initiatives and Time Frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1	Use of bio-diesel for all diesel vehicles.	Natural Environment Economic	Completed
2	Vehicle maintenance schedule.	Natural Environment Economic	Ongoing
3	Balance water consumption with the return rate at the WWTP by addressing leaks and overuse.	Natural Environment Economic	Ongoing
4	Metering should be required for all new subdivisions to reduce water consumption.	Built environment	Not defined
5	Comparison shop, research, and purchase locally - get local suppliers involved in PW requirements.	Economic Social	Ongoing
6	Purchase smaller quantities of items so as not to overstock and allow goods to expire.	Natural Environment Economic	On going
7	Use filuma doors, low e windows, and ceiling fans in the renovation of public buildings.	Built Environment Economic	On going
8	Insulate the eaves at PW maintenance shop, install ceiling fans for cooling and install low e windows.	Built Environment Natural Environment Economic	Completed
9	Air condition the lunchroom at the shop.	Built environment	2008
10	Install new eaves trough at the Municipal Office.		2008
11	Installation of LED lighting at Cherrywood.	Built environment	2008
12	Create a bylaw to control the maintenance property owners carry out on the Town's property adjacent to the sidewalk.	Governance	Future

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

## 5. Sustainability Committee Workshop(s)

The following results were obtained in a workshop setting with the Sustainability Initiatives Committee. The assessment template was used to provide a framework for the results. The numbers beside the bullet points in Sections A2d, A3d, A4d and A6d indicate the number of votes received in ranking priorities.

### **A. Community Context**

One starting point for assessing your community's readiness for Smart Planning is to identify current realities and priority areas within your community. This section will help you identify the strengths, challenges, opportunities and priority areas within your community.

#### **A. 1. General**

##### **a) What makes your community special and unique from other communities?**

- Created by necessity
- Urban renewal
- Hunting/ fishing/ outdoor lifestyle
- Forced relocation
- Everything new
- Gateway to BC
- Split by the Elk River and Michel Creek and the Canadian Pacific Railway
- Coal mining town
- Big truck
- Two valleys meeting
- Strong economy although cyclical
- Hundreds of years of coal resource available
- Great long term prospects
- Rapport between council / entities
- Good infrastructure
- New initiatives (first to provide weekend doctor pay)
- Fibre optic

##### **b) What are the major challenges facing your community?**

- Services (infrastructure) to all areas of Sparwood
  - Some areas not serviced
- Upcoming growth issues
  - Whiskey Jack - population increase
  - Whisky Jack build out - increases population
  - Out of town owners
- Carbon based economy – coal!
  - Global concerns
- Bus service lacking- everyone drives
- Not pedestrian friendly
- Mobile home visible from highway leaves poor impression
- Industrial area along Douglas Fir leaves poor impression
- Work force from out of town

- Lack of mountain look - architecture
- Lack of affordable housing
- Retail business survival
- Proximity to Alberta - sales tax haven
- Change population base- convenient retail
  - Out of towners not as supportive of retail
- Proximity to Fernie - hard to compete
  - Services/ retail
- Resource based economy (cyclical nature)
- Staff for franchise businesses
  - Pay not as good as Fernie
- Overall image – has improved but a ways to go
- Industrial look – not lots of character
- Lack of a ploy (feature) to attract visitors
- Food from afar not local
- Lack of midrange jobs
- New teacher shortage
- Basic education for high school students / not a variety
- Volunteerism

## **A. 2. Individual and Community Wellbeing<sup>2</sup>**

### **a) What are the significant strengths of your community relating to individual and community wellbeing?**

- Great health centre
- Great recreation centre
- Sense of heritage/ community pride
- Senior support - 3 facilities
- Activity promotion/ contests/ corporate challenge
- Low crime rate/ security
- Employment due to mines
- Fibre optic
- Major highway and railway line
- Elk Valley Transit
- Arts/ Health Care/ murals
- Volunteerism
- Sports associated with recreation centre/ clubs

### **b) What are the significant challenges facing your community relating to individual and community wellbeing?**

- Interconnect ability- rivers/ hills impede
- Require influx of new teachers
- Basic courses only (High School)
- General lack of availability of adult/continuing educational opportunities (no college)
- Need facilities for youth - shops etc

<sup>2</sup> For example: community spirit, a sense of community, art, heritage, culture, health, education, volunteerism, housing, social support, social development, access to community services etc.

- Whole town
- More active related facilities (mountain biking)
- Alternatives to organized sports (either unorganized sports or non-sport activities)
- Lack of clubs, movie theatres
- Places to go
- Shift work
- Services for the disabled
- Basic health care / need to travel for services

**c) What opportunities are available to your community to improve individual and community wellbeing and further your community's path to sustainability<sup>3</sup>?**

- Encourage biking/ pedestrian – new bridge
- Encourage open communication – sustainable communities
- Fibre optic- could be used to improve education
- Incremental value of Whiskey Jack Resort
- Two new subdivisions coming on line
- New light Industrial
- Fitness program – build on it / increase activity levels – a goal of the community
- Better communication events / activities to everyone
  - Newspaper gap
  - Website info

**d) What priority areas within your community relating to individual and community wellbeing do you need to take action on to further your community's path to sustainability?**

- Improve/develop communication/ communication strategies 10
- A means to pedestrian friendly/ biking and related infrastructure 3
- Fitness programs 3
- Fibre Optic/ educational opportunities and awareness

**A. 3. Economy**

**a) What are the strengths of your local economy?**

- Renegotiated tax base – guaranteed source of revenue
- Low residential taxes
- Strong coal mining economy
- Diversification i.e. new resort
- Higher than average per capita income
- Desirable retirement centre

**b) What are the challenges facing your community with regards to the economy (e.g. labour shortage or unemployment in your community)?**

- Labour shortage/ affordable housing
- Competition for entry level employment
- Retail sector – more population to support
- Daycare that is available is expensive (\$100/ day in Fernie)
- Lack of midrange jobs
- Lack of daycare space/ entrepreneur to run

<sup>3</sup> Sustainability: meeting the needs of the present without compromising the ability of future generations to meet their own needs

- Lack of courses (training) i.e. running a business
  - Have to go to Cranbrook
  - No critical mass to support a college

**c) What opportunities does your community have to enhance its economic strengths in order to further its path to sustainability?**

- Mine to provide training outside of mine activities / partnerships with the mines
- Employers encouraged to provide daycare
- Make connection to being green/ environmentally aware
- Carbon offset - mine interested in supporting offsets in the community
- Local government and mine partnership (vertical outhouse quip)
- Recycle tires from mine for local uses
- Partner with mine in developing sustainability objectives
  - Mix tailings with garbage to produce synthetic gas
- Support local market gardeners / enterprises
  - Waste heat – heat greenhouses/ heat from pipeline right of way

**d) What economic priority areas do you need to take action on to further your community's path to sustainability?**

- Affordable housing **8**
- Reduce overall carbon footprint in valley **7**
- Promoting and supporting local business **6**
- Community newspaper **3**

**e) What is the capacity and condition of the physical infrastructure<sup>4</sup> of your community?**

- Require new wastewater treatment plant
- Infrastructure condition excellent – paving program effective

**f) What physical infrastructure priority areas do you need to take action on to further your community's path to sustainability?**

- Trails/ pedestrian bridge at Jewel Park and a pedestrian overpass over CPR
- Water metering
- Asset management – required by government – reporting
  - Helps with future budgeting
- Educate public i.e. paving program

**A. 4. Environment**

**a) What are your community's greatest environmental assets?**

- Clean water - river, creeks, etc.
- Drinking water – excellent
- Mountains/ trees
- Climate - warm in daytime / cool at night
  - Moderate climate
- Wildlife
- Good air quality – no pulp/ paper processing
- Managed forest
- Recreational options – hiking etc.

<sup>4</sup> Includes roads, utility infrastructure, hospitals, schools etc.

**b) What environmental challenges or concerns does your community have?**

- Pine Beetle
- Forest fire risk
- Car culture- town split - high number of cars per family – multiple trips to Fernie
- Mine grime perception – dust in the air
- Visibility of mine/ mine activities – acceptance by new residents
- Garbage goes to Lethbridge – regional function
- Increased levels of Selenium – mine conducting research
  - Mitigation plans being prepared – mine monitoring - consistent
  - Water quality
- Can't recycle all plastics
- Noxious weed control being carried out by Tembec

**c) What could your community do to enhance its environmental assets in order to further your community's path to sustainability?**

- Ongoing monitoring of mine activities to protect environment
- Build more paths to link areas
- Planned replacement of municipal infrastructure
- Plan for infrastructure –and be ahead of the curve – saves money
- Reforestation
- Continue leak detection program
- Add new policy – one or more tree(s) for each new house
- Continue education programs re: wildlife
- Improve recycling program

**d) What environmental priority areas do you need to take action on to further your community's path to sustainability?**

- Water conservation **8**
- Improved urban Silva culture and Pine Beetle Program **6**
- Reduce vehicle dependency **5**
- Promote more recycling **2**
- Promote more recycling **2**
- Enhance pedestrian use

**A. 6. Overall Community Priorities**

**Reflecting on your answers in A.2.-A.5.:**

**a) What are your community's top five priorities that need action in order to further your community's path to sustainability?**

1. Improve/develop communication/ communication strategies, i.e. link up younger mothers **10**
2. Affordable housing **8**
3. Water conservation **8**
4. Reduce overall carbon footprint in valley **7**
5. Promoting and supporting local business **6**

**B. Assessing the Sustainability Dimensions of Your Community's Vision**

Smart Planning is characterized by long-term thinking. This section will assist your community to identify: whether your current vision accurately reflects the desired future for your community; the time horizon of your vision; and next steps for your community with regard to your community's vision to ensure a long-term, sustainable future.

**B. 1. a) What is your community's long-term vision and where is it identified (e.g. in OCP)?**

"Honoring the Past and Creating the Future"

**2.0 STATEMENT OF PURPOSE AND OVERALL GOAL (OCP)**

The basic purpose on which the Community Plan is based is as follows: The primary function of the District of Sparwood is that of a sub-regional centre with a diversified economic base not strictly dependent on coal mining, but which is able to provide services for coal mining and other industries and resources by reason of its strategic location within the Elk River Valley.

The overall goal of the plan is as follows:

To provide serviced land and accommodation for people and enterprises who may wish to locate in Sparwood and to accomplish this in the most efficient manner and at the least cost to the residents of the District. Cost in the above context refers to environmental, social and actual dollar costs to the local Community, the Region and the Province.

The District of Sparwood has perceived a broader role by reason of its strategic location in the Elk Valley in which significant growth is expected to take place in the future. Sparwood is well situated for services which are sub-regional as opposed to local in scope and, accordingly, the Official Community Plan considers the possibility of Sparwood ultimately achieving the role of a subregional centre.

**b) What is the time horizon of this vision?**

District Staff response – possibly until amendments to the OCP are made, which may include a revised vision in a Community Sustainability Plan.

**c) As part of creating your community vision, did you consider future forces (internal and external) that might change your community in the long-term?**

District staff - this was considered in preparing the OCP but many things have changes in the community and internal and external forces include new staff and council members. Currently, we're preparing a transportation master plan and the results will need to be considered.

**B. 2. a) To what extent is sustainability incorporated into your community's vision?**

District staff – we're increasingly more aware about sustainability. This process helps us define our efforts. The results of the interviews conducted with our senior department staff clearly indicates we're fully engaged in sustainability.

**B. 3. Keeping in mind your community's priority areas (as identified in Section A), to what extent are these captured in your community's vision?**

District staff –

1. Improve/develop communication/ communication strategies – partially captured
2. Affordable housing – not specifically
3. Water conservation - partially
4. Reduce overall carbon footprint in valley – partially
5. Promoting and supporting local business – stronger link in terms of being identified as a sub-regional centre.

**B. 4. What next steps could your community take with regard to its community vision to ensure a sustainable future?**

District staff – revise the community vision to incorporate the priority areas identified above.

**C. Assessing the State of Planning in Your Community**

Smart Planning is characterized by plans and planning processes that are broad in scope (i.e. address all community aspects) and reflect a coordinated approach that emphasizes linkages between different types of plans and planning activities. Smart Planning also emphasizes putting plans into action. This section will help your community identify: the current state of integration within and between your community's plans; the degree to which these plans are informing decision-making; and next steps for further integrating and implementing plans.

NAME OF PLAN <sup>5</sup>	OCP	Zoning Plan	Recreation Plan
Last Update	2008	2008	2008
<b>COMMUNITY ASPECTS</b>			
Health and Social	*	√	√
Arts, Culture and Heritage	*	part	√
Recreation and Leisure	√	√	√
Economic Development	√	√	
Energy	*		
Water	√	√	
Food	*	√	
Natural Areas	√	√	√
Buildings	√	√	part
Land Use	√	√	part
Transportation	√		√
Learning	*	√	√
Governance and Partnerships	*		
Affordability and Housing	√	√	
Materials and Solid Waste	√		
<b>C. 3. Taking a look at each aspect of your community (in the above table):</b>			
<b>a) What aspects of your community are not being addressed or are poorly addressed by your plans?</b>			
Energy, governance and partnerships, materials and solid waste (although this is managed regionally by others), and water conservation.			
<b>b) What aspects of your community are being addressed by more than one of your plans? How do your plans acknowledge and discuss these areas of overlap?</b>			
Health and social; arts, culture and heritage; natural areas; and recreation and leisure are addressed in more than one plan. The plans do not comprehensively acknowledge and discuss the areas of overlap.			
<b>c) What next steps could your community take to further the integration within and between your plans?</b>			
Many steps, although they are not clear. We suspect this would be accomplished with a Community Sustainability Plan.			
<b>C. 4. a) How well does your implementation and decision-making reflect the directions, policies and guidelines laid out in your plans?</b>			
Plans and policies are referenced in the decision making process. The OCP and the Land Use Bylaw are frequently being amended. Currently, a zone is being drafted to accommodate compact low density residential housing. This will make more efficient use of land with smaller building footprints. A Community Sustainability Plan will strengthen the relationships between policies and guidelines.			
<b>b) What next steps could your community take to further the extent to which your plans are used to inform decision-making that ensures a sustainable future?</b>			
Prepare a Community Sustainability Plan.			
<b>C. 5. a) To what extent do your plans reflect and encourage your community's vision (as identified in Section B)?</b>			

<sup>5</sup> For example: Official Community Plan, Greenways Plan, Neighbourhood Plans, Transportation Plan, Social Plan, Solid Waste Plan, Parks Plan, Capital Plan etc.

Very good but there's room for improvement.

**b) What next steps could your community take to further the extent to which your plans are used to encourage your community's vision of sustainability?**

Our understanding is that a vision is created at the outset in preparing a Community Sustainability Plan and the vision is created by engaging the public. This is appropriate - creating a vision based on public support—buy-in.

**D. Assessing Sustainability Planning Capacity and Resources**

Smart Planning is characterized by planning processes that are collaborative (i.e. engage community members and partners to support sustainability) and that emphasize public engagement and education (i.e. designing processes that enhance public input) This section will assist your community to identify: your capacity to engage in sustainability planning; priority areas for building this capacity; a process for initiating your community's sustainability planning; and the financial resources your community could secure to engage in sustainability planning.

**D. 1. a) Please identify who in your community has the capacity (knowledge of, familiarity with, and/or expertise) in:**

	Planning and Implementation	Sustainability Leadership and Expertise	Communication and Outreach	Technical / Specialized Expertise in Overall Community Priorities (as per A6)	
Local government council	_____		_____→		
Local government administrators	_____			_____→	
Local government staff	_____			_____→	
Non-profit sector (i.e. name of organization)	Sustainability Initiatives Committee	Sustainability Initiatives Committee	Sustainability Initiatives Committee Chamber of Commerce		
Private sector (i.e. name of organization)	Mines Tembec	Mines Tembec	Mines Tembec	Mines Tembec	
Other					

**b) Please identify capacity building priority areas (e.g. in sustainability expertise) and how you might go about building this capacity (e.g. by holding workshops, e-learning sessions or public events on key Smart Planning topics)**

Sustainability workshops

- Interaction in person - not on line
- In person training, i.e. The Natural Step
- Basic problem solving approach
- Public events- catered!
- Dynamic speakers

A transportation planning workshop was recently held in Sparwood – it incorporated a presentation by a leader in non-motorized transportation and a workshop with related topics. The purpose was to kick-off a transportation planning study for Sparwood.

A community sustainability planning process would involve the sustainability education of a small group (Steering Committee) in advance of a public workshop that would include more educational programming.

**D. 2. a) What planning committees and task forces does your community have?**

Council Committees - Design Review Committee; Forest Health Committee; Healthcare Committee; Joint Union/Staff/Council Social Committee; Labour Relations/Governance Committee; Local Bus Committee; Parcel Tax Review Panel; Public Relations Committee; Public Works Committee; Recreation and Leisure Services Committee; Urban Waste Management Committee; Sustainability Initiatives Committee.

Liaison Appointments – Kootenay Trail Advisory Committee; Elk Valley Integrated Task Force; Elk Valley Senior Housing Society; School Community Connections Program; Sothern Rocky Mountain Management Committee

**To what extent do these committees offer opportunities for community participation?**

Meetings are advertised, but the public does not usually attend committee meetings.

**b) What other committees meet regularly in your community (e.g. parent advisory committee, library committees etc.)?**

- Chamber
- Lion's Club
- Cadets
- Bush Social Clubs
- All sports
  - Hockey
  - Baseball
  - Curling
- Elk Valley Integrated Task Force
- Health Authority Committee
- Boards
  - Elk Valley Housing Society
  - Soaps
  - See Barb's notes
- Monthly Union Meetings
- Church organizations
- Eagles
- Local Fish and Wildlife Club
- Sparwood Futures Society

**D. 3. a) What other opportunities exist for citizens, community organizations and sectors to participate in a decision-making or advisory role within your community?**

Council meetings, open houses regarding zoning and feasibility studies such as the Revitalization of Centennial Square (Sparwood's commercial core); bylaw changes; community active planning sessions – stakeholder, public invitation and personnel invitations; recreationally focussed workshops, etc.

**b) What are some of the challenges to community participation (e.g. distances, time, demographics)**

- Availability of volunteers - same volunteers over and over
- Mine shift creates limitations for volunteering although many employees volunteer - most mine employees live inside the community, but not all

**D. 4. a) Given the capacity within your community and the current opportunities for participation in decision-making (as identified in questions D.1.-3.), what next steps could your community take in order to move ahead with sustainability planning?**

- Secure funding to undertake a community sustainability planning process.

- Conduct a community sustainability planning process and involve the Sustainability Initiatives Committee in it.

**b) An initiation committee plays an important role to ensure that the process gets underway. Who will be the key individuals that sit on this committee to help shape the project and process in the months to come?**

- The key individuals are already in place with the committee supplemented by other appointees that are willing to make a longer term commitment.

**D. 5. Please use the table below to identify the financial resources your local government has (or knows about) to engage in sustainability planning and the next steps you could take to secure these resources?**

	Resource	Amount	Method of Securing Resource
Local government (e.g. budget for staff person)		Not meaningful	Budget
Provincial government (e.g. names of grants)		Not meaningful	
Other local authorities	RDEK, Columbia Basin Trust	Not meaningful	
Other organizations	Mine possibility Tembec possibility	Not meaningful	
Federation of Canadian Municipalities	Green Municipal Fund	Not meaningful	Application
Federal Government	Gas tax rebate, Building Canada Fund	Not meaningful	

**E. Moving Forward with Smart Planning: Next Steps**

Smart Planning encourages communities to take a fresh look at their future and take actions to become more sustainable. As you have moved through this community assessment, your community has identified priority areas and next steps to action. The purpose of this section is to bring these together and set out a strategic course of action for your community to move ahead with Smart Planning. With this in mind, please identify:

**1. Community priority areas (A.2.d., A.3.d, A.3.f., A.4.d., A.6.)**

**A.2.d What priority areas within your community relating to individual and community wellbeing do you need to take action on to further your community's path to sustainability?**

1. Improve/develop communication/ communication strategies **10**
2. A means to pedestrian friendly/ biking and related infrastructure **3**
3. Fitness programs **3**
4. Fibre Optic/ educational opportunities and awareness

**A.3.d What economic priority areas do you need to take action on to further your community's path to sustainability?**

1. Affordable housing **8**
2. Reduce overall carbon footprint in valley **7**
3. Promoting and supporting local business **6**
4. Community newspaper **3**

**A.3.f What physical infrastructure priority areas do you need to take action on to further your community's path to sustainability?**

1. Trails/ pedestrian bridge at Jewel Park and a pedestrian overpass over CPR

2. Water metering
3. Asset management – required by government – reporting
  - Helps with future budgeting
  - Educate public i.e. paving program

Note: The committee decided these items were of equal importance. A vote was not required.

**A.4.d What environmental priority areas do you need to take action on to further your community's path to sustainability?**

1. Water conservation **8**
2. Improved urban Silva culture and Pine Beetle Program **6**
3. Reduce vehicle dependency **5**
4. Promote more recycling **2**
5. Promote more recycling **2**
6. Enhance pedestrian use

**A.6 Overall Community Priorities**

Reflecting on your answers in A.2.-A.5.:

**b) What are your community's top five priorities that need action in order to further your community's path to sustainability?**

1. Improve/develop communication/ communication strategies, i.e. link up younger mothers **10**
2. Affordable housing **8**
3. Water conservation **8**
4. Reduce overall carbon footprint in valley **7**
5. Promoting and supporting local business **6**

**2. Next steps for your vision of a sustainable community (B.4.)**

Revise the community vision to incorporate the identified priority areas. This would be done in developing a sustainable vision for Sparwood.

**3. Next steps for enhancing the integration and effective implementation of your plans**

**(C.3.c., C.4.b., C.5.b.)**

C.3.c – Focus on the following - energy, governance and partnerships, materials and solid waste, and water conservation.

C.4.b - Prepare a Community Sustainability Plan.

C.5.b - Our understanding is that a vision is created at the outset in preparing a Community Sustainability Plan and the vision is created by engaging the public. This is appropriate - creating a vision based on public support—buy-in.

**4. Next steps for building your capacity to engage in Smart Planning (D.1.b), engaging in Smart Planning, i.e. identifying the initiation committee (D.4.a-b), and securing resources for engaging in Smart Planning (D.5)**

D.1.b - Community Sustainability Committee/Committee member development

- Interaction in person - not on line
- In person training, i.e. The Natural Step
- Basic problem solving approach
- Public events- catered!
- Dynamic speakers

**D.4.a Given the capacity within your community and the current opportunities for participation in decision-making (as identified in questions D.1.-3.), what next steps could your community take in order to move ahead with sustainability planning?**

- Secure funding to undertake a community sustainability planning process.
- Conduct a community sustainability planning process and involve the Sustainability Initiatives

Committee in it.

**D.4.b An initiation committee plays an important role to ensure that the process gets underway. Who will be the key individuals that sit on this committee to help shape the project and process in the months to come?**

The key individuals are already in place with the committee supplemented by other appointees that are willing to make a longer term commitment.

Congratulations! You have made it this far. We would now like to encourage you to:

**5. Create your plan for putting these next steps into action.**

## 6. Summary

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

The interviews with District staff revealed how advanced the District is in terms of sustainability. There are many examples of departmental sustainability initiatives. The departments are coordinated by a strong administration and Council and this is evident in cross departmental integration of sustainability initiatives. Sparwood is developing a reputation for encouraging community involvement in seminars, workshops, local activities, and events that have a sustainability focus. The information that was obtained from the interviews along with the policy review were shared with the committee in advance of the workshops. These resources were valued by the committee as they were able to understand how their local government manages resources and how advanced they are in sustainability planning.

Sustainability initiatives were not clearly identified in the existing policy review but there were many examples of policies that could be considered as such. The policy review, in most cases, included a rationale as to why a certain policy, initiative or statement would be considered sustainable. A difficulty encountered in working through the template was that many of the committee members were unfamiliar with District policies. Fortunately, three members of the committee are District staff and one member is a councillor. Conducting the policy review in advance added value to discussions during the workshop. The committee became informed of existing policies and were able to participate in providing highly relevant recommendations.

The efforts in determining the make up of a Sustainability Committee by conducting a search for representative stakeholders was rewarded by an energetic group of committee members. The committee was well balanced in terms of age, expertise, and the stakeholder groups they represented. There were many interesting perspectives and discussions. In particular, one member is a high school student and a member of her school's Environmental Committee. She presented an interesting perspective on youth in the community and, in particular, the differences in how different age groups obtain information. The mines were represented by management and the Local Steelworkers Union. It was interesting for the committee to meet these two stakeholders and to be involved in discussions related to the interactions associated with the mine and the community. An educational component was integrated into the committee's orientation. Although, more time could have allowed for the exploration of more sustainability topics. At the end of the last workshop, several members of the committee expressed interest in staying on and helping the District with the preparation of a Community Sustainability Plan.

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

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

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

### **Section A – Community Context**

Sparwood is a community greatly affected by natural resources, since its reason for being is due to the coal mining industry. As a result, the economy is strong but cyclical. The nature of this economy and its location relative to Alberta makes the population base more variable and less committed to supporting local businesses. The absence of sales tax in Alberta, and Fernie's established shops draw business away from Sparwood. However, Sparwood has significant potential for growth as it has a great sense of community, a low crime rate, low taxes, and a range of recreational resources. Building on positive initiatives like the Active Communities Challenge, Sparwood will be able to develop into a town that is known for much more than its coal mining economy. Revitalizing Sparwood's business atmosphere, reworking its infrastructure, and working to develop a solid community will do much to create a thriving and diverse town.

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

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

### **Section C - Assessing the State of Planning in Sparwood**

The OCP, Zoning Bylaw, Recreation Plan, along with other plans and policies were examined in the context of what the community has in place in regards to specific sectors like Health and Social, Economic Development, Water, Natural Areas, Land Use, Affordability and Housing, and others. Participants in the workshop felt that several plans had provisions for Recreation and Leisure, as well as Natural Areas. The OCP appears to be deficient in six of the 15 sectors examined. These areas could be addressed in a Community Sustainability Plan, which would result in greater integration of Sparwood's policies.

Table 8, below, shows the Community Aspect Categories which are outlined in Appendix C, considered sufficient, areas considered partially sufficient and the areas considered deficient.

**Table 8. Community Aspect Categories Considered Sufficient, Partially Sufficient, and Deficient**

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

**Section D – Assessing Sustainability Planning Capacity and Resources**

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

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

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

Financial resources available for the planning process are a gas tax rebate from both Provincial and Federal government, limited amount from local government, the Green Municipal Fund (GMF), from Federation of Canadian Municipalities with application, and possible contributions from both the Mine and Tembec.

**Section E - Moving Forward with Smart Planning: Next Steps**

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

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

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

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

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

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

# Appendix A

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## Notice Distributed in Search of Volunteers



## Sustainability Initiatives Committee

### - Search for Volunteers -

The District of Sparwood is conducting a Sustainability Assessment and is looking for citizens in the community to take part. The assessment will measure the success of current sustainable policies the District has set, and come up with ideas for policies that the District may wish to adopt in the future.

The Committee will be made up of residents of the community and professional consultants. If you have an interest in Sparwood's future and want to take part, you can apply by sending a letter telling us a little bit about yourself and your interests to Jen Woodall ([jwoodall@sparwood.bc.ca](mailto:jwoodall@sparwood.bc.ca)) by August 27<sup>th</sup>, 2008. The Committee will have 3 meetings in the month of September, with each meeting taking a maximum of 3 hours.

This is a select committee of Council under Section 142 of the *Community Charter*. Council will appoint members to the Committee at the Regular Council meeting on September 2. Please feel free to contact Jen Woodall at the District of Sparwood Office if you have any questions.

Jen Woodall, Engineering and Planning Assistant  
District of Sparwood, Box 520, 136 Spruce Avenue  
Sparwood, BC V0B 2G0 Tel: (250) 425-6271

# Appendix B

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## Policy Review

**District Of Sparwood  
Sustainability Assessment  
Policy Review**

<b>Policy Name</b>	<b>Bylaw #</b>	<b>Section</b>	<b>Initiative</b>	<b>Rationale</b>	<b>Sustainability Dimension</b>
<b>Animal Control</b>	821c		Defines areas where personal animals may not be kept - regulates location of kennels and other breeding facilities	Helps to control/maintain the personal animal population so as not to interfere with wildlife	Natural Environment
<b>ATVs, Motorcycles and Snowmobiles</b>	823c	3 (a)	The use of vehicles on lands owned by the District, parks, highways (within District) is prohibited	Lowers the maintenance costs and helps protect the parks from being ruined by gas powered personal vehicles	Natural Environment
		5 (a)	Prohibit the use of vehicle within District boundaries for public safety	Motivates people to walk and cycle so they do not have to compete with gas powered personal vehicles	Natural Environment Social
<b>Board of Variance</b>	981	2	Board members cannot be an officer or employee of the local government or a member of an advisory planning commission	Allows for more public participation	Governance
		6	General public is entitled to a hearing when their land is affected by a proposed variance	Public can become actively involved in local government actions	Governance Social
<b>Building Bylaw</b>	573c	3.2 (c) (d) (e)	The bylaw applies to any building looking to be demolished, altered or repaired in which a permit must be allotted.	Permit sees that all actions are followed through in an efficient matter and that the construction or demolition is completed properly	Built Environment
		8.6 (b)	Plans submitted for permits must have a certified seal from an architect or engineer if materials used in the construction, alteration,		Built Environment

			or repair of the building are not standard wood products, require special designs.		
<b>Business Licence</b>		3 (c) (f) (h)	Owners are able to locate certain areas of their business off premise, where areas must be kept clean with a minimum of 5 feet from any curb and not affect the flow of traffic, and may only be located on sidewalks.	By not blocking the sidewalk, walkers and cyclists do not have to compete with obstructions, therefore there is motivation to walk rather than drive	Social
<b>Council Procedure</b>	960	8 (5)	General public must be provided with adequate notice regarding any council meetings		Governance
		9 (1)	All meetings must be opened to the public		Governance
		21 (1)	Public has the opportunity to pose questions on issues covered at the meetings		Governance Social
<b>Elk Valley (Michel) Cemetery</b>	831 OCP Technical	2 B 1.9	Burials not to take place in present day unless a grave space has been reserved on or before September 1, 1983. Area acts as a buffer for acreage residential uses on Michel Creek Road	Cemetery cannot grow any further.	Natural Environment Economic
<b>Elk Valley Property Tax Sharing Agreement</b>	997		Agreement between District of Elkford, City of Fernie, Regional District of Kootenay, and the District of Sparwood.	Equitable distribution of tax revenue	Governance
<b>Financial Plan 2007 – 2011 2005 – 2009 2006 – 2010</b>	979 932 956		Development of hotels = critical component of the District's town centre commercial areas: C1 = CBDC Hotels only C2 = Highway Commercial Hotels & motels C4 = Comprehensive Commercial, hotels		Economic Cultural
<b>Fire Services</b>	974	12	Fire apparatus, equipment or		Governance

			personnel cannot be operated or deployed outside the Fire Coverage area		
		22	People are not to discard, throw or drop any lighted material out doors.		Natural Environment
<b>Regulate the Discharge of Firearms</b>	540c	4 (1)	Farmers are permitted to discharging a firearm only if/when their crops or animals are endangered by wildlife	Helps to protect local goods for the community so as the Town can become more self-sustainable	Natural Environment Economic
<b>Parks, Greenbelts and Walkways</b>	832	3 (a)	Wild flowers or plants can only be removed from any park, greenbelt or walkway with written permission from the Town		Natural Environment Cultural Governance
		4 (a)	Written permission must be given to make any changes to parks, greenbelts or walkways		Natural Environment Governance
		5	Open fires are not permitted in the spaces covered in this bylaw		Natural Environment
<b>Sign Bylaw</b>	839c	2.1 (8)	Signs cannot be attached to trees or living vegetation	Protects vegetation and trees from being impacted by disease	Natural Environment
<b>Smoke Control</b>	936	3 (3.2)	Smoke shall not be emitted into the atmosphere that causes a smoke nuisance or a smoke health effect		Natural Environment
<b>Subdivision Servicing Bylaw</b>	591	2.1 (a)	Land can only be subdivided if it is suited to the configuration of the land.	Protects valuable landscapes from being altered	Natural Environment
		2.1 (c)	A proposed subdivision is designed to make future subdivision practical		Natural Environment Social
		5	Underground wiring		Built Environment
		8	Drainage: subdivisions to be provided with gravity storm mains		Built Environment
		5.2 (m)	The developer is to maintain each	Warranty feature to make	Built Environment

			work and service for a certain amount of time	sure all products are operating properly post-construction	
<b>Traffic, Parking and Highways Regulation</b>	472c	4.13	Cannot leave/place garbage containers or facilities on any portion of the roadway	Protects wildlife and the natural surroundings from being contaminated	Natural Environment
		5.1	Cannot park personal vehicles on sidewalks	Right-of-way is given to walkers rather than drivers	Social
		5.26, 27	Cannot park on a portion of the highway that has been improved for the purpose of cycle parking and travel	Cyclists are given the right-of-way	Social
		5.33	Cannot park on a walkway or greenbelt	Gives right-of-way to animals, vegetation and nature enthusiast.	Natural Environment Social
		31.1, 2	No person can cut timber or damage boulevards		Natural Environment
<b>Unsightly Premises</b>	661	4	All garbage and recyclables must be placed in a container	Diminishes pollution	Natural Environment
<b>Utility and Solid Waste Management</b>	903c	2 d (i)	Water supplied by the District cannot be used for the purpose of watering any street, land or highway, unless referred to as a "boulevard"	Conserves water	Natural Environment
		2 d (viii)	Any person attached to a private well cannot be connected to the District water supply	Conserves public water	Natural Environment
	Solid Waste	3 c ii (3)	The maximum quantity of containers shall be two with an aggregate volume not exceeding 140 litres	Motivates people to compost, recycle and waste less.	Natural Environment
	Sewage	3 d (iii)	Recyclable cardboard is prohibited from being waste		Natural Environment
		4 c (i-ix)	Cannot discharge any flammable or combustible material, substances causing obstruction or		Natural Environment

			interference, odorous substances, toxic vapour, corrosive substance, high temperature, radioactive waste, septic waste and storm drainage into the sewerage system		
		4 d)	Restricted wastes		Natural Environment
		4 f)	Pre-treatment requirements		Natural Environment
<b>OCP</b>	869	Overall Goal	<p>'Provide serviced land and accommodation for people and enterprises who may wish to locate in Sparwood and to accomplish this in the more efficient manner and at the least cost to the residents of the district,' (Direct quote)</p> <ul style="list-style-type: none"> <li>- Cost refers to: the environment, social and actual dollar costs</li> </ul>		All
	Encourage of Compact Development	3.2.1	Urban development, infilling and expansion restricted to Urban Sustainability areas and Marginally Developable Areas	Manages sprawl, and increases density, therefore allows for more affordable housing options	Natural Environment Social
	Preservation of the Natural Environment	3.3.1	Steep slopes not to be developed on		Natural Environment
		3.3.2	Cannot develop in 200 year floodplain and will be retained as a Greenbelt where the space can only be used for agriculture and recreation		Natural Environment Economic Social
		3.3.3	Topographic features to be retained as open space and preserved in its natural state		Natural Environment
	Commercial and Industrial Development	3.4.1	Use land already zoned for commercial establishments prior to searching for new areas to	Allows for efficient use of existing commercial areas	Natural Environment Built Environment

			develop		
		3.4.2	Neighbourhood-level retail and commercial uses should be incorporated into new large-scale developments		Economic
		3.4.5	Heavy industrial expansion to be located on lands situated north of the power transmission line right-of-way	Separation between residential and industrial areas and contains industry in one area	Natural Environment Social Economic
	Core Area Development	3.5.1	Centennial Square to be retained, rehabilitated, and redeveloped		Built Environment Economic
		3.5.3	Mixed use area to be situated north of Spruce Avenue. Only to be decided by public involvement	Potential expansion of the commercial district but allows residential component	Economic Social Governance
		3.5.4	Economic expansion across Highway 3		Economic
	Residential Development	3.6 Policy	Residential expansion to be located in most suitable locations		Social Economic
		3.6.2	New residential areas should accommodate a variety of housing needs		Social Built Environment
	Parks and Recreation Development	3.8.1	Neighbourhood parks = 1.6ha/1000 people Community Park = 1.2 ha/1000 people District Park = 1.2 ha/1000 people Other open space = 4.05ha/1000 people		Natural Environment Social Cultural
		3.8.4	Retain natural lands as much as possible in natural state		Natural Environment Cultural
		3.8.5	Park and recreation sites to be located near education facilities and in new residential developments		Social
	Recreation Oriented Residential	3.9 Policy	Recreational uses to promote diversity of land uses, recreational and housing opportunities		Social

	development				
		3.9.1	Encourage minimal intrusion on natural lands		Natural Environment
		3.9.2	Commercial uses on site to be oriented around recreational activities		Economic
		3.9.3	Support a mix of housing types		Social Built Environment
		3.9.4	Support a mix of recreational activities		Social
		3.9.5	Housing design should reflect the natural environment and the recreation oriented residential style that is selected for the development		Built Environment Social
		3.9.6	Trail connections must be established		Natural Environment Social
	Staging of development	3.10.2	Large scale expansion will occur in areas where demand is greatest and where adjacent land uses are suitable	Manages sprawl	Natural Environment Built Environment Social
	Linear Parks and Pathway Development	3.11 Policy	Develop multi-purpose trails linking all parts of the municipality		Natural Environment Social
		3.11.1	Initial priority given to upgrading and maintaining existing parks		Natural Environment Cultural Economic
		3.11.2	Priority given to the construction of one or more multi-purpose pathways linking developed areas		Natural Environment
		3.11.3	Identified rights-of-ways reserved for future trail expansion		Natural Environment
		3.11.4	Consideration given to the development and maintenance of linear park system where trails may be constructed as needed		Natural Environment

	Utilities Servicing	3.13 Policy	Extend sewer and water and upgrade existing plant facilities		Built Environment Economic
		3.13.1	Upgrade water system by drilling wells, increasing storage and replacing/extending utility mains as required		Built Environment Economic
		3.13.2	Upgrade Sanitary Sewer System in stages with improvements made to the existing pollution control plant and construction of a new lift system		Built Environment
		3.13.3	Upgrade and extend the storm sewer system		Built Environment
		3.13.4	Layout sewer and water trunk services in advance to serve new areas		Built Environment Economic
	Regulatory Controls	3.14 Policy	Sequential Development	Add to existing developments rather than jumping ahead and leaving gaps	Economic Built Environment
		3.14.1	Maintain and extend the existing Zoning Bylaw to implement land use proposals in the OCP		Governance
		3.14.4	Adequate land use controls exercised within the Cummings Creek watershed area		Natural Environment
	Control of Fringe Development	3.15 Policy	Maintain development within 3 mile radius from existing boundaries		Natural Environment
		3.15.1	A Fringe Area Plan will be negotiated between affected landowners and the RDEK		Natural Environment
		3.15.3/4	All lands within Agricultural Land Reserves or Tree Farm Category will remain so long as fringe areas are connected		Natural Environment
	Restricted Development	4.4.1 (a)	Unstable slopes: greenbelts and floodplains are labelled as high		Natural Environment

	Areas		hazard and are protected from development		
		4.4.1 (b)	Development is protected on lower slopes and valley bottoms as they are prone to avalanches and overburden instability		Natural Environment
		4.4.1 (d)(1)(2)	No permanent buildings or structures should be permitted in areas subject to rock or snow avalanches or debris flow, on slopes greater than 25%		Natural Environment Built Environment
		4.4.1 (d)(3)	Irrigation systems not to be placed in areas prone to mass movement		Natural Environment
		4.4.1 (d)(5)	Natural drainage patterns should not be altered		Natural Environment
		4.4.2 (d)(1)	Permanent buildings or structures are not to be built on areas subject to instability or damage from erosion		Natural Environment Built Environment
<b>OCP Technical Supplement</b>	Sept. 1993	B 1.4	High density residential located near services and amenities, looking at 12 to 20 upa	Provides a variety of affordable housing options	Social
		B 1.6	Locate office space and other related facilities within the town's core	Provides work where you live (new urbanism) opportunities	Economic Social
<b>Zoning Bylaw</b>	264	10.8	Flood Control Requirements; A buffer of 7.5m is set in place surrounding the natural boundary of a lake, 30m from the natural boundary of the Elk River or Michel Creek		Natural Environment
<b>Election Procedure</b>	940, 2005	3	Required Advance Voting Opportunity	Gives more opportunity for the public to elect their officials	Governance
<b>Deer Feeding Prohibition</b>	961	3	People are not to feed deer within the District	Prevents deer from becoming urbanite	Natural Environment
<b>Sparwood</b>	1975 (year	Pg. 1.1	Urban development restricted		Natural Environment

<b>North Concept Plan</b>	completed)		within the floodplain, area used for agriculture or recreation		
		1.2	See constraints set forward by Kaiser Resources, therefore provide provisions for development such as limiting facilities other than residential, do not want to duplicate facilities, improve communications	These help build a healthy and strong community	Social Built Environment Economic
		2.1	Slope to be a major determining factor in development. Have set criteria as to what slope angles can be developed on	This sees that natural drainage patterns are not disturbed and buildings are constructed on stable land, therefore not giving way due to natural occurrences	Natural Environment Built Environment
		2.3	Foundations will require special attention as area is susceptible to frost heave and other soil instabilities. The majority of the area is an undulating terrace		Built Environment
		2.5	Mixed vegetation areas have the capability of being selectively cleared for urban development		Natural Environment
		4.1	Areas unsuitable for urban development have a capability for other types of use such as parks and recreations		Natural Environment Social
		5.2-3 and 7.1	Allow for a mix of residential densities (use criteria of 12 to 15 people per gross acre. Number based on population projections)		Social
		5.6	Commercial development focused on the local level		Social Economic
		5.7 and 9.3	Provide for 3 levels of parks. 22% of gross developable area will be dedicated to open space		Natural Environment Social Cultural
		Section 8	Utilities servicing considerations	This provides people and	Built Environment

			and constraints. Determine thresholds levels on population. The higher the population, the greater the threshold	buildings with proper services as populations fluctuate. This shows they are not going to their limits before the population reaches its capacity.	Social
		10.1	Development is predicated on threshold levels of population	Provide developable space only when needed	Natural Environment Social
		13.1	Stage one: high density residential plus commercial concentrated close to the main entrance point		Social Economic

# Appendix C

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## Community Aspect Categories

## Community Aspect Categories (through a sustainability lens)

*Categories as taken from the Alberta Union of Municipalities Association Draft Guidebook for Integrated Community Sustainability Planning (ICSP), or Smart Planning.*

**Health and Social** - How to meet the health and social needs (including physical, mental, spiritual and emotional) of the community.

**Arts/Culture/Heritage** - How arts, culture and heritage will be supported, enhanced and delivered, and how they will stimulate and support the transition to sustainability in your community.

**Recreation & Leisure** - How recreation and leisure activities for both residents and visitors will be delivered to exceed expectations while protecting the environment.

**Economic Development** - How your community will create a strong local economy and develop and maintain successful, resilient businesses that help move the community toward sustainability.

**Energy** - How to meet your community's energy needs in an efficient, affordable, sustainable and reliable way, while managing greenhouse gas emissions and air quality.

**Water** - How to provide a dependable supply of high quality water in a way that maintains healthy aquatic environments and uses water efficiently.

**Food** - How to ensure a healthy, nutritious and sustainable food supply that maximizes opportunities to build the social, ecological, cultural and economic capital of the community.

**Natural Areas** - How ecosystem integrity and biodiversity will be protected and where possible restored in your community/region.

**Built Environment** - How to develop and renew buildings, neighbourhoods and facilities that will contribute to making your community unique, livable and sustainable.

**Transportation** - How to move residents, employees, visitors, and materials to, from and within the community in a more sustainable manner.

**Learning** - How to meet resident and visitor needs for formal and informal lifelong learning.

**Governance & Partnerships** - How local government and other stakeholders will organize and collaborate in decision-making and implementation of the ICSP.

Affordability & Housing - How to make living and playing in your community affordable for residents, and how to meet housing needs of diverse permanent residents.

Materials and Solid Waste - How to meet your community's need for material supply and disposal through the most efficient use and reuse of the most sustainable materials and keeping waste out of the natural environment.