



Moving Toward Sustainability ...

District of Sechelt

Sustainability Action Plan

October 2011

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Introduction

Looking toward the future, local government has a profound capacity to influence change within the community. Communities are facing many challenges that affect the quality of life for its residents. The issues in Sechelt include economic shifts and uncertainty, changes in our climate, new growth and development, fluctuations in population growth and increasing energy and transportation costs. Although many of the broader issues are global or national in scope, the way a local government responds to the many changes it faces can determine its resiliency in the long-term. By taking action on those factors within local control, the District of Sechelt and its residents can take a leadership role and have a substantive impact in the path toward sustainability, and maintaining what residents value about their community.

What is Sustainability?

The term sustainability is often used in reference to the environment or forms of development, but the concept is much larger. It is defined in this plan as a concept to **guide decision-making** toward meeting the needs of the present in ways that ensure that future generations are able to meet their needs and have a high quality of life. Sustainability is about having a vibrant economy, well protected ecosystems and healthy citizens with strong community connections. It is about living well today, while preparing for our future.

In this plan, the term focuses on some key concepts:

- Creating a **shared understanding of a successful future**
- Living within **our means**

- Understanding the opportunities to **reduce costs** through long-term thinking and asset management.
- Understanding the **interconnectedness** and interdependence between the economy, society and the environment
- Recognizing that even **small actions** can have a large impact between the present and the future.

Our Approach

A main premise of this plan is that Sechelt will 'lead the way' as a municipality, displaying its commitment to sustainability through the way it operates as an organization. Sechelt's Sustainability Action Plan was developed through

discussions and ideas generated by Council and District staff at a number of workshops and brainstorming sessions. These



sessions identified priorities and many practical and immediate actions that could be undertaken by the District. This means **shifting from a business-as-usual way of doing things to thinking long-term and taking more 'sustainable' approaches identified in this plan**. A large part of this shift in thinking is aimed at saving the municipality money by taking a long-term view of the costs of running the community and providing the services residents want.



What Are We Doing Now?

The process of developing this plan demonstrated that Sechelt is already undertaking many actions that are characteristic of 'sustainable thinking'. Workshops with District Council and staff departments revealed many actions and initiatives already underway that are aligned with and express the principles of sustainability outlined in this Action Plan. These actions illustrate a level of knowledge and commitment to sustainable practices within the District of Sechelt. Recent initiatives include:

- Completion of the Vision Plan and new Official Community Plan – emphasis on compact land use, conservation design and protection of natural areas
- Active Transportation Plan that defines priority routes for walking and cycling
- Reduction in water use in municipal parks
- Establishing a Manager of Sustainability and Special Projects position to integrate sustainability into the organization
- On-going lighting and energy retrofits in municipal buildings
- Adoption of the Corporate Carbon Neutral Plan
- Completion of the Urban Forest Plan
- Plastic Bag and Bottles Reduction Strategy
- Solar thermal program offered to installers to increase local capacity
- Restoration of Chapman Creek riparian habitat
- Management of the Community Forest to balance economic, social and environmental priorities

Regional Context

A group of organizations on the Sunshine Coast led by the Sunshine Coast Regional District is currently preparing a regional sustainability plan¹, with a set of suggested values, targets and actions across a wide spectrum of issues related to sustainability. Sechelt is a participant and a supportive of the regional plan, which is broader in scope than the municipal action plan. While consistent with the vision and directions of the SCRDR plan, the Sechelt Sustainability Action Plan is intended to be more focused on the areas of municipal responsibility – economy, housing, land use, environment, green space, transportation, infrastructure, energy and waste management.

Our Action Plan

The Sustainability Action Plan is intended to be a **practical guide** that provides a 'road map' of goals, guiding principles and actions that integrate the values of sustainability into the District's operations and everyday decision-making by staff and Council. The plan contains a **decision framework** to ensure that future decisions are aligned with sustainability principles and goals. The plan also contains a Sustainability Checklist as a tool to measure new initiatives and projects against Council's principles and goals.

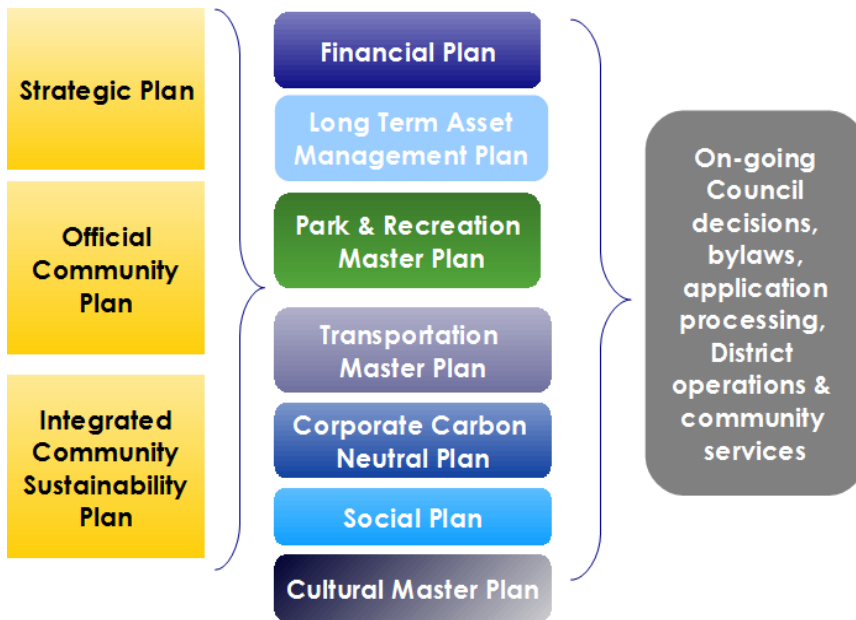
Finally, the plan contains a set of **Sustainability Indicators** to help track and monitor progress toward the District's goals. A commitment to sustainability involves learning along the way. By assessing the success toward Council's goals, refinements can be made, and the process of learning, adapting and working together can be strengthened. Assessing progress also allows the community to celebrate its achievements and embody a sense of optimism in the way it responds to changes and challenges.

¹We Envision: *One Coast Together in Nature, Culture and Community, a Discussion Paper*, Sunshine Coast Regional District, draft 2011



Where does the Sustainability Plan Fit In?

The Sustainability Action Plan is one of the key policy documents for the District, with overall principles and detailed actions related to sustainability. The Sustainability Action Plan also coordinates with and reflects the broader policy of the Official Community Plan and the priorities established by Council in the Strategic Plan.



Our Vision of a Sustainable Community

Council is committed to the current and future prosperity of Sechelt, to the health and well-being of its people and to stewardship of the natural environment.

The following vision, goals and guiding principles provide an overview of Council's commitment and how it will implement its commitment to a more sustainable future.

Vision: Our guide for the future

Sechelt's vision is to be a thriving, forward thinking community, with a diverse and prosperous economy and healthy natural systems, sustained for current and future generations.

We will achieve our vision by embracing and applying the principles of sustainability and committing to the well-being of future generations in all our actions and decisions.

Our Goals

To become more sustainable over time requires simple, but broad goals that describe 'where we are going' as a municipality. Our goals are:

- ***To establish sustainability as a core Council value and priority for the District***
- ***To nurture a mindset of sustainability***
- ***To integrate sustainability into everyday decision-making and all planning processes***

Nine Principles

The following guiding principles describe Sechelt's commitment to becoming a more sustainable community:

1. Leadership: Getting Our House in Order

Creating deep roots of sustainability in the organization ensures we become a leader in sustainability.

We will:

- 'Lead by example' by demonstrating practical ways to implement sustainable practices in all municipal operations.
- Act as a model for others by designing and operating District facilities to be energy and water efficient and have low greenhouse gas emissions.

2. Integration: Communication

Keeping all staff departments communicating and working toward common goals is essential.

We will:

- Align our plans, policies and municipal operations to reflect our common vision for a more sustainable future.
- Foster and reward innovation and teamwork in all departments through open dialogue and input into decision-making.
- Have regular reporting to keep on track.

3. Long-Term Thinking

It is important to recognize that sustainability is a journey and a way of thinking that may not show direct benefits until years into the future.

We will:

- Recognize the enduring and long-lasting effects of our choices that will affect many generations to come.
- Look 10-20-50 years or more down the road in our decisions.



4. Balance: Look at the Bigger Picture

Recognizing the interconnectedness and interdependence among the economy, society and the environment is essential to balanced decisions.

We will:

- Give equal value to social, cultural, environmental and economic considerations in all our decisions.
- Balance all voices, goals and interests in our decisions.

5. Set Priorities: Be Accountable

Establishing and communicating the common goals, plans and vision to all District staff and the community is essential to staying on track toward sustainability.

We will:

- Set targets and report on our progress toward our sustainability goals and targets.
- Ensure the District remains financially sustainable by adopting a long-term assets management approach.
- Follow through on priority actions.
- Maximize infrastructure efficiencies.
- Base decisions on full life-cycle costs.
- Implement sustainable procurement procedures.
- Celebrate success and progress in meeting our sustainability goals and new ways of operating.

6. Thriving Economy

Job opportunities and meaningful employment are essential to community success.

We will:

- Support a diverse and resilient local economy.
- Create a positive investment climate through outstanding municipal services.
- Protect, intensify and diversify economic activity within our established business and industrial areas.

7. Healthy Environment

Sechelt's economic viability and quality of life are dependent on the health of the environment.

We will:

- Demonstrate our commitment to environmental stewardship in all our decisions.
- Protect our valued ecosystems and natural setting.
- Promote and use renewable energy and low impact infrastructure.
- Reduce consumption of energy, water and non-renewable materials in municipal operations.

8. Living Well

Create a caring community that lives well and celebrates together is a primary role of local government.

We will:

- Develop safe, accessible and inclusive neighbourhoods to encourage interaction.
- Provide programs and services that serve all community members.
- Provide opportunities for art, culture and recreation to enrich community life.
- Create greener neighbourhoods.
- Create more active transportation options to promote physical activity.

9. Partnerships

The District of Sechelt operates within a broader context, with other local governments (SCRD and the Sechelt Nation) as direct neighbours, and senior government organizations that have jurisdiction over many aspects of municipal services.

We will:

- Build positive relationships with other levels of government and organizations in order to move toward our goals.
- Communicate Council priorities to other jurisdictions and organizations, and attempt to resolve differences in order to meet our goals.



Our Action Plan

The following steps outline the detailed actions the District of Sechelt will take in the path toward sustainability. Most of the action items are intended to be undertaken in the short term or on an on-going basis, although the results of these actions may not be realized immediately. The action plan is also meant to be reviewed and updated regularly as new initiatives and ideas are brought forward.

AREA OF FOCUS: LEADERSHIP AND COOPERATION

Goal: To demonstrate progressive ideas and practices that provide a model for others in the community, and ensure sustainable thinking is reflected in daily activities and long-term planning for the municipality.

Strategies/Actions/Initiatives:

1. Incorporate triple-bottom line accounting to provide balance (economic/ social/environmental) in all decisions.
2. Be a leader in energy use, recycling and green building technology to demonstrate 'best practices' as an organization.
3. Partner with the SFU Centre for Sustainable Community Development to use the *Community Capital Tool* as an analysis tool to support and guide decisions.
4. Ensure a high level of inter-departmental cooperation and communications as standard practice.
5. Support employee professional development to increase awareness and implementation of sustainable practices in the community.

Status

✓ On-going

✓ New solar hot water heat at municipal hall; recycling program in place;

Priority for 2012

✓ Improvements being implemented

✓ On-going

Lead Department: Council/Administration

AREA OF FOCUS: FINANCIAL SUSTAINABILITY

Goal: To ensure the long-term financial health of the District of Sechelt and continue to provide cost-effective services to the community.

Strategies/Actions/Initiatives:

1. Continue to practice responsible management.
2. Continue to develop effective financial strategies and plans.

Status

✓ On-going

✓ On-going



3. Follow the priorities of the five year Financial Plan.
4. Expand use of external grants and funding sources wherever possible.
5. Implement a municipal procurement policy to guide all purchases of goods and services.
6. Assess long-term (life-cycle) cost implications of all major budget decisions and purchases.

- ✓ On-going
- ✓ On-going
- ✓ Underway
- ✓ To be implemented with future decisions

Lead Department: Finance

AREA OF FOCUS: COMMUNITY ENGAGEMENT

Goal: To continuously improve the way the District of Sechelt engages with its citizens, partners and staff by providing opportunities for meaningful dialogue and input.

Strategies/Actions/Initiatives:

1. Develop indicators to measure back on the community's progress towards its stated goals and targets, and report back to the community on a regular basis.
2. Continue to improve the District's website as the gateway for community access and information.
3. Continue to use the Municipal Memo and Mayor's Message to provide regular updates on District activities.
4. Continue to implement the new Corporate Brand.
5. Adopt 'plain language' principles for all District communications.

Status

- ✓ Completed as part of Sustainability Plan
- ✓ On-going
- ✓ On-going
- ✓ On-going
- ✓ On-going

Lead Department: Community Liaison

AREA OF FOCUS: ECONOMIC PROSPERITY

Goal: To create a diverse and thriving local economy that provides meaningful employment opportunities and a positive business environment.

Strategies/Actions/Initiatives:

1. Ensure the District has available land for commercial and industrial uses.
2. Implement the actions and recommendations of the *Sechelt Investment Attraction Strategy* (Warner, 2004).

Status

- ✓ On-going
- ✓ On-going (Mayor's Task Force on Economic Development)



3. Continue to improve Sechelt's marine access and waterfront to maintain the attractiveness of the community for investment.
4. Continue to manage the Community Forest as a source of local employment, economic diversification and resource stewardship.
5. Continue to improve food security and local food production.
6. Develop a Food Security Plan

✓ Upgrades underway at Mission Point and Trail Bay

✓ On-going

✓ On-going – ALR land protected; participate on Agricultural Advisory Committee; support Thursday night market

Not started

Lead Department: Planning

AREA OF FOCUS: PLANNING AND DEVELOPMENT

Goal: To coordinate development of Sechelt as a compact and energy efficient community.

Strategies/Actions/Initiatives:

1. Implement the Official Community Plan (Growth Management Strategy).
2. Update the Zoning Bylaw to include varied housing forms and density bonus options.
3. Update the Subdivision Control Bylaw to include alternative standards.
4. Update the Building Bylaw to include solar ready and other initiatives.
5. Implement a Sustainability Checklist for all developments.
6. Update the *Geotechnical and Environmental Report* (Golder, 1993) to reflect new environmental and climate change issues.

Status

✓ On-going as part of new development decision-making

✓ Initiated mid 2011

Priority for 2012

Priority for 2012

✓ To be included with all new development applications (rezoning, subdivision, Development Permits)

Not started

Lead Department: Planning

AREA OF FOCUS: ENERGY AND CLIMATE CHANGE

Goal: Foster a culture of Conservation, reduce dependence on fossil fuels and promote and use of renewable energy to reduce greenhouse gas emissions (GHGs).

Strategies/Actions/Initiatives:

1. Develop a Climate Action Plan for the District of Sechelt.
2. Continue to implement the recommendations of the Municipal Carbon Neutral Plan.
3. Continue to partner with the Sunshine Coast Regional District (SCRD) to implement the Community Energy and Emissions Plan (CEEP).

Status

Priority for 2012

✓ On-going

✓ On-going

Lead Department: Sustainability

AREA OF FOCUS: SOLID AND LIQUID WASTE

Goal: To become a 'Zero Waste' community and to treat effluent to the highest standards and reduce noise/smell to the greatest extent possible.

Strategies/Actions/Initiatives:

Solid Waste

1. Implement the collection, diversion and re-use of organic waste.
2. Continue to support the curbside collection of recyclables.
3. Implement the recommendations of the Plastic Bottles and Bags Reduction Strategy.

Liquid Waste

4. Update the Wastewater Strategy.
5. Continue to pursue opportunities to increase access to municipal sewer services.
6. Continue to increase sewer connection capacity that meets the present and future needs of development.
7. Identify and pursue opportunities to recover energy and other resources from treated effluent.
8. Complete a Stormwater Management Plan to reduce impacts on streams and marine receiving waters and support groundwater recharge.

Status

Priority for 2012

✓ On-going

✓ On-going

Priority for 2012

✓ On-going

✓ Upgrades underway (new bio-solids treatment plant)

Priority for 2012- review as part of update of Liquid Waste management Plan

Priority for 2012



- Continue to implement best practices for stormwater management with all new development and infrastructure projects.

On-going. Standards to be reviewed as part of update of Bylaw 430 - priority for 2012

Lead Department: Engineering

GREEN AND INTEGRATED INFRASTRUCTURE

Goal: Ensure that municipal infrastructure is integrated and energy efficient and has the lowest environmental impact possible.

Strategies/Actions/Initiatives:

- Complete the development of an Integrated Asset Management Plan.
- Implement the recommendations of the *Visual Road Condition Assessment* (McElhanney, 2010).
- Implement a 'Life Cycle Cost Analysis' process for all infrastructure decisions and projects.
- Continue to implement the recommendations of the municipal buildings condition assessment report.
- Develop a Green Buildings Policy for all municipal buildings.

Status

Priority for 2012

✓ *On-going*

Not started

✓ *On-going*

Not started

Lead Department: Engineering/Parks/Finance

AREA OF FOCUS: SOCIAL AND CULTURAL (COMMUNITY WELL-BEING)

Goal: To foster social well-being through health, housing, education and support for the arts and cultural initiatives.

Strategies/Actions/Initiatives:

- Develop a Social Plan for the District of Sechelt.
- Develop a Cultural Master Plan to guide decisions on arts and culture.
- Develop a Heritage Master Plan to manage and preserve heritage resources.
- Continue to build housing that appeals to all age groups and family structures, including affordable housing for young families and youth and other groups in need.
- Place emphasis on creation of community amenities as part of all new development

Status

Not started

Not started

Not started

✓ *On-going as per OCP policies. Affordable housing policy under review.*

✓ *On-going*



- | | |
|--|------------|
| 6. Encourage interaction between age groups and all residents by continuing to support a wide range of community events and celebrations | ✓ On-going |
| 7. Promote universal and accessible design to support aging in place and accessibility for all residents | ✓ On-going |
| 8. Continue to support initiatives that provide employment and education in the performing and visual arts | ✓ On-going |

Lead Department: Planning/Parks

AREA OF FOCUS: TRANSPORTATION

Goal: To create a pedestrian-focused, accessible and inter-connected transportation system.

Strategies/Actions/Initiatives:

- | | <i>Status</i> |
|---|---|
| 1. Implement the recommendations of the 2009 Transportation Master Plan. | <i>Priorities to be established in Five Year Capital Plan</i> |
| 2. Pedestrian, cycling and trail network (active transportation) should be given priority for implementation of the Transportation Master Plan. | ✓ On-going |
| 3. Ensure all new development is fully accessible and provides pedestrian/trail linkages. | ✓ On-going |
| 4. Continue to implement the Airport Business Plan, including runway extension, lighting upgrades and terminal building, when adequate funding is in place. | ✓ On-going |

Lead Department: Engineering/Planning

AREA OF FOCUS: WATER

Goal: To use water responsibly and efficiently and ensure a sustainable supply.

Strategies/Actions/Initiatives:

- | | <i>Status</i> |
|---|--------------------------|
| 1. Develop a Drinking Water Strategy for the District of Sechelt, in partnership with the SCRD. | <i>Priority for 2012</i> |
| 2. Continue to promote tap water as a safe, accessible and valuable resource. | ✓ On-going |
| 3. Continue to reduce water use in public parks and facilities. | ✓ On-going |

Lead Department: Sustainability Services/Engineering



Decision Framework

The Sustainability Checklist (following page) provides a detailed list of sustainability elements that future initiatives, projects or decisions can be measured against, with a total score that rates the fit with Sechelt's sustainability goals and principles. Another way of building sustainable thinking into everyday District decision-making is to pose a simple set of questions that reflect the main sustainability principles. These can be applied to new projects such as infrastructure, planning or budget decisions, or referenced in everyday Council decisions.

Suggested questions are:

Strategic Decision Framework: Ten Questions

Does this initiative (decision/project/proposal):



1. Fit with our overall vision as a thriving, forward thinking municipality? (Y/N)
2. Demonstrate leadership or innovation in implementing sustainable practices? (Y/N)
3. Bring long-term benefits, even if short term costs are higher? (Y/N)
4. Support Sechelt's goals of a diverse and prosperous economy? (Y/N)
5. Create new permanent jobs, particularly ones that support youth and families? (Y/N)
6. Bring a balance of economic, social and cultural benefits? (Y/N)
7. Consider the long-lasting impacts on future generations? (Y/N)
8. Respond to the needs and interests of a diverse population regardless of age, income, cultures or physical abilities? (Y/N)
9. Reduce energy or water use; reduce dependence on fossil fuels or non-renewable resources; contribute to a culture of conservation in the community? (Y/N)
10. Result in protection or enhancement rather than degradation of our natural systems? (Y/N)

As shown from the structure of the questions, a higher number of 'yes' answers results in a good fit with sustainability principles.

Triple Bottom Line Reporting

Incorporating 'triple bottom line' thinking into staff reports to Council is needed to fully integrate the Sustainability Plan into the municipal organization. The Centre for Sustainable Community Development at Simon Fraser University's School of Resource and Environmental Management has partnered with the District of Sechelt to develop an analysis tool that will support and guide the decision process. The *Community Capital Tool* will be used as a pilot project aimed at facilitating decisions by providing a transparent, visual tool for measurement and evaluation. Appendix 1 also provides some examples of how triple bottom line reporting could be included in staff reports dealing with typical development or infrastructure decisions.



Sustainability Checklist

The Sustainability Checklist is intended to assist staff, Council and applicants evaluate new projects and initiatives in accordance with Sechelt's four pillar approach to sustainability. Ideally, new projects will embrace as many of the environmental, economic, and social/cultural goals and principles as possible. This checklist also allows proponents to highlight any innovative or special features that support the District's sustainability goals. **The checklist is structured so that leadership, economic, social/cultural (community well-being), and environmental considerations are given equal importance.** No pass/fail standard is set, but the checklist result will assist Council in making informed decisions relative to sustainability goals.

		Rating: Yes/No/Somewhat
<i>Leading the Way: Does this project or initiative</i>		<i>Rating: _____</i>
1. Long Term Thinking	<ul style="list-style-type: none"> ▪ Demonstrate that it is in the best <u>long-term</u> interests of the community? ▪ Consider full life-cycle costs and benefits? 	
2. Integration	<ul style="list-style-type: none"> ▪ Demonstrate a coordinated approach to meet the needs of planning, engineering, parks, public works and finance departments? ▪ Reflect a high level of communication between the District and the community? 	
3. Model Sustainability	<ul style="list-style-type: none"> ▪ Demonstrate and reflect Sechelt's commitment to sustainability? ▪ Act as a model for others by using sustainable practices? ▪ Maximize infrastructure efficiencies? 	
4. Balance	<ul style="list-style-type: none"> ▪ Balance the interests of all voices, goals and interests? ▪ Reflect the interconnectedness and give equal weight to social, cultural, environmental and economic considerations? 	
<i>Thriving Economy: Will this project or initiative:</i>		<i>Rating: _____</i>
5. New employment	<ul style="list-style-type: none"> ▪ Create new permanent, well-paying employment opportunities? 	
6. Diverse economy	<ul style="list-style-type: none"> ▪ Add to diversification of the local economy? ▪ Support or enhance existing businesses? ▪ Contribute to the 'green' or renewable economy? ▪ Contribute to development and employment in the visual and performing arts in Sechelt? 	
7. Youth and young families	<ul style="list-style-type: none"> ▪ Provide high quality training and/or job opportunities for younger residents (<35)? 	
8. Viability	<ul style="list-style-type: none"> ▪ Be economically viable in the long term? ▪ Use locally sourced resources, goods and materials? ▪ Add to the commercial or industrial property tax base? 	



Community Well-Being (Social/Cultural): <i>Will this project or initiative:</i>		<i>Rating:</i> _____
9. Inclusive community	<ul style="list-style-type: none"> ▪ Make a positive contribution to overall community well-being? ▪ Respond to the needs and interests of a diverse population (varied ages, incomes, cultures or physical abilities) through housing design or other aspects? ▪ Support Sechelt as an inter-generational community? ▪ Develop safe and inclusive neighbourhoods that encourage interaction? 	
10. Community resilience	<ul style="list-style-type: none"> ▪ Support adaptability (the ability to age in place)? ▪ Provide rental or affordable housing? ▪ Provide accessibility measures beyond minimum code? ▪ Create or improve pedestrian/cycling facilities? 	
11. Community amenities/capacity building	<ul style="list-style-type: none"> ▪ Provide programs or facilities that enrich community life through art, culture, recreation or social gathering spaces? ▪ Invest in infrastructure or services that will benefit the community? ▪ Provide or contribute to educational or health facilities? 	
12. Compact neighbourhoods; Downtown focus	<ul style="list-style-type: none"> ▪ Develop safe and inclusive neighbourhoods that encourage interaction? ▪ Provide compact development that adds density to the Downtown or Neighbourhood Centres ▪ Provide access to existing transit routes (within 400 m)? 	
Healthy Environment: <i>Does this project or initiative</i>		<i>Rating:</i> _____
13. Environmental impacts	<ul style="list-style-type: none"> ▪ Protect and support biodiversity by protecting contiguous open spaces, wildlife corridors and interface areas? ▪ Minimize alteration to natural features; retain soil and tree cover? ▪ Minimize the footprint on the land; use conservation design principles? ▪ Use full cut-off lighting fixtures? 	
14. Climate change; protecting shorelines	<ul style="list-style-type: none"> ▪ Take into account climate change affects (i.e. flooding or sea level rise) ▪ Develop/protect shorelines using greenshore principles? ▪ Retain or enhance the urban forest? 	
15. Energy use/efficiency	<ul style="list-style-type: none"> ▪ Achieve EnerGuide for new houses rating of 80 for single family and row houses or energy performance of 25% better than Model National Energy Code for multifamily, commercial or industrial buildings? ▪ Provide or use renewable energy (geothermal, solar, heat recovery)? ▪ Reuse site materials; recycle construction waste? 	
16. Water use/efficiency	<ul style="list-style-type: none"> ▪ Provide on-site stormwater retention/detention/recharge? ▪ Use low flow fixtures; recycle grey water? ▪ Use drought tolerant plants and minimal or no irrigation? 	
Total	<p>Good ('Yes' answers) Fair ('Somewhat' answers)</p> <p>Poor ('No' answers)</p>	



Measuring Our Progress

Targets and Indicators

Measuring progress toward sustainability goals is important to moving forward on a sustainable path. A set of indicators to assess the District's achievements and progress is contained in the following table. The indicators are chosen to reflect the four spheres – leadership, economic, social/cultural and environmental considerations that form the basis of the Sustainability Plan. The selected indicators are also factors that can be easily measured using census data or available District information (such as GIS data on land use, building permits and assessment records).* Some of the sustainability goals are more subjective, and should also be assessed as part of an annual review.

The assessment tables include:

- **Baseline:** This describes the starting point or current performance in each of the indicators.
- **Targets: Desired Future:** These describe where the District wants to be in the future, the outcomes to achieve, or the reason why this is important.
- **Current state:** This describes how close the District is to meeting its goals (current status). For simplicity, these questions can be answered as Close/Neutral/Not Close (or Yes/Somewhat/No).

It is intended that an annual report be reviewed with Council so that these indicators are kept in mind. The targets and indicators are not fixed; they are intended to be modified over time, as new goals and measurements of community progress are developed.

* Note: some of the baseline boxes are blank as further review or data collection is required to establish the baseline conditions.



1. LEADERSHIP

INDICATOR		BASELINE* - WHERE ARE WE NOW?	TARGET: OUR DESIRED FUTURE	ARE WE MEETING OUR GOAL?
Energy use	■ Become carbon neutral by 2012 for District operations	340 Tonnes per year (CO ² e)	↓ 10% energy reduction and 15% GHG reduction by 2015	
	■ Increase local renewable energy production (solar, wind, other)	None	↑ 10% local production by 2015	
	■ Municipal biodiesel, electric or hybrid vehicles	1 hybrid car	↑	
Progressive infrastructure	■ Volume of treated wastewater per household	_____L/per capita	↓ 20% reduction per household by 2015	
	■ Number of sewer connections per km of pipe		↑	
Greener transportation	■ % of paved roads with sidewalks		↑	
	■ Km of trails		↑	
	■ % of roads with dedicated bicycle lanes		↑	
	■ % of homes within 400m of transit stop		↑	
Financial management; corporate practices	■ Follow priorities of 5-year Financial Plan		↑	
	■ Reduced paper use	We use ___ kg of paper per year	↓ 10% reduction by 2012	
	■ Electronic records	_____% of records are in digital format	↑	
	■ Number of times the District website is accessed	_____ per month	↑ 20% increase by 2012	
	■ % sustainable procurement		↑	

* Note: some of the boxes are blank as further review or data collection is required to establish the baseline conditions.



2. THRIVING ECONOMY

INDICATOR		BASELINE* - WHERE ARE WE NOW?	TARGET: OUR DESIRED FUTURE	ARE WE MEETING OUR GOAL?
Jobs	■ Ratio of jobs to population	3940/8455 (47%)	↑ Increase % of jobs relative to population growth	
	■ Percent of population employed locally	47% (2006 census)	↑ 50% by 2012	
Incomes	■ % of incomes from employment	46% (2008)	↑ Move closer to provincial average (64%)	
	■ Average income (reflecting pay rates)	\$37,842 (2008)	↑ Move closer to provincial average (\$40,736)	
Businesses	■ Urban renewal of Downtown (priority redevelopment sites on Wharf, Cowrie)	1 new site under application on Wharf Rd. (2011)	↑ Increase in transition from single storey to multi-storey mixed use buildings by 2015	
	■ Ratio of commercial/ industrial assessment to residential	93% residential (2008)	↑ Increase commercial/ industrial assessment to 20% by 2020	
	■ Total number of business licenses	931 (2011)	↑ Increase with rate of population increase	
	■ Commercial/ industrial land base	212 ha designated in OCP	↑ Increase area of land in active commercial & industrial use	
Land use	■ Percent of total housing units located Downtown	_____ units (____% of total)	↑ 20% increase by 2020	
	■ % of new building permits located in the Priority Growth area		↑	
	■ Percent of new development as compact or higher density units (clustered, multifamily)	11% of total housing stock (2006)	↑ 15% by 2012 25% by 2020	
	■ Area (ha) actively farmed	No data specific to Sechelt	↑	

* Note: some of the boxes are blank as further review or data collection is required to establish baseline conditions.



COMMUNITY WELL-BEING

INDICATOR		BASELINE* - WHERE ARE WE NOW?	TARGET: OUR DESIRED FUTURE	ARE WE MEETING OUR GOAL?
Population	<ul style="list-style-type: none"> Balanced age groups (compared to provincial average) 	6.6% (ages 20-29) in Sechelt; 12.4% for B.C.	↑	2 percent points closer to BC average by 2012
Housing	<ul style="list-style-type: none"> Number of new affordable housing units as % of new construction 		↑	
	<ul style="list-style-type: none"> % of population spending >30% of income on housing 	370 rental households; 710 owners are vulnerable	↓	Reduce to lower % of population
Inclusive community	<ul style="list-style-type: none"> Number of adaptable or accessible housing units 		↑	
	<ul style="list-style-type: none"> % visible minorities as part of population 	4.6% (2006 census)	↑	Increase toward provincial average (24.5%)
Supporting our youth and families	<ul style="list-style-type: none"> Representation on District committees 	None	↑	2 appointments by 2012
	<ul style="list-style-type: none"> Community events for youth and/or families 		↑	
	<ul style="list-style-type: none"> Dependency on social safety net (income assistance and EI) 	11.3 % of 10-24 year olds (2009)	↓	Closer to provincial average (4.6%)
Cultural activities	<ul style="list-style-type: none"> Number of annual community arts/cultural events 		↑	
	<ul style="list-style-type: none"> Employment in arts and culture 	5% of labour force (2006)	↑	Maintain or increase
Community satisfaction	<ul style="list-style-type: none"> % of residents rating Sechelt with high quality of life 		↑	Maintain or increase

* Note: some of the boxes are blank as further review or data collection is required to establish the baseline conditions.



HEALTHY ENVIRONMENT

INDICATOR		BASELINE* - WHERE ARE WE NOW?	TARGET: OUR DESIRED FUTURE	ARE WE MEETING OUR GOAL?
Green space	■ Tree cover as a percent of overall land base	59% (overall)	↑ Increase from 34% in the Downtown, commercial & industrial areas; minimum 60% overall	
	■ Drought resistant trees planted as part of Urban Forest Plan		↑	
	■ Manage spread of invasive species		↓ Reduce areas affected by 20% by 2015	
	■ Area of park land	380 ha (2010)	↑	
Reduce water use	■ Annual water consumption per capita	573 litres/person/day (SCRD data)	↓ 20% reduction per household by 2015	
Waste	■ Solid waste – amount sent to landfill	440 kg per person/year	↓ 90% reduction by 2060	
	■ % of waste recycled	50%	↑ 69% by 2020	
Green buildings	■ Number of Built Green, Leed (or other) certified buildings		↑	
	■ Number of solar hot water installations	___ permits in 2010	↑ 2% increase per year	
Energy reductions	■ Reduce community wide GHG emissions	62,357 Tonnes per year (2006)	↓ 29% reduction over business as usual by 2031	
Active transportation	■ % of residents walking or biking to work	8.5% (2006)	↑ 20% increase by 2012	

* Note: some of the boxes are blank as further review or data collection is required to establish the baseline conditions.



Appendix

Appendix 1 – Incorporating triple bottom line assessment in staff reports

Incorporating 'triple bottom line' thinking into Council decisions is central to implementing the sustainability plan. The following examples provide an illustration of how this might apply to some sample Council reports. In this example, references to the Strategic Plan and Vision Plan (currently listed separately in staff reports) are bundled into the Sustainability Plan assessment:

EXAMPLE #1 – DEVELOPMENT APPLICATION

Policy Implications

- **Official Community Plan** – The OCP designates this property as Downtown Commercial. The proposed mixed use building is consistent with the OCP designation.
- **Zoning** – the proposed development will require rezoning from (current zone) to (proposed zone).
- **Sustainability Plan (Triple Bottom Line)** – The proposal is consistent with many of the principles and goals of the Sustainability Plan. Staff have reviewed the project in accordance with the Sustainability Checklist and have rated it as High, (see attached checklist) with highlights as follow:
 - Leadership – The project demonstrates high degree of leadership in sustainable design, early consultation with residents and is consistent with the District's Strategic Plan.
 - Social - The project brings a mix of unit sizes and is fully accessible with interior elevator to encourage accessibility and inclusivity. The project provides two new units of affordable housing and six rental units.
 - Cultural – The project provides a new community gathering space in the front courtyard on the main commercial frontage, creating social interaction.
 - Environmental – The project retains all mature trees, meets Leed silver standards, provides solar hot water heating and dark-sky exterior lighting. The building design uses local materials, west coast design and prominent use of wood (Wood First).
 - Economic – The ground-floor commercial space adds new retail and office space in the main shopping district of the Downtown. The developer has committed to purchasing 70% of building materials from local suppliers and hiring 80% of construction workers locally. The project is consistent with the Vision Plan and Strategic Plan which encourage new businesses to be located Downtown.

Department Input: Integration

The proposed development has been reviewed with the following staff departments. Recommendations from these departments are reflected in the staff report and recommendations (to be initialled by Managers):

<input type="checkbox"/> Administration	<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Finance	<input type="checkbox"/> Parks	<input type="checkbox"/> Public Works
<input type="checkbox"/> Fire Dept.	<input type="checkbox"/> Building	<input type="checkbox"/> Planning		<input type="checkbox"/> Engineering



EXAMPLE #2 – MUNICIPAL OPERATIONS/BUDGET DECISION (THEORETICAL SEWER EXTENSION TO WEST SEHELTT)

Policy Implications

- **Sustainability Plan (Triple Bottom Line)** – The proposal is consistent with many of the principles and goals of the Sustainability Plan. Staff have reviewed the project in accordance with the Sustainability Checklist and have rated it as Moderate (see attached checklist), with highlights as follows:
 - Leadership – The project is in the best-long term interests of the community and demonstrates a coordinated approach between municipal departments.
 - Social - When complete, the availability of sewer will support densification and mixed housing types in West Sechelt. The project will allow the District to add additional density and encourage compact development and a new mixed use centre in West Sechelt
 - Cultural –The sewer corridor contributes to community amenities and recreation activities, as it will also provide a trail network linking West Sechelt to the high school and the Downtown.
 - Environmental – The project will also allow connection of failing septic systems to the municipal sewer (environmental benefit). However, some loss of urban forest will occur to accommodate the sewer lines construction.
 - Economic – The project will be paid fully by participating property owners over a 10-year time period; Development Cost Charges will contribute 25% of the costs; the remainder will come from new and existing development connections. The project will create 20 full time jobs over a 2-year construction period; the accepted tender has committed to hiring 60% local workers. The project is consistent with the Vision Plan, particularly to focus development and infrastructure within the Urban Containment Boundary.
- **Financial Plan** – The project is consistent with the priorities established in the 5-year capital plan. Extension of the sewer to West Sechelt is shown as the highest priority item for the sewer system for 2011-2012.

Department Input: Integration

The proposed development has been reviewed with the following staff departments. Recommendations from these departments are reflected in the staff report and recommendations (to be initialled by Managers):

<input type="checkbox"/> Administration	<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Finance	<input type="checkbox"/> Parks	<input type="checkbox"/> Public Works
<input type="checkbox"/> Fire Dept.	<input type="checkbox"/> Building	<input type="checkbox"/> Planning		<input type="checkbox"/> Engineering

