



*Municipal Sustainability
Plan
2008—2035*

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The Task Force members were Jane Toews, Dusty Williams Barbara Froud, Sandra Farr Jones, Jo Kellehen-Williams, Ken McIntosh, Councilor Michel Jackson, and Karl Nemeth, Town Planner (ret)

The Town of Black Diamond wishes to extend sincere thanks to all community and area residents and organizations who participated in the community visioning focus group and the focus groups directed towards the five pillars of the plan.

Sincere thanks to Don Kochan, Chief Administrative Officer, Town of Canmore and Richard Quail Municipal Manager, Town of Okotoks for sharing their experiences and learnings through the development and adoption of their respective municipal sustainability plans.

Foreword

Town Council initially discussed the idea for the creation of a Municipal Sustainability Plan for the Town of Black Diamond in 2005. However, as discussions with respect to the amalgamation of the Town of Black Diamond and the Town of Turner Valley were a priority at that time, the planning process did not commence until November 2006.

The development of this plan was not limited to the Town of Black Diamond incorporated boundaries, but also took into consideration our neighbours of the Town of Turner Valley, Village of Longview, and the Municipal District of Foothills.

The development and implementation of the Town of Black Diamond Municipal Sustainability Plan will assist council and administration in setting future direction and priorities and the allocation of resources. The plan has five key pillars: Social Capital/Development, Environmental Development, Economic Development, Community Development, and Governance.

All community members and organizations should see the successful implementation of this Plan as not the sole responsibility of council and administration but a shared responsibility.

The following excerpts, reprinted with permission from the Town of Okotoks, are from a poem by Ms Sally Bates, Cowboy Poet that told the ***Story of a Sustainable Okotoks***. The writings within this story are perhaps applicable to all communities who wish to move in the direction of sustainability.

"...creatin' change does not wear the right clothes nor seek "business as usual" - it comes from a place of risk, a daring to challenge the status quo, a fearlessness of jumping off a cliff into the unknown to discover a new reality, with honesty, curiosity, and inclusiveness the only guide for the way forward.

*Well - wearin' Kevlar underwear don't hurt either.
A community is only as big as the dream it dares to live.
Success is not in the end but in the journey.
We don't have all the answers - just some guideposts to follow as we learn lessons from doin'.*

*A bit of cowboy advice, I've learned on horseback and saddle...for those pursuin'
the sustainable path:*

- *Life is simpler when you plow around the stump.*
- *Avoid the special interests. Pursue the common interest.*
- *Every path has a few puddles. Don't be afraid to walk through 'em*
- *Always drink upstream from the herd - except in Okotoks where our innovations allow you to drink downstream from our herd.*
- *If you get to thinkin' you're a person of some influence, try orderin' somebody else's dog around.*
- *Build consensus to achieve momentum."*

The key themes, opportunities, and challenges relative to the Plan are to ensure there is a "Diamond Forever."

Town Council, 2008

Mayor – Rolly Magee

Councillors

Tyler Bray
Mike Ross

Michel Jackson
Judy Thompson

William Price
Heather Thomson

Community Profile

Black Diamond incorporated as a Village 1929 celebrated its Town status in January 1956.

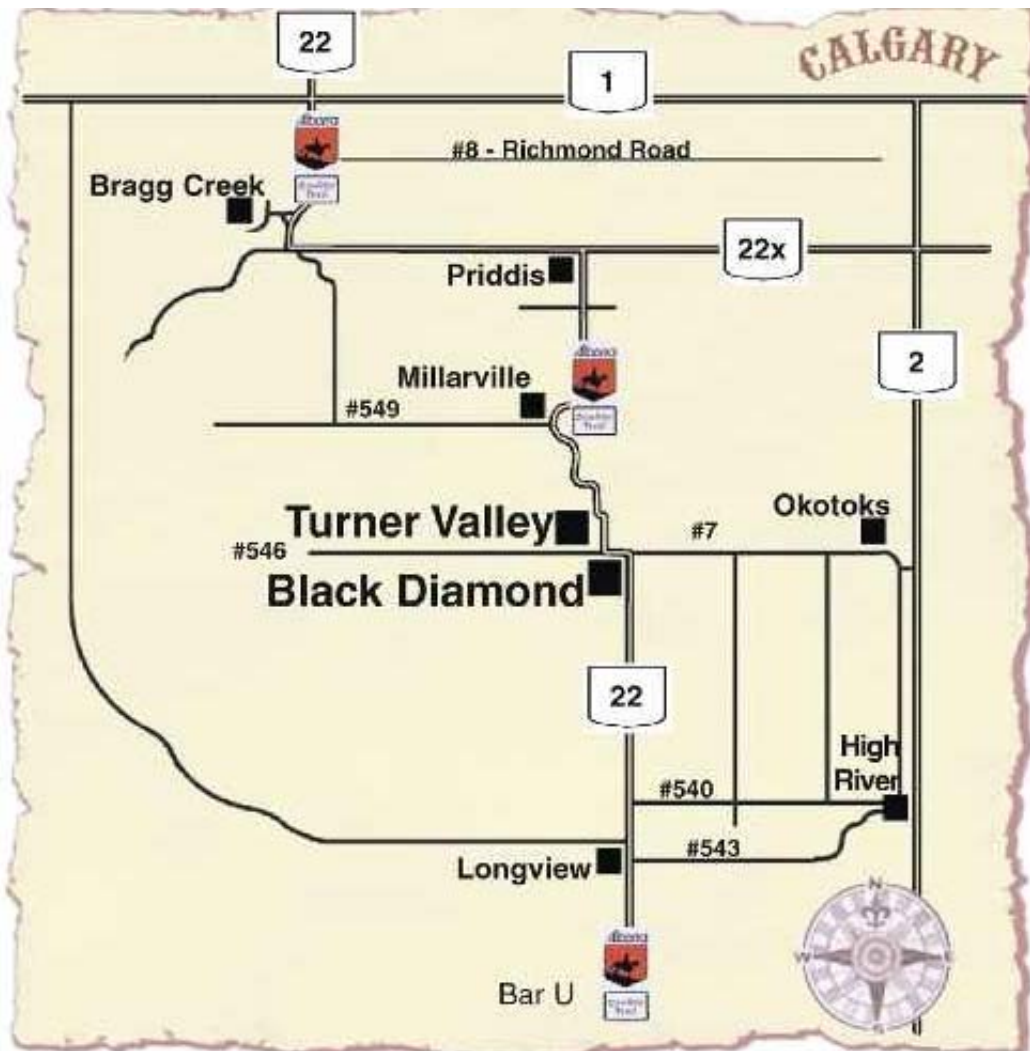
Located in the majestic foothills of Alberta's Rocky Mountains, Black Diamond is just a 30-minute drive southwest of Calgary; the town is a gateway to the ranchlands along the Cowboy Trail and the entrance to Kananaskis Country, Alberta's pristine wilderness and outdoor recreational area. A spectacular setting, friendly rural atmosphere, fascinating history, and a thriving artistic community are just a few of the qualities that give the town its unique appeal.

Black Diamond offers a wide range of recreation facilities and activities for every age group. An arena, campground, ball diamonds, curling rink, football and soccer fields, and playgrounds provide year round fun. A golf course and swimming pool are located only minutes away in Turner valley. Both Towns are located on the banks of the Sheep River and at the steps of Kananaskis Country for hiking, fishing, and camping opportunities.

Black Diamond is a regional service centre, drawing residents from the larger agricultural community to its business area, hospital, senior's lodge, recreational areas, and educational institutions.

One of the most important landforms affecting future direction of the town's future growth is the pronounced Sheep River valley with its surrounding topography. Its direct influence on the floodplain of the Sheep River and the contours of the lands along the west of the town require that the majority of the town's medium to long-term growth be to the south and east of the existing town site.

Location of Black Diamond



Definitions

Built Environment - Refers to the manmade surroundings that provide the setting for human activity, ranging from the large-scale civic surroundings to the personal places.

Carbon Footprint - A Carbon Footprint is a measure of the impact human activities have on the environment in terms of the amount of greenhouse gases produced, measured in units of carbon dioxide.

Community Capital: the natural, human, social, and built capital from which a community receives benefits and on which the community relies for continued existence

Ecological Footprint – The ecological footprint of a community is a measure of the “load” on nature imposed by meeting the needs of the population. It represents the land area necessary to sustain current levels of resource consumption and waste discharged by that population.

Ecosystem – A natural unit consisting of all plants, animals, and microorganisms in an area functioning together with all the non-living physical factors of the environment

Indicators - Indicators are a way of seeing the ‘big picture’ by looking at a smaller piece of it. They tell us which direction we are going: up or down, forward or backward, getting better or worse or staying the same.

Sustainable Development – Meets the needs of the present without compromising the ability of future generations to meet their own needs.

Symbiosis – Describes various degrees of close relationship between organisms of different species.

Urban settlement - An area with an increased density of human-created structures in comparison to the areas surrounding it.



*Setting the Stage
for Sustainability
Planning*

What is “Sustainability”?

The term “sustainable” was used initially in discussing how people use resources. However, over the years, people have found more applications for this concept. For example, deficit funding is not sustainable, because you cannot keep spending money you do not have. Pollution is not sustainable because toxins build up in water, air and soil faster than nature can break them down.

During the late 1970s and early 1980s, a number of independent scientists, activists and policy makers were working on responses to link issues concerning the environment (the health of nature) and development (the progress of humanity). The term “sustainability” began to be used to describe the goal of jointly addressing economic development and ecological health concerns.¹

In 1987, the United Nations’ World Commission on Environment and Development released its report entitled ***Our Common Future***, which brought the terms “sustainability” and “sustainable development” to the forefront. This report often referred to as the Brundtland Report defined sustainable development as ***“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”***

There has been criticism with the term “sustainable development” being ambiguous and open to various interpretations, many of which are contradictory. Sustainable development, “sustainable growth,” and “sustainable use” at times are used interchangeably as if the meanings were the same. Sustainable growth is a contradiction in terms; nothing physical can grow indefinitely. The World Conservation Union (IUCN) in 1991 stated that sustainable use is only applicable to renewable resources. The IUCN clarified that it means using renewable resources within their capacity for renewal.

¹ Sustainable Seattle Indicators 1998

Why A Municipal Sustainability Plan for Black Diamond?

The 2005 Federal Budget identified long-term, stable, and predictable funding as part of the Government of Canada's commitment to a ***New Deal for Cities and Communities***.

Under the New Deal, federal, provincial, territorial, and municipal governments would work together with other stakeholders to develop long-term strategies for improving our communities.

The Government of Canada's ***New Deal for Cities and Communities*** commitment was to:

- provide municipalities with a share of gas tax revenues;
- renew existing infrastructure programs as necessary; and
- increase contributions to the Green Municipal Funds.

The primary objective of the funding program was to "*achieve a higher quality of life and standard of living.*" In announcing this program, there was an expectation from the Government of Canada that all communities in Canada would start planning for the future of their community through the development of a Integrated Community Sustainability Plan. In Alberta, this is referred to as a Municipal Sustainability Plan.

To obtain future Alberta Municipal Sustainability Initiative funding, all Alberta municipalities are expected to have a sustainability plan in place by April 2009.

The Town of Black Diamond commenced their municipal sustainability planning process in November 2006. The plan would be based on five pillars: Social, Environmental, Economic Development, Community, and Governance.

In September 2007, the Government of Alberta announced the ***Municipal Sustainability Initiative (MSI)***. This program represents the Province of Alberta's commitment to provide municipalities with sustainable funding to assist them in meeting the challenges of growth and enhancing their long-term sustainability. New conditional grants provide funding to municipalities for each of the next 10 years until 2016/2017.

Planning Process

The Town of Black Diamond through a motion of council in November 2006 initiated the Municipal Sustainability Planning Process. At that time, Councillor Sharlene Brown took on the role of Project Leader. A representative of the provincial government, from the then provincial government department of Alberta Community Development assumed the role of Process Manager. Over 90 community members participated in the overall process.

The planning process was designed on a series of steps.

1. Development of Timelines

As with any planning project, there was a need to establish a Phasing Process. The titles/ concepts used were taken from the Alberta Urban Municipalities Association Municipal Sustainability Planning Guidebook.

The process included five phases for the period January 2007 to June 2008.

- **Structuring the Process**
 - Introduction to Municipal Sustainability Planning
 - Community Visioning
 - Establish Sustainable Community Plan Task Force
- **Creating a Common Understanding**
 - Development and adoption of Sustainability Principles
 - Community Input into Vision
- **Strategic Areas Identified**
 - Five Pillars identified
 - Focus Groups

- **Planning**
 - Community Sustainability Assessment conducted
 - Key initiatives identified
- **Implementation and Monitoring (on-going)**
 - Measurement indicators developed
 - Policy development
 - Linkage with other plans

2. Five Pillars

The Federal funding program identifies four components: economic, environmental, social, and cultural. The Town of Black Diamond Municipal Sustainability Plan has five pillars as its foundation:

- Social
- Environment
- Economic Development
- Community
- Governance

A series of focus groups with representatives from each of the five pillars provided information that has been incorporated into the strategic directions.

3. Community Visioning Workshop

In planning of any nature, the easiest approach to visioning is two or three people sitting around a table. Unfortunately, the only people who have “buy-in” are the individuals sitting around the table.

The Community Visioning Workshop involved over 35 individuals from the community and area. These individuals also identified key community values in addition to the community vision. These appear in the Chapter entitled ***In the Year 2035...***

4. Sustainable Community Plan Task Force

The Sustainable Community Plan Task Force had the following mandate as outlined within the terms of reference.:

- To provide overall direction for the study;
- To review and develop policy recommendations for inclusion into the Sustainable Community Plan ;
- To invite partners and stakeholder with an interest in the 5 pillars of Sustainability ;
- To schedule and participate in public meetings and open houses, as deemed appropriate;
- To authorize presentation of the final draft Sustainable Community Plan to Council; and
- to provide expected results and outcomes inclusive of community education, implementation plan, action plan with dates, monitoring and timelines.

The Task Force was comprised of members from each of the five identified pillars.

5. Sustainability Principles

The Town of Black Diamond adopted the Melbourne Principles. The Melbourne Principles for Sustainable Cities were developed at an International Charette, held in Melbourne, Australia 3-5 April 2002. This event organized by the United Nations Environment Program, the International Environmental Technology Centre (UNEP IETC) and the Environment Protection Authority Victoria, was sponsored by and hosted at the Melbourne Town Hall.

Implementation and monitoring of the principles by applying them to concrete actions is an ongoing process.

6. Educational Opportunities

Educational opportunities included presentations by Mr. Don Kochan, Chief Administrative Officer, Town of Canmore and Mr. Richard Quail, Town Manager, Town of Okotoks. Both communities have received not only provincial recognition but also national and international awards. These sessions provided the Citizens' Advisory Group and members of the public an understanding of the different approaches that were taken towards sustainability by and an opportunity to learn from their experiences.

7. Research

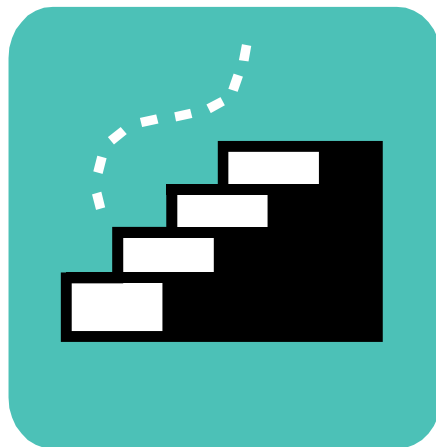
Sustainability Planning research for this project was undertaken by each member of the Sustainable Community Plan Task Force plus the Project Leader and the Project Manager.

8. Community Sustainability Assessment

The Community Sustainability Assessment instrument was discovered through the research process. This in depth assessment provided the foundation for determining the “current reality” of sustainability within the community.

9. Development of a Designated Website.

A legacy from the Municipal Sustainability Planning Process is the creation of a dedicated project website. In most communities with a sustainability plan, the website is an integral part of communicating to the external partners and community members. This website will include linkage not only to the Town of Black Diamond website but also to other communities and tools used in Sustainability Planning.



Sustainability Outcomes

“Our best crop is concrete. Our diesel busses chug along emitting black clouds like mechanical squid. In addition, our rivers turn into toilet bowls every time heavy rains cause our sewage system to overflow. No wonder, come weekends, every New Yorker with a really disposable income heads for the Hamptons of long Island or the north woods.”

**W. Nixon 1991
The Environment Magazine**

Through sound sustainability planning, communities have the capacity to achieve the following outcomes²:

Outcome	Might be Achieved by:
Minimize or eliminate the use of non-renewable resources and fossil fuels	Energy conservation policy Energy efficiency studies Alternative energy sources
Minimize or eliminate the contamination of the natural environment from substances produced by society	Purchasing products with a recycled content i.e. paper Solid Waste Management Program
Prevent degradation of the natural environment by physical means	Storm water master plan Storm water quality
Provide for a range of human needs in a fair and efficient manner	Affordable housing Support economic development initiatives

² City of Corvallis, Oregon



Community Vision

“Follow not where the path may lead; Go instead where there is no path and blaze a trail”

- Anonymous -

Black Diamond Sustainability Principles

In creating guiding principles for the development of the Black Diamond Municipal Sustainability Plan, it is proposed that the Melbourne Principles be adopted and modified for Black Diamond.

The Melbourne Principles³ assist communities such as Black Diamond, to achieve sustainable development. The Principles provide a simple set of statements on how a sustainable community might function. They can help to bring together citizens and decision-makers, whose participation and cooperation is essential in moving towards sustainability.

Principle 1: Provision of a long-term vision for Black Diamond and region based on the five pillars of sustainability social, economic, environment, community, and governance and their interrelationships

Shared vision stands the test of time. Shared vision is about alignment, motivating communities, governments, businesses, and others around a common purpose and providing a basis for developing strategies, processes, and actions to achieve the vision.

- promoting the common aspirations of our citizens to becoming more sustainable
- balancing forces of consumption and preservation
- equal access to resources be they natural, human, financial or physical and shared responsibility for preserving resources for future generations

³ Melbourne, Australia City Council May 2002

Principle 2: *Achievement of long-term economic and social security*

Long-term economic and social security are pre-requisites for beneficial change and is dependent upon environmentally sound and sustainable development. To achieve financial, social, and environmental sustainability, economic strategies need to increase the value and viability of human and natural systems.

Through fair allocation of resources:

- economic strategies should seek to meet basic needs in a just and equitable manner for all; and
- economic strategies should guarantee the right to potable water, clean air, food security, shelter, and safe sanitation

Security is:

- equitable access to basic services that facilitates resilient and harmonious communities; and
- economic and social security are dependent on environmental security

Principle 3: *Recognize the intrinsic value of biodiversity and natural ecosystems, and the protection and restoration of them*

Nature is more than a commodity for the benefit of humans. We share the Earth with many other life forms that have their own intrinsic value.

It is through people's direct experience with nature that they understand its value and gain a better appreciation of the importance of healthy habitats and ecosystems.

Communities such as Black Diamond that are in close proximity to wilderness areas have a special custodial role of the natural areas and watersheds that share their habitat with a variety of other species.

Principle 4: Enabling the Town of Black Diamond and its regional population to minimize its ecological footprint

People consume resources. The processes of resource acquisition, consumption, and waste disposal affect the environment well beyond a municipality's immediate borders. Trends deemed unsustainable must be examined, curbed, and then eventually reversed.

One way of describing the impact of a community is to measure its ecological footprint. Reducing the ecological footprint of an urban settlement is a positive contribution towards sustainability.

Principle 5: Building on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable town and region

Black Diamond can become more sustainable by modeling processes on ecological principles of form and function, by which natural ecosystems operate.

The characteristics of ecosystems include:

- diversity
- adaptiveness
- interconnectedness
- resilience
- regenerative capacity
- symbiosis

Principle 6: Recognizing and building on the distinctive characteristics of the Town and region, including our human and cultural values, history and natural systems

Black Diamond and area has a distinctive profile of values, cultural, historic, and natural characteristics.

A way of life cannot be sustainable in the end if it does not reflect the human and physical characteristics of the community. Because the make-up of a community is constantly evolving, it is imperative that municipal government remains in touch with the people and stays current in its understanding of the values, institutions, and ecological realities of its constituents.

Principle 7: *Empowerment of people and fostering participation.*

True sustainability requires the participation of the community from the beginning. Innovative approaches to engaging people can dramatically increase levels of participation and inspire peoples' imaginations.

This means empowering people, mobilizing local knowledge and resources. The support and active participation of all who need to be involved, from long-term planning to implementation of sustainable solutions build consensus and lay the foundation for action.

Effective participation must be inclusive and representative of the community at large.

Principle 8: *Expanding and enabling cooperative networks to work towards a common, sustainable future*

Strengthening existing networks and establishing new cooperative networks within Black Diamond and area facilitate the transfer of knowledge and supports continual environmental improvement.

Residents of the community are the key drivers in moving Black Diamond and area towards sustainability. This can only be achieved by ensuring people are kept well informed.

Networks serve as vehicles for information exchange and encourage collective effort.

Principle 9: *Promotion of sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management*

A range of approaches and tools can be used to promote sustainable practices.

Building public awareness in support of sustainable consumption can also deliver results. It is often achieved through information campaigns that focus on the measurement and reporting of resource consumption.

Investment in more efficient technologies can lead to a reduction in energy use, a decline in waste products, and a longer life cycle for consumable products.

Principle 10: *Enabling continual improvement, based on accountability, transparency, and good governance*

Transparency is the cornerstone of good governance and underpins all aspects of the planning, reporting, and decision-making cycle.

The use of indicators, benchmarks, and milestones can support a learning-based cycle of continual improvement, empower government to be accountable and build positive energy that moves the organization forward.

Black Diamond Community Values

Community values provide a foundation that guide the development of a Community Vision and thus the Municipal Sustainability Plan.

Positive Small Town Atmosphere

The Town of Black Diamond takes pride in its inclusiveness, friendliness, and small town charm. Black Diamond's small town atmosphere will be preserved and enhanced through a process of managed growth. Managed growth takes into account needs, infrastructure, regional and ecological plans.

Respect for the Environment

The Town of Black Diamond's clean air, natural setting, and environment is the foundation for Black Diamond's quality of life. The Town of Black Diamond in partnership with surrounding communities will protect these natural assets through preservation, environmentally sound development, and respect for our environmental footprint.

Heritage and Cultural Appreciation

The Town of Black Diamond is tied to its history and heritage. This history and heritage will be preserved and enhanced by developing a vibrant and cultural arts community, a strong sense of community identity and pride.

Healthy Economic Growth

Diversification and healthy economic growth are encouraged within the context of a vision for economic development. The Town of Black Diamond will promote appropriate commercial and low impact industrial development. The success of present and future business operators, including home-based business and entrepreneurs will be advocated while working towards a diversified economic base.

Governance

Community leadership such as council, council committees, community not-for-profits are committed to providing accountability to their constituents on all decisions made especially fiscal ones. The leadership will engage community members in assessing the delivery of services and the setting of strategic directions.

Community Vision

In the year 2035, the Diamond Valley community is recognized as the leader in municipal sustainability planning.

An inclusive and diversified community celebrates the Diamond Valley region. Community members, while adhering to established community values, work in partnership with all levels of leadership in building a safe, healthy, and exciting place to live and work.

Black Diamond Sustainability Goals

- **In the year 2035 Black Diamond** has developed a sustainable strong and diverse local economy.
- **In the year 2035 Black Diamond** is a community that embraces effective and inclusive participation, representation, and leadership.
- **In the year 2035 Black Diamond** is a community that ensures a quality natural and built environment.
- **In the year 2035 Black Diamond** is a harmonious and inclusive community.
- **In the year 2035 Black Diamond** is a lively community where people come to live, work, shop and engage in recreation and cultural activities.



Social Sustainability

Social Sustainability

A socially sustainable community includes:

- a sense of social stability and dynamism
- the ability to achieve and maintain personal health: physical, mental, and psychological
- the provision of adequate and appropriate shelter for community members, and
- opportunities for life-long learning.

The development of a socially sustainable community is not the sole responsibility of a municipal council or administration. Each community member can work towards a sustainable community through methods as simple as learning the names of neighbours and local merchants. This provides an opportunity to converse and share ideas.

Description of success

- Arts and culture, recreation, library, fire, police, education, social programs and health services are provided to meet the present and future needs of residents.
- There is a strong belief in and support for education and life-long learning.
- Land is designated for a variety of housing types to provide residents with a choice in housing form, location, and pride.

Black Diamond 2008

- There is a need for affordable housing mix.
- There is a basic sense of safety and trust within the community.
- The community is a safe environment for women and children.
- There are opportunities for community members to share information and exchange ideas.
- Education and learning are valued in the community and opportunities provided through mentorships, Foothills School Division, adult learning, literacy programs, and an accessible library system.

In the Year 2035 Black Diamond and Area...

For each of the five pillars within the Municipal Sustainability Plan, priority setting was considered based on the following:

1. Does the strategy move the community towards the pillar's defined success?
2. Is the strategy in alignment with Black Diamond's sustainability principles?
3. Does the strategy provide flexibility for future community leaders to take action?
4. Is the strategy feasible and achievable in the short term?

- Short Term 2008 – 2015
- Medium Term 2016 – 2025
- Long Term 2026 - 2035

If a strategy received a positive response for each of the above question, it was identified as short term.

If a strategy received, a "no" in response to any of the above questions, it was identified as medium and long-term categories.

The following charts identify strategic directions and the potential benefits that may occur with relation to the other identified pillars.

Education

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
Community members have access to early learning opportunities, and life long learning opportunities.		Educated workforce	Partnership development	Knowledgeable individuals

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
Comprehensive educational opportunities are provided as an essential foundation for social activity.		Business training	Partnership development	

Medium to Long Term

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
A high quality education system exists within Black Diamond.	Environmental Education as part of the curriculum	Educated work force	Partnerships with the School Divisions	Diversity of programs available

Health and Social

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
Organizations and residents work together to meet their health and social needs.	Environmental Stewardship	Expanded health and social services	Community participation in long term planning	Neighbour helping neighbour Seniors as a resource

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
Appropriate levels of hospital services are available within the community.			Partnership development	Health and well being

Housing Mixture

Similar too many communities in the Calgary regional area, housing affordability for residents and new comers is a concern. There is a need to establish partnerships with the development and building industry.

These partnerships will ensure that developers and builders have a clear understanding of Black Diamond's community values, visions, and goals for a sustainable community.

Medium to Long Term

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
All residents have access to a variety of healthy, livable, and affordable housing and accommodation.	Control of water, solid waste, transportation networks	Economic sustainability	Smart growth principles Partnerships	Population diversity Increase volunteer base

Recreation and Leisure

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
Diverse and affordable opportunities are available for everyone interested in arts and culture, recreation, and leisure.	Maximize green space	Entrepreneurial spirit developed	Collaboration and partnerships developed	Sense of community Diverse cultural opportunities
Recreation and leisure facilities are well maintained, and meet the needs of residents and visitors alike.	Accessible green spaces	Tourism	Collaboration and partnerships developed	Live and play in Black Diamond

Safety and Protection

STRATEGIC DIRECTION	ENVIRONMENT	ECONOMIC	GOVERNANCE	COMMUNITY
Fire, emergency services and disaster emergency services meet the needs of the community			Capital planning Partnerships	Safety
Police protection and enforcement meet community needs.			Partnerships	Safety



Environmental Sustainability

Environmental Sustainability

Environmental sustainability must take into account both the built (water systems, sewers, utilities) and natural environment (air, soil, water, landscape, biodiversity).

The cornerstone for any sustainable development in a community is ensuring the protection, maintenance, and enhancement of natural areas and ecosystems. As we are well aware there is a finite stock of non-renewable resources on earth, there are limitations to the ecosystem, and some natural assets are irreplaceable.

An environmentally sustainable community ensures:

- There is respect for natural life, its systems, and processes.
- The wildlife and botanical habitats is preserved.
- Conservation is practiced in transportation systems and methods.
- There is a minimization of consumption and generation of waste.
- Human waste and wastewater is used and/or disposed of to the benefit of the environment and the community.
- Renewable, non-toxic energy sources are used to heat and power the community.

Description of Success⁴

- Land is designated for a variety of housing types to provide residents with a choice in housing form, location, and price.
- Black Diamond's parks and environmentally valuable areas are protected. Adequate park and green space is available for use by the community.
- Development within Black Diamond has a pleasing appearance with a coordinated design theme that results in appealing streetscapes in our residential neighbourhoods and commercial areas. Development is based on the adoption of "Smart Growth Principles".
- There is efficient provision of water, storm water, liquid and solid waste and other utility services within Black Diamond and area.
- The road network is efficient and can accommodate different modes of mobility such as cars, trucks, public transit, bicycles, and pedestrians.

⁴ AUMA Municipal Sustainability Fast Track

Black Diamond 2008

- There is a need for the community to address dwindling natural resources.
- There is a need to encourage community members to participate in environmental conservation and restoration activities.
- There is a need to encourage the development of buildings that minimize energy requirements and maximize efficiencies,
- There is a need to address the minimization of motor vehicle usage within the community.
- There is a need to increase recycling within the community.

In the Year 2035 Black Diamond and Area...

Parks and Green Space

The creation of sustainable green spaces such as parks can reduce environmental impacts within the community. Restoration and preservation of open spaces is another approach in environmental sustainability.

A well-designed open space system provides a structural framework by creating edges and focus points.

Parks, pathways and other open spaces can become a circulation system for air, water, people, wildlife, and services.

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
Public spaces and community facilities are accessible, welcoming, and well utilized by residents and visitors.	Sense of belonging	Economic sustainability	Land use planning	Community spirit

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
Publicly accessible green spaces are available throughout the community.	Flora and fauna kept intact	Minimize the use of water resources	Land use planning	Connection and respect for natural environment

Housing and Design

Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
The municipality, stakeholders, and developers will design and construct the built environment according to smart growth principles.	Diversity		Smart Growth Principles Communication	Community support



Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
The municipality has established partnerships to initiate long-term affordability within new developments.	Affordability		Partnerships Best Practices	Diversity
Developments are dense, energy efficient, and designed to be sensitive to the surrounding environment.	Stewardship		Smart Growth Principles	Healthy community

Water and Waste Water

A sustainable water and waste water system:⁵

- defines, the quality and quantity of water for first, second and third community uses;
- minimizes water use with low flow fixtures, water saving appliances, system pressure reduction or alternative landscaping;
- minimizes reuse, particularly where this can be accomplished with minimum intermediate treatment;
- considers alternative sewage treatment technologies, especially those with environmental advantages such as effluent reuse;
- educates the public about water use and reuse.

⁵ Practices for Sustainable Communities, Canadian Mortgage and Housing Corporation

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
Every resident can afford utilities, potable water, and wastewater services to meet basic needs.		Economic well being	Partnership development of renewable resources	Sustainable practices in place
The water and waste water systems adequately service residents, visitors, and businesses	Water conservation	Less money spent on ways to recover used water	Promotion of water conservation techniques	
Water, sanitary sewer, and storm drainage systems ensures good health and is affordable to residents.	Safety		Regulation enforcement Monitoring	

Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
Housing and commercial developments are designed to allow for efficient use of energy, water, heat, and materials.			Sustainability Plan and Municipal Development Plan enforced	
Effective storm water management and flood control measures are in place	Education		Sustainability goals are achieved	Healthy water supply in place
The water system is designed to preserve the highest quality water for the most demanding uses, and allows for reuse and recycling.			Sustainability goals are achieved	

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
<p>Elimination of all waste to landfill and partnerships created through the combined actions of the town, residents, and businesses to recycle, reuse, and minimize waste.</p> <p>Target: By the year 2020, 80% of the community recycles.</p>	Compost recycling		Regulations in place to reduce household garbage	Increase recycling

Natural Environment

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
<p>Commercial developments are within designated areas and the nature and design of industrial operations does not negatively affect the community's quality of life or the environment.</p>	Monitor and update footprints	Green business development	Municipal Development Plan	Green developments

Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
There is integration of the built and natural environment.	Accessibility to community amenities		Sustainability Plan	Self - sufficiency
The ecological footprint is minimized.	Awareness of personal ecological footprint		Programs in place to reduce footprint	Co-op gardens Local distribution of foods
There is protection of the Sheep River green spaces, natural habitat, and environmentally sensitive areas.	Education		Integrated Pest Management Plan	Sustainable development
Regional land use planning protects areas with productive capabilities from urban development and maintains or enhances the health and biodiversity of surrounding natural systems.	Food grown in healthy organic soils		Monitoring of Municipal Development and Regional Land Use Plans	Access to local organic food

Transportation

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
A networked system of walking, hiking, and biking trails connects Black Diamond.	Reduction of carbon emissions		Trail development	Cleaner air
The downtown area is accessible, walkable, pedestrian friendly and linked areas within the community and linked to neighbouring communities.	Reduction of carbon emissions	Shop locally	Municipal Development Plan Smart Growth Principles	

Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
The transportation system supports multiple means while minimizing private vehicle dependence.	Commuting systems developed	Transportation systems in place	Municipal Development Plan	Accessibility

Air Quality and Energy

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
The basic energy needs of residents, visitors, and businesses are met in a reliable, affordable, and equitable manner.	Accessibility		Sustainability principles practiced	Initiation of sustainability projects
Leadership is demonstrated in the production and use of renewable and alternative energy sources.	Reduction of greenhouse gases		Sustainability principles practiced	Sustainability principles practiced
Recreation and leisure facilities operated with alternative energy sources.			Sustainability principles practiced Operating efficiencies	

Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ECONOMIC	GOVERNANCE	COMMUNITY
The use of renewable, local, clean energy is maximized and harmful air emissions and water and land impacts are minimized.	Reduction of carbon emissions		Dependence on non-renewable resources is reduced	
The use of environmentally friendly energy sources for housing and transportation is embraced by residents, businesses, and visitors.	Reduction of carbon emissions			Healthier people
Every building meets a minimum standard for green buildings or a threshold for energy efficiency.			Sustainability principles practiced	
Energy self-reliance is a reality through a variety of green and clean energy generation projects within the community.			Sustainability principles practiced	Options provided



Economic Sustainability

Economic Sustainability

There are several facets to economic sustainability. On one level, economic sustainability focuses on development, not simply growth. This implies economic activity that is conducive to, and supports, sustainable municipal development. Economic sustainability is a means to a much broader end – the sustainable community. It also requires the use of appropriate technologies. Economic sustainability encourages the use of renewable resources as inputs to production. It actively discourages the generation of externalities arising from economic activity, such as air, water, and soil pollution. Economic sustainability also requires the use of appropriate technologies.

Economic sustainability strives to reduce inequities among groups in society by providing opportunities for meaningful employment to all citizens, inclusive of marginalized citizens such as the urban poor. The financial impacts of decisions are determined through economic sustainability. For sustainable development to occur, development must be financially sustainable and carried out within the community's means.

An economically sustainable community would have economic activity that contributes to the quality of life without compromising the natural environment.

Employment should be readily accessible. As Smith (2000, 324) notes, "...the spatial mismatch between employment opportunities and the homes of the poor seems destined to remain an intractable problem."

Sufficient services and supports should be in place to provide economic security in the event of disability or disease. People need economic security when unemployed, ill, disabled, or otherwise unable to secure a livelihood.⁶

Community Economic Development Principles

Community Economic Development is a community-based and community-directed process that combines social and economic development and directed towards fostering the economic, social, ecological, and cultural well-being of communities and regions. Community Economic Development is an evolving, on-going process.⁷

⁶ The Planning City, Vancouver Working Group Discussion Paper

⁷ Simon Fraser University Community Economic Development Centre

Equity - Community members should have equitable access to community decision-making processes, resources and the benefits of economic development projects.

Participation - Community Economic Development encourages the active participation of all members of the community in the planning, decision-making and benefits of economic development initiatives.

Community Building -- Community Economic Development seeks to build a sense of community by fostering relationships of acceptance, understanding, and mutual respect.

Collaboration - Community Economic Development encourages relationships based on collaboration.

Integration - Community Economic Development recognizes that the healthy development of communities requires a holistic approach that addresses the social, economic, cultural, and ecological dimensions of community well-being.

Ecological limits - Community Economic Development recognizes that the social, cultural, and economic well-being of the community depends on healthy local, bioregional and global ecosystems, and that there are real ecological limits to human economic activities. Community Economic Development encourages processes, structures and initiatives that respect these ecological limits.

Capacity Building - Community Economic Development contributes to self-reliance by encouraging the acquisition of relevant skills and the development of supportive structures and institutions.

Diversity - Community Economic Development contributes to self-reliance by encouraging economic activities that are diverse and appropriate to the expressed needs within the community and region.

Appropriate Indicators - Community Economic Development monitors and evaluates its progress through community-derived and appropriate economic, social, cultural, and ecological indicators, rather than through conventional measures and standards.

Description of Success

- Business and employment opportunities in the industrial, retail, office, service and agricultural sectors, result in a diversified local economy and improvements in Black Diamond and area.⁸
- Local business provides meaningful employment opportunities.
- There is an active economic development program based on his principles the CARE model principles for economic development.⁹ CARE refers to Creation, Attraction, Retention, and Expansion of business within the community.

Black Diamond 2008

- There is a need to provide sustainable employment opportunities for youth.
- There is a need to enhance partnerships and work collaboratively with the business community.

In the Year 2035 Black Diamond and Area...

STRATEGIC DIRECTION	SOCIAL	ENVIRONMENT	GOVERNANCE	COMMUNITY
A vibrant downtown remains the commercial, cultural, and social focal point of the community.	Safety of business owners and users	Increased walking patterns	Identify community needs	Sense of belonging Increase home based businesses
The municipal government, stakeholders, and businesses work together to support the local economy.	More events	Healthier community	Larger tax base Enhanced partnerships	Shop locally

⁸ AUMA Municipal Sustainability Fast Track

⁹ Blueprints for your Community's Future, Oklahoma Cooperative Extension Service

Medium to Long Term

STRATEGIC DIRECTION	SOCIAL	ENVIRONMENT	GOVERNANCE	COMMUNITY
Quality food products, goods, and services are available locally.			Local shopping promoted	Sense of Community
There is a diverse and balanced economic base that provides quality sustainable employment for residents	Increased community involvement	Less travel to the city	Programs developed to assist businesses	Youth remain in community
There is a diversified and year-round tourism economy.	Increased economic impact of tourist dollars		Solutions developed for parking concerns	
The community's entrepreneurial spirit, combined with innovative educational and training programs, provide new employment opportunities for residents.		Less travel to City	Enhanced partnership with business community	Sense of community
All residents are able to find employment that provides a high level of satisfaction, fulfillment, and dignity.	Sustainable income	Reduction of emissions	Partnership development	Increased sense of community



Community Sustainability

Community Sustainability

Community sustainability is achieved when:

- There is a sense of identity through heritage, art, and culture.
- The cultural vitality is sustained through artistic and other cultural activities and celebrations.¹⁰
- There is acceptance, inclusivity and transparency fosters understanding of the benefits of diversity.
- The creativity is supported through various forms of artistic expression.
- There is evidence of community pride.
- There is an enjoyment of freedom from discrimination and for those who are physically challenges, move about in a barrier free community¹¹.
- There is an emphasis on quality in community life.

Guiding Principles for the celebration of heritage, art, culture and diversity¹² (Adapted from Alberta's Cultural Policy)

Quality of Life

Quality of life is measured not only by economic prosperity, but also by the benefits incurred from participation in cultural activities: a sense of identity and belonging, of confidence, of community and of shared heritage

Partnership and Collaboration

The successful development of a thriving cultural community within Black Diamond requires a healthy social capital marked by active volunteerism and a strong non-profit sector, solid partnerships and a sharing of responsibility among the private sector, cultural organizations, and Black Diamond community members.

Diversity

It is by celebrating the diversity of our cultural heritage and creative expression, building on the values and experiences that we share, and welcoming newcomers to our community that we will be able to know each other better, and make Black Diamond an even more attractive place to live, where all citizens can feel a sense of pride and belonging.

¹⁰ British Columbia Roundtable on the Environment and the Economy

¹¹ Community Sustainability Assessment, Global Ecovillage Network

¹² Alberta's Cultural Policy

Description of Success

- The community exhibits tolerance, respect, and engagement with people from different cultures.

Black Diamond 2008

- There is a celebration and preservation of community heritage.
- Cultural programs, festivals, and celebrations are offered within the community and neighbouring communities.
- The community endeavours to strengthen its ability to successfully handle challenges and/or crises.
-

In the Year 2035 Black Diamond and Area...

STRATEGIC DIRECTION	ENVIRONMENT	SOCIAL	GOVERNANCE	COMMUNITY
A diversity of ethnicities, cultures, and lifestyles are welcome, provided supported, and accommodated within the community.	Sharing of environmental practices	Wide range of cultural events	New businesses to support a multi-cultural community	Increase educational opportunities in the community i.e. ESL
A cross-section of historic buildings and natural features are preserved.	Walking tours	Increased community events	Increased tourism	Black Diamond's history promoted
The small town character and a vibrant downtown maintained.	Walking trails	Sense of community	Land use planning and bylaws in place	Shop locally Increased tourism

STRATEGIC DIRECTION	ENVIRONMENT	SOCIAL	GOVERNANCE	COMMUNITY
Public amenities are designed and operated that provides all residents with opportunities for cultural expression and activities.	Less driving	Welcoming community	Value added businesses established	Accessibility to all public entities

Medium to Long Term

STRATEGIC DIRECTION	ENVIRONMENT	SOCIAL	GOVERNANCE	COMMUNITY
Residents of all ages are active participants in the town's cultural activities, community groups, and celebrations of community.	Less driving	Sense of community	Support of local businesses	Leadership opportunities
Visitors and non-permanent residents are welcome in the community.		Cultural experiences	Increased economic impact	
A healthy size of population of all ages and diversity supports the community's vibrancy.	Increase ecological footprint	Cultural experiences	Increased economic opportunities	Education Conflict resolution Diversified tax base



Governance

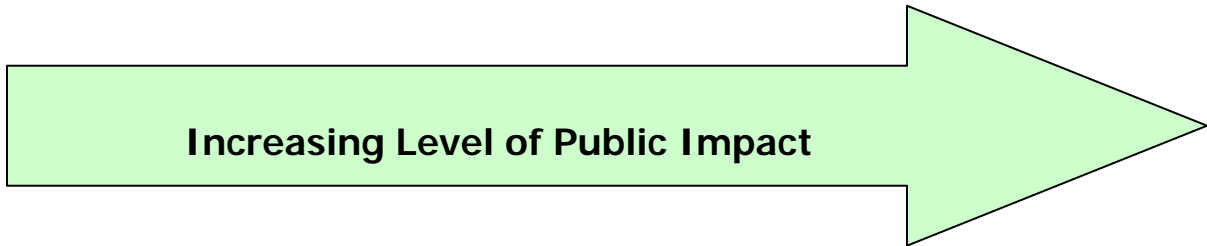
Governance

Governance can also be expressed the in the following manner:

“A process of providing strategic leadership (by) setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance and ensuring overall accountability.”

- Who is in charge of what?
- Who sets the direction and parameters within which the direction is to be pursued?
- Who makes decisions about what?
- Who sets performance indicators, monitors progress, and evaluates results?
- Who is accountable to whom for what?

The *Description for Success* includes the participation of residents in developing a sustainable community. The following spectrum for public participation was developed by the International Association for Public Participation.



INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the public with balanced and objective information	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure issues and concerns are consistently understood and considered	To partner, with the public in each aspect of the decision including the development of alternatives.	To place final decision-making in the hands of the public

Description of Success

- The Town of Black Diamond Council provides effective and inclusive leadership, representation, and participation in the development of a sustainable community where residents can live, work, and play, from “cradle to grave”.
- The Town of Black Diamond has a long-term strategic plan that provides orderly and efficient development of land for housing, business, employment, community amenities, and facilities.
- The Town of Black Diamond embraces the principles of Smart Growth.
- There is a willingness to invest in the future.

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- Residents have multiple avenues to access data and information related to decisions that affects the community.
- Residents have the opportunity to participate in a variety of not-for-profit organizations within the community.

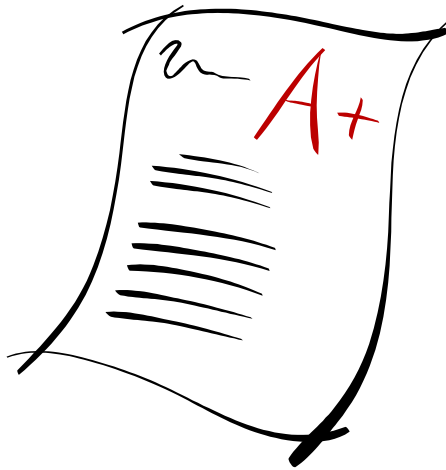
In the Year 2035 Black Diamond and Area...

STRATEGIC DIRECTION	ENVIRONMENT	SOCIAL	ECONOMIC	COMMUNITY
Our governance processes are democratic and participatory.	Research solutions to protect and sustain environment	Respect for diversity	Partnerships with the business community	Active participation
The governance system offers residents a broad range of alternatives for engagement and participation.	Public engagement	Public engagement	Partnerships with the business community	Public participation and involvement

Strategic Direction	Environment	Social	Economic	Community
Residents actively participate in community affairs as a regular part of their lifestyles	Public engagement	Public engagement		Community pride and involvement
Participation and collaboration with neighbouring communities is part of an effective regional system.	Regional protection of the environment			Relationship building
Decisions are based on community values, vision, and sustainability planning objectives and directions.	Priority setting	Priority setting	Priority setting	Priority setting

Communications

STRATEGIC DIRECTION	ENVIRONMENT	SOCIAL	ECONOMIC	COMMUNITY
Decision-makers engage stakeholders in transparent decision-making processes.			Involved in developing common solutions	Involved in developing common solutions
The governance system offers residents a broad range of alternatives for engagement and participation.	Public engagement	Public engagement	Partnerships with the business community	Public participation and involvement
Town Council and Administration utilize a variety of technologies to keep community members informed of activities on a consistent basis.				



Monitoring and Evaluation

Monitoring and Evaluation

A monitoring and evaluation process is a key component whether it is a plan for a not-for-profit or in this case a municipal sustainability plan. This process enables the community to determine whether the key indicators/ targets as set by Council have been achieved.

The monitoring of the plan could be done by Council / Administration or an arms-length group, for example the establishment of a Black Diamond Sustainability Task Force that would be appointed by Council.

What are Indicators?

An indicator is a "measurement that reflects the status of a system. Examples: The Dow Jones Industrial Average, the number of spotted owls in a forest ecosystem, an oil pressure gauge on an engine."¹³

Indicators should:

- be relevant and meaningful with respect to protecting the environment and human health and/or improving the quality of life;
- inform decision-making to improve the performance of the organization;
- support benchmarking and monitoring over time;
- be clearly defined, measurable, transparent and verifiable;
- be understandable and meaningful to identified stakeholders;
- be based on an overall evaluation of municipal operations, programs and services, especially focusing on all those areas that are of direct management control;
- be both negative and positive impacts;
- use percentages or ratios rather than raw numbers;
- have causal links to a variety of sectors of the community;
- measure effectiveness of solutions, not just numbers of programs or dollars spent;
- address the carrying capacity of the community's social capital – connections between people in the community;
- address the carrying capacity of a community's built capital – human made materials (parks, playgrounds, infrastructure);
- address the issue of economic and social diversity.

¹³ Indicators of Sustainable Community 1998 p. 72

Sample Indicators¹⁴

1. Social Sustainability

Children and families

- number of child care spaces needed and provided in each age category
- number of children attending pre-school
- volunteer involvement in schools
- number of community volunteer programs to support schools

Education

- literacy rate
- library readership
- public library materials per capita
- adult education enrollment
- students entering post secondary education
- number of environmental education programs in school

Health

- drinking water quality: exceedances of provincial or Canadian standards for selected parameters (e.g. trihalomethanes, coliforms, Giardia, turbidity, Cryptosporidium, trace metals, etc.)
- organizations and residents working together to address health and social needs
- police incidents related to alcohol and other drug offences
- density of alcohol outlets within the community
- Organizations working together to address alcohol and drug issues
- Percentage of population who are physically active

Housing

- house price to income ratio
- affordability of single family home
- distribution of affordable housing throughout municipality
- single family housing growth compared to population growth
- new housing starts

¹⁴ Sustainable Measures – Maureen Hart

Public safety

- accident rates (by type)
- average rescue call response time
- emergency calls per capita
- crimes against persons (offences per 1 000 population)
- crimes against property (offences per 1 000 population)
- number of charges laid (by victim and by police) in domestic violence incidents reported to police (also as percentage of all incidents)

Recreation

- number of people using recreation facilities each month
- municipal recreation expenditures per capita

2. Environmental Sustainability

Air quality

- ambient levels and exceedances for ground-level ozone, PM₁₀, CO, NO, SO₂, benzene

Energy

- energy consumption per household
- energy consumption by sector
- number of facilities which use alternative sources of energy

Housing and Design

- new housing starts by type (percentage of detached, attached ground, attached non-ground of total new starts)
- number of new homes that are energy efficient
- percent of households within 400 m of schools hospitals, transit stops, natural parks
- percent mixed-use zoning (e.g. commercial-residential)
- average residential lot sizes (new lots and total inventory)
- renovation permits as percent of building permits
- percent of new or renovated development within the built-up area, compared with all development in the urban region or CMA
- average length of journey to work

Natural Environment

- green space as percentage of total land area (green space may include protected and unprotected natural areas, parks, vacant Crown land with green space value, agricultural land, forest land)
- total area of environmentally sensitive habitat and percentage of area protected from development (i.e. protected area or covenanted land)
- number of species at risk

Solid waste

- waste generation and disposal (total and per capita based on tonnage)
- percent of community participating in recycling and composting initiatives
-
- space used at landfill sites annually

Transportation

- mileage of path and trail network
- pedestrian friendly streets
- average commuting distance to work
- automobile occupancy rate
- vehicles per household

Water quality and consumption

- municipal water consumption per capita (total, residential commercial, other)
- phosphorus levels in lakes compared with water quality guidelines or objectives
- percent of households with water meters
- beach closures (annual number of days specified beaches closed due to unacceptably high coliform counts)
- percentage of households serviced by sewage treatment (e.g., by level: none, primary, secondary, tertiary)
- average annual fecal coliform level in storm water
- average annual concentrations of substances of environmental concern in sediments at selected storm water discharges
- exceedances of sewage effluent guidelines (number of occurrences)

3. Economic Sustainability

Economic activity

- annual number of new business licenses issued
- number and value of building permits annually
- number of businesses closing
- business participation in school and civic events
- percentage of community that shop locally
- retail sales per capita
- employment in the tourism industry

Employment

- percent of labour force employed by sector (manufacturing, industry, agriculture, service, etc.)
- population dependency ratio
- average number of person weeks unemployed per year by age group

4. Community Sustainability

Arts/ Festivals/ Heritage

- number of cultural events held in the community
- number of people served by arts events
- number of new residents moving into the community

Community involvement

- percent of population participating in voluntary community service organizations
- percentage of number of not-for-profit organizations in the community
- citizen participation in community projects

Growth

- population growth
- age trends

Income equity

- percentage of households with incomes below Low Income Cut-off
- annual average (or median) household (or individual) income by group (i.e. women, men, native, immigrants)
- middle income earners as a percentage of total population
- percentage of children, elderly, and disabled with low incomes [e.g. household income below LICO (low income cut off)]
- ratio of income earned by richest 20% of population to poorest 20% of population

5. Governance

- percent of population voting in municipal elections
- population participating in municipal open forums
- citizen satisfaction with municipal services
- number of stated goals and established measures for budget
- percent of sustainable development compatible legislation
- citizen volunteer advisors (i.e. advisory boards) who felt their contributions were respected



Appendix

Appendix A: Sustainable Community Plan Task Force

Name	Town of Black Diamond Sustainable Community Plan Task Force
Purpose	To develop a Sustainable Community Plan that will provide a framework to facilitate, manage, and direct the future growth and development of the Town of Black Diamond and region
Definitions	<ul style="list-style-type: none"> • Process Leader: the person who facilitates the • process - Sharlene Brown • Process Manager: the person who provides • reference material to the Process Leader and assists • in the facilitation of the process - Wayne Page
Outcomes	<ul style="list-style-type: none"> • Decision making model for future planning • Long term plan for economic development, • environmental stewardship, community involvement, • enhanced governance
Membership	<p>The Membership to be a maximum of nine(9) members as follows:</p> <ol style="list-style-type: none"> 1. One (1) member of Council. 2. One (1) Representative from a Social Perspective 3. One (1) Representative from an Economic Development Perspective 4. One (1) Representative from an Environmental Perspective 5. One (1) Representative from a Cultural Perspective 6. One (1) Member at large 7. Representation from the Municipal Councils of Turner Valley Longview MD of Foothills
Duties and Responsibilities	<ul style="list-style-type: none"> • Reach consensus on those items that we can produce action items; • Provide opportunities for community input • Provide long - term community plan at the end of the process. • Promote goals and principles of Municipal Sustainability

Frequency of Meetings

At the call of the Process Leader or the Process Manager

Authority

The Sustainable Community Plan Task Force will:

- Provide overall direction for the study,
- Review and develop policy recommendations for inclusion into the Sustainable Community Plan
- Invite partners and stakeholder with an interest in the 5 pillars of Sustainability
- Schedule and participate in public meetings and open houses, as deemed appropriate,
- Authorize presentation of the final draft Sustainable Community Plan to Council.
- Provide expected results and outcomes inclusive of community education, implementation plan, action plan with dates, monitoring
- and timelines

Report and Target dates

- The Task Force will communicate to the community stakeholders after each meeting through the mechanisms such as a newsletter, person-to-person, community meetings;
- The Process Leader and Process Manager will provide progress updates on a regular basis to the Sustainable Community Plan Task Force and the Town of Black Diamond Administration

Term

March 2007- March 2008

Supporting Staff

Personnel from the Town Of Black Diamond

Supporting Community Resources

As required, Advisory Committee members from community organizations: e.g. Oilfields Historical Society, Parks and Recreation, Family and Community Support Services, and other outside Community Resources as deemed necessary such as Highwood Business Development Corporation. Government departments/ agencies etc.

Appendix B: Principles of Smart Growth

Create Range of Housing Opportunities and Choices

Providing quality housing for people of all income levels is an integral component in any smart growth strategy.

Create Walkable Neighborhoods

Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.

Encourage Community and Stakeholder Collaboration

Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow.

Foster Distinctive, Attractive Communities with a Strong Sense of Place

Smart growth encourages communities to construct a vision and set standards for development and construction that respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.

Make Development Decisions Predictable, Fair and Cost Effective

For a community to be successful in implementing smart growth, it must be embraced by the private sector.

Mix Land Uses

Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.

Preserve Open Space, Farmland, Natural Beauty, and Critical Environmental Areas

Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our community's quality of life, and guiding new growth into existing communities.

Provide a Variety of Transportation Choices

Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.

Strengthen and Direct Development Towards Existing Communities

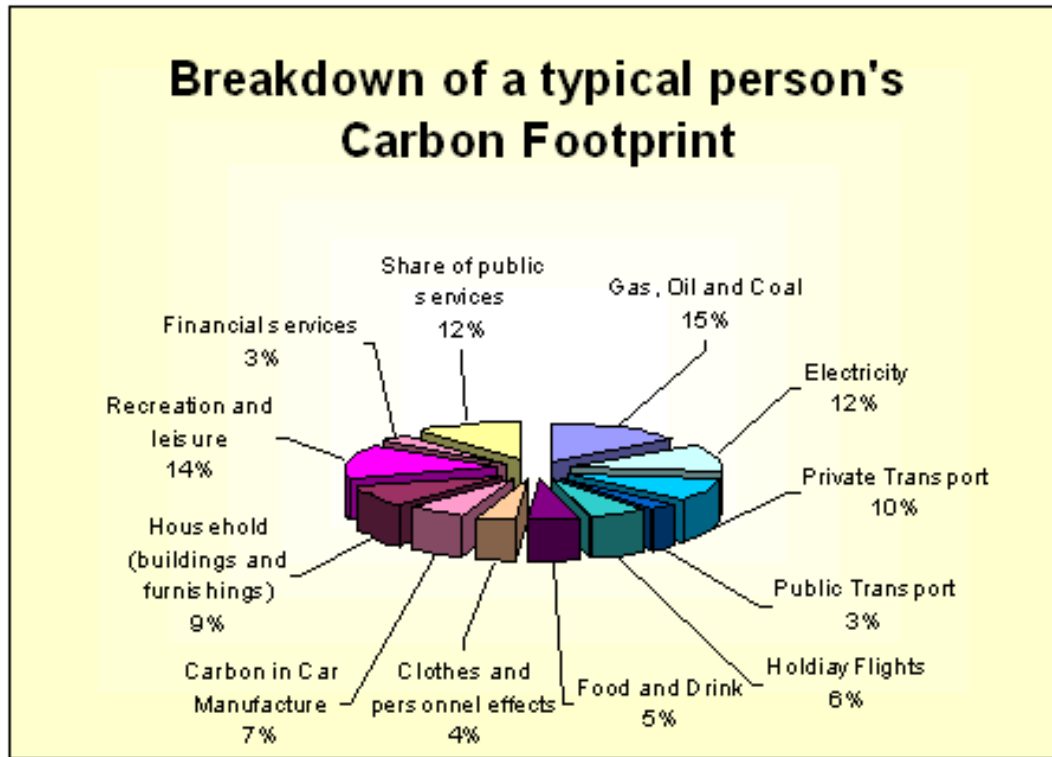
Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.

Take Advantage of Compact Building Design

Smart growth provides a means for communities to incorporate compact building design as an alternative to conventional, land consumptive development.

Appendix C: Carbon Footprint

A Carbon Footprint is a measure of the impact human activities have on the environment in terms of the amount of greenhouse gases produced, measured in units of carbon dioxide.



The pie chart above shows the main elements that make up the total of an average person's carbon footprint.

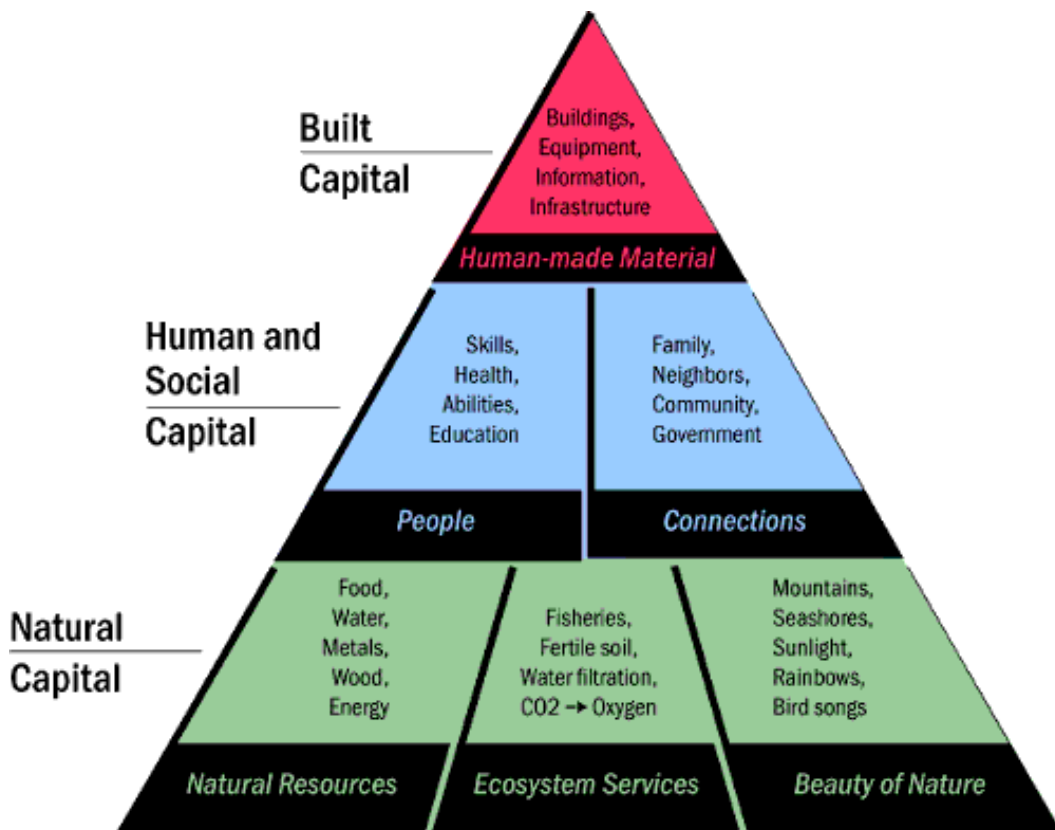
A Carbon Footprint is made up of the sum of two parts, the direct / primary footprint, and the indirect / secondary footprint.

1. The **primary footprint** is a measure of our direct emissions of CO₂ from the burning of fossil fuels including domestic energy consumption and transportation (e.g. car and plane).
2. The **secondary footprint** is a measure of the indirect CO₂ emissions from the whole lifecycle of products we use - those associated with their manufacture and eventual breakdown.

Appendix D: Sustainability Capitals

Community Capital: the natural, human, social, and built capital from which a community receives benefits and on which the community relies for continued existence.

The term 'capital' is most commonly used to refer to money and material goods. However, in the context of sustainability, communities have several different types of capital that need to be considered - natural, human, social, and built capital. Together, these types of capital are referred to as community capital. All four types of capital are necessary for communities to function. All four types of capital need to be nurtured, and improved over time. Community capital is illustrated as below:¹⁵ These four capitals are addressed within the five pillars – Social, Environmental, Economic Development, Community, and Governance.



¹⁵ Copyright 1999, Maureen Hart, Sustainable Measures, www.sustainablemeasures.com. Used with permission.