



Olds Strategic Sustainability Plan (OSSP)

Adopted
February 25, 2008



Special thanks to all our partners in this opportunity to create the first ever Olds Strategic Sustainability Plan.



EXECUTIVE SUMMARY

This Sustainability Plan has been prepared by Olds Advisory Group for Sustainable Living at the request of Town Council and through the direction of the Olds Institute for Community & Regional Development. The Olds Strategic Sustainability Plan is the product of public input sessions, workshops, and meetings over the past year approximating 1000 hours of volunteer time from close to 200 individuals. The purpose of this plan is to move the community of Olds towards a sustainable future, one which our descendants can all be proud.

Given the strategic business relevance of sustainability planning, it is imperative that Olds take advantage of this window of opportunity. Momentum for improving the relationships between Governance, Environmental, Economic, Social, and Cultural responsibilities in both the Public and the Private sectors has never been higher and general interest across all sectors is showing substantial growth. Increasingly, funding agencies are making Integrated Sustainability thinking a prerequisite for funding qualification. The time to act is now!

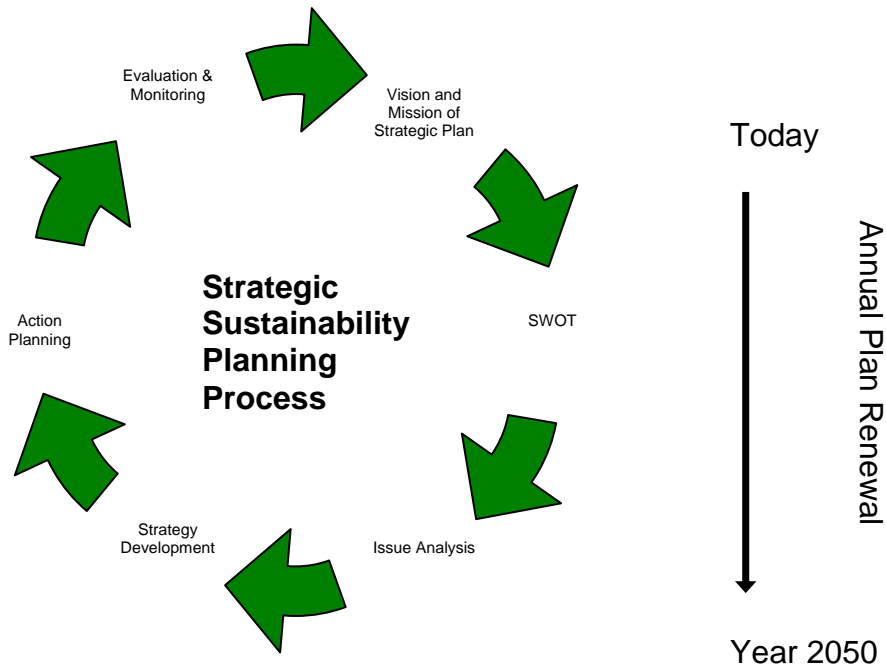
This plan presents for the first time a set of fifteen strategic areas that will guide our community to sustainability. These areas contain strategies as well as provide a platform from which strategic action planning can move our community toward its preferred future.

The success of this plan is dependent on the commitment of Town Council, Olds Institute for Community & Regional Development, and the Olds Advisory Group for Sustainable Living, (the three key stakeholders) driving the plan.

Four commitments are necessary from these stakeholders;

- 1) This plan must become an operational tool with an annual renewal process to keep it dynamic.
- 2) This plan must become an integral component of the Town's Municipal Development Plan (MDP) following the examples of the Town of Canmore and the Regional Municipality of Wood Buffalo. At some point in the near future the MDP should be considered a component of this broader Integrated Sustainability Plan.
- 3) This plan requires the creation of Action Plans with Targets and Sustainability Indicators within all of the fifteen Strategic Areas. It is expected that these stakeholders will determine their respective responsibilities by initiating the development and execution of these actions accordingly.
- 4) Each stakeholder will ensure capacity building in the community through partnerships and alliances in an effort to engage as many resources as possible in the work towards achieving our Sustainable Preferred Future.

STRATEGIC SUSTAINABILITY PLANNING PROCESS



ROLES AND RESPONSIBILITIES OF SUSTAINABILITY STAKEHOLDERS

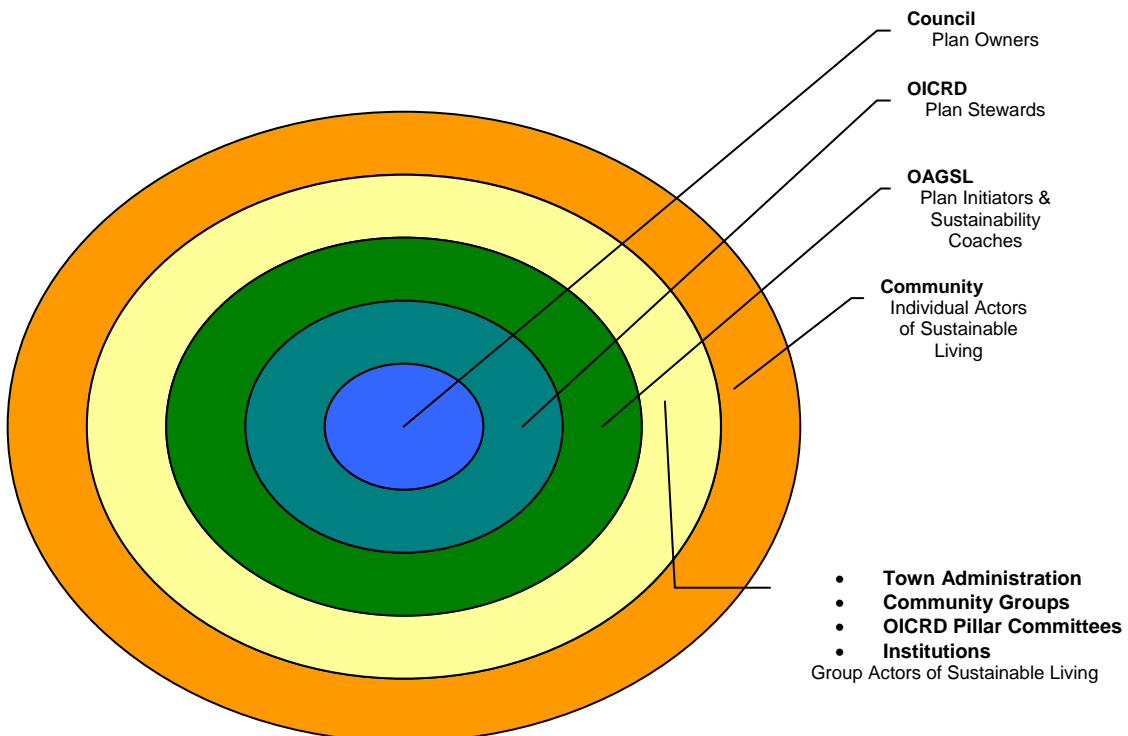


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GUIDE TO ACRONYMS USED IN THIS DOCUMENT

ARP – Area Redevelopment Plan

ASP – Area Structure Plan

AUMA – Alberta Urban Municipalities Association

CLC – Community Learning Campus

FTTP – Fiber to the Premise

ICSP – Integrated Community Sustainability Plan

LEED – Leadership in Energy and Environmental Design

MSP – Municipal Sustainability Plan

MDP – Municipal Development Plan

OAGSL – Olds Advisory Group for Sustainable Living

OCSI – Olds College School of Innovation

OICRD – Olds Institute for Community & Regional Development

OSSP – Olds Strategic Sustainability Plan

PAPA – Partnership Action Plan Agreement

RADF – Rural Alberta Development Fund

TNS – The Natural Step

INTRODUCTION

Situated along the Edmonton-Calgary transportation corridor, Olds is a viable service centre accessed by over 40 000 people. The Town of Olds community stretches far beyond our physical boundary, with residents from Mountain View County, and the surrounding Towns having a long standing tradition of coming to Olds for much of their retail and business needs. To date the Town of Olds is a complete town, with the ability to meet the needs of its residents. The strength of the Alberta economy is driving growth and forcing Olds to redefine its way of conducting daily business. The speed of the economy has prompted a feeling of urgency for change.

Over the last few years, Olds Town Council and Administration have been moving towards sustainable operating systems. Facing increased growth pressures and a strong provincial economy, Olds recognizes that without a plan or road map in place any momentum we may have gained in the past for moving toward a sustainable future may be lost. In these efforts, many challenges have surfaced. Not having a road map for sustainability to guide us through our sustainability journey has left many with uncertainty, and confusion about the direction we are headed. The Federal Government of Canada defines a sustainability road map as an Integrated Community Sustainability Plan (ICSP). In hopes of protecting the well-being of future generations and providing a platform for change toward sustainability, the Town of Olds and its greater community have created our first ICSP titled - Olds Strategic Sustainability Plan (OSSP).

BACKGROUND AND HISTORY

Federal and Provincial Context

In 2005, the Federal Government of Canada introduced a new funding source for municipalities known as the *New Deal for Cities and Communities* or, *Gas Tax* funding. The objective of this funding was to “achieve a higher quality of life and standard of living.” The Funding program also encompassed “four interdependent dimensions: economic, environmental, social and cultural” where every municipality is required to adopt a set of sustainability principles that address each dimension. With this funding came the expectation that all municipalities in Canada start planning for the future needs of the community by creating an ICSP.

In Alberta, the Alberta Urban Municipalities Association (AUMA) began working on the challenge of developing a strategy for helping municipalities understand sustainability planning, providing a comprehensive guide outlining what an ICSP¹ should look like, and how a municipality should go about developing one. After two years of extensive work, the AUMA produced its *Resource Binder for Municipal Sustainability Planning*. This guide was sent out in hardcopy to every municipality in Alberta in November 2006. AUMA coupled the distribution of the manual with the creation of a municipal sustainability planning website and followed-up by inviting municipalities to pilot the manual and share their findings with the rest of Alberta. The AUMA concluded that the

¹ The AUMA defines the ICSP as a Municipal Sustainability Plan.(MSP) For additional information on sustainability planning and to find the AUMA Guidebook for Sustainability Planning please visit www.msp.auma.ca.

four interdependent dimensions of sustainability outlined in the federal ICSP process had missed a very important component of what defines a sustainable community; as a result, they added the fifth dimension – Governance. The Town of Olds as an AUMA pilot community set out on the journey towards a sustainable community by drawing from existing strengths. The OSSP is based on two vision statements previously established by Olds Town Council and the Olds Institute for Community and Regional Development (OICRD).

Vision

The following two vision statements inform this plan - both visions put emphasis on sustainable community.

Town of Olds Vision Statement:

*“Olds is an environmental leader in a progressive, **sustainable community** providing substantial opportunities.”²*

OICRD (Draft) Vision Statement:

*“To be the recognized leader in **sustainable community** and regional economic development.”³*

This plan attempts to add value and provide meaning to “sustainable community.” The creation and implementation of our OSSP will take the Town of Olds to the status of “environmental leader.” The Olds Advisory Group for Sustainable Living (OAGSL) considers being an “environmental leader” to mean that the greater community of Olds will work together to demonstrate innovation and long-term thinking compared to other towns of our size in Alberta.

Citizen Advisory Group – Olds Advisory Group Sustainable Living

The AUMA Guidebook asks municipalities to create a citizen advisory group to serve as the main informant for moving a community towards sustainability. “Deciding to engage in a participative planning process means that Council is making a statement that they will provide leadership and commit the proper resources to the process to make it successful and steer the process through problems that may arise. Although the process is meant to be participative and involve citizens to bring additional knowledge, influence, and resources to find solutions to issues, they are there to support Council.” (AUMA Guidebook) The Town of Olds and OICRD created the OAGSL to serve this purpose.

The OAGSL is comprised of OICRD board members, OICRD Pillar Committee members (many from the existing Community Lifestyles Committee)⁴, community members, elected officials, and town administration. Members were strategically selected for their established community connections and affiliations with existing community groups. Great care was taken to ensure all of the five dimensions of sustainability had representation within the membership of the OAGSL. Integration of the five dimensions of sustainability remains a priority for the OAGSL and there is a

² For information on the Town of Olds Strategic Plan, please visit <http://www.olds.ca/strategy.html>.

³ See Appendix A for more information on the Olds Institute for Community and Regional Development Strategic Plan.

⁴ See Appendix B for information on the Community Lifestyle Committee.

commitment to build on the existing membership.⁵ The OAGSL is committed to continue its stewardship of the OSSP as long as is needed.

Setting the Stage in Olds

The Town of Olds applied to the AUMA pilot project for Municipal Sustainability in November of 2006. The Town was selected as a pilot community for the project in January 2007 and in February 2007 proceeded with a sustainability planning education process. The first step in the process included a presentation at a public Council meeting by Shelleen Lakusta, the AUMA pilot project coordinator. Second, Administration introduced the pilot project to the OICRD Board to inquire if they would be supportive of participating in the initiative. The OICRD Board was extremely responsive to the idea and immediately committed to being involved.

Administration held an open house on March 5, 2007 to introduce our designated Community Development Officer from Alberta Municipal Affairs and Housing to the community. Municipal staff, Councilor Warren Smith and Mayor Judy Dahl were in attendance. This meeting generated two documents titled: *Olds Municipal Sustainability Plan Development Process Timelines* and, *Resources Available for Municipal Sustainability Plan Process*⁶. Out of discussions from this open house, consensus was reached that the OICRD be given the opportunity to take responsibility for leading the OSSP process and delegated the responsibility for appointing a citizens advisory committee from its membership.

The OICRD has a reputation of success for practicing sustainable economic and community development, and has strong existing relationships with a vast number of community members. Many of the citizens who engage in civic business are on multiple boards and committees. These volunteers dedicate an unprecedented amount of time to the community, and this move to use the existing OICRD board as the managing entity for the project recognizes the work that has been done by the OICRD in this regard. By not creating an entirely new body of governance for this project, we hoped to minimize the demands on already very committed and overloaded community members.

On March 26, 2007, Town Council passed the following motion:

That Council approves assigning Olds Institute for Community and Regional Development the authority and responsibility for creating a Municipal Sustainability Plan following the Alberta Urban Municipalities Association, Municipal Sustainability Planning Guidebook, and that OICRD be requested to submit a recommendation to Council on the implementation and follow-up of the plan.

Guiding Sustainability Principles and Dimensions

In June 2007, Council adopted by resolution the philosophy outlined in the AUMA guidebook; to make decisions based on the following Sustainability Principles and Dimensions of a Sustainable Community:

⁵ See Appendix C for information on the Olds Advisory Group for Sustainable Living Terms of Reference.

⁶ See Appendix D for these documents.

Sustainability Principles:

In our preferred future, sustainability means:

1. Nature is not subject to systematically increasing concentrations of substances extracted from the earth's crust;
2. Nature is not subject to systematically increasing concentrations of substances produced by society;
3. Nature is not subject to systematically increasing degradation by physical means;
4. People are not subject to conditions that systematically undermine their capacity to meet their basic human needs⁷.

Dimensions of a Sustainable Community:

1. A healthy Environment
2. A strong Economy
3. A vibrant Cultural Scene
4. Good Governance
5. A strong Social Network

WHY SUSTAINABILITY PLANNING?

“In the broadest terms sustainability can be defined as living in a way that meets our needs without undermining the ability of our children and our children’s children to meet their needs.” (*AUMA Comprehensive Guide for Municipal Sustainability Planning*)

Sustainability planning provides an opportunity for communities to reflect on what they want for their communities and develop strategies for maintaining and enhancing their quality of life. Everyone needs to have the capacity to meet his or her basic needs. If we continue making the same unsustainable choices in the short-term, then in the long-term we will have destroyed our support systems and ultimately current and future generations’ capacity to meet needs.

Being sustainable means more than protecting the physical environment – it also means increasing financial efficiency, building social capacity, and doing more with less over the long-term. Our current society continues to deplete our social, economic, environmental, and cultural resources without consideration for replenishing them at a satisfactory rate. Municipal Sustainability Plans provide the framework that all communities, large and small, can use to enhance their quality of life and a strategy for reversing the depletion of resources. Sustainability planning enables a community to develop a sense of place – one that balances the economic, cultural, social, governance and environmental needs of its residents.

Municipal Sustainability Planning is an opportunity for communities to look long-term at the community they want and take the proactive steps to move there. It is an opportunity to engage citizens in a dialogue about what they value about their communities and

⁷ For more information on Sustainability Dimensions and Principles, see information on The Natural Step in the Methodology section and the following links: www.thenaturalstep.ca and www.msp.auma.ca

what they want their communities to look like in the future. It is an opportunity to provide an outlet for the wisdom and expertise of community members to discover innovative solutions that address social, economic, cultural, and environmental challenges today while leaving a positive legacy for future generations. In short, ICSPs provide opportunities for communities to reflect on what they want for their communities and to move proactively towards this desired state, rather than reacting to problems as they arise. Margaret Steele⁸, Associate Director of the Integrative Learning Institute stated that:

Developing an integrated plan must be seen as a process and public involvement in the process needs to be well designed and progressively designed over time to allow for knowledge, development, reflection, and ownership. Too often, public involvement takes place through one-shot referendums, one public meeting or one time survey, rather than a staged process where collective knowledge can be shared, developed and reflected upon over a period of several sessions. In other words, our current public interaction processes are not designed to move us toward integration, sustainability, or planning.

SCOPE

The plan is intended to encompass the greater community of Olds. Input from all residents who regularly frequent Olds, whether they live in or out of the Town corporate limits has been considered valid and significant, and has been included in this plan. The strategies developed in this plan are for any person who considers him or herself a member of the community of Olds.

METHODOLOGY

As a pilot community for AUMA's resource guide on municipal sustainability planning, Olds' approach to the development of the OSSP followed the five phases described in the AUMA guidebook and are outlined below. It is a process based on a planning approach called "backcasting" and informed by The Natural Step Framework,⁹ which is summarized below.

The Natural Step (TNS)

The Natural Step is an international non-profit research, education and advisory organization whose mission is to help organizations, businesses and communities make meaningful progress towards sustainability. The Natural Step Canada assisted with the

⁸ Margaret Steele (B. Comm, M.Sc.), has 25+ years experience in community development, specializing in rural and remote housing issues, program evaluation and public involvement in decision-making. Her background includes research, policy analysis and practical experience in community development work with non-profit organizations and with local and federal government agencies.

⁹ See Appendix E for additional information on The Natural Step.

development of AUMA's resource guide on municipal sustainability planning and served as an advisor throughout Olds' OSSP process.

The Natural Step Framework offers a clear, compelling science-based understanding of sustainability and a practical strategic planning framework to address social, economic and environmental challenges in an integrated and upstream way (see *text box*). The scientific relevance of the framework is well documented and has a sufficient track record to prove its potential.

The framework is based on a planning approach called "Backcasting from principles." Backcasting is a methodology for planning that involves starting from a description of a successful outcome, then linking today with that successful outcome in a strategic way: what shall we do today to get there?

This approach focuses participants and decision-makers on that which can be agreed upon and as such, helps create a common perspective and language for sustainability. The Natural Step Framework defines sustainability at the principle level, which enables communities and organizations to create optimal strategies for dealing with the present-day situation and to move strategically toward sustainability. It is unique in its ability to bring disparate stakeholders and individuals together as intellectual partners to discuss the path forward to sustainability in a mutual exploration.

Why an 'upstream' and systems-based approach?

An upstream approach to planning anticipates and avoids problems before they occur, as opposed to a 'downstream' approach, where resources are used to deal with the results of the problems. For example, buying a product without packaging is an upstream action, whereas recycling the packaging is a downstream action.

Identifying and avoiding problems upstream requires an integrated 'systems' approach, which involves understanding the connections and relationships among different parts of the entire system, rather than looking only at the parts.

Source: Whistler 2020

AUMA's 5 Phases of Municipal Sustainability Planning

The AUMA MSP Resource Guide translates the backcasting approach of The Natural Step Framework into steps and phases for sustainability planning in the community context. It outlines the following five phases:

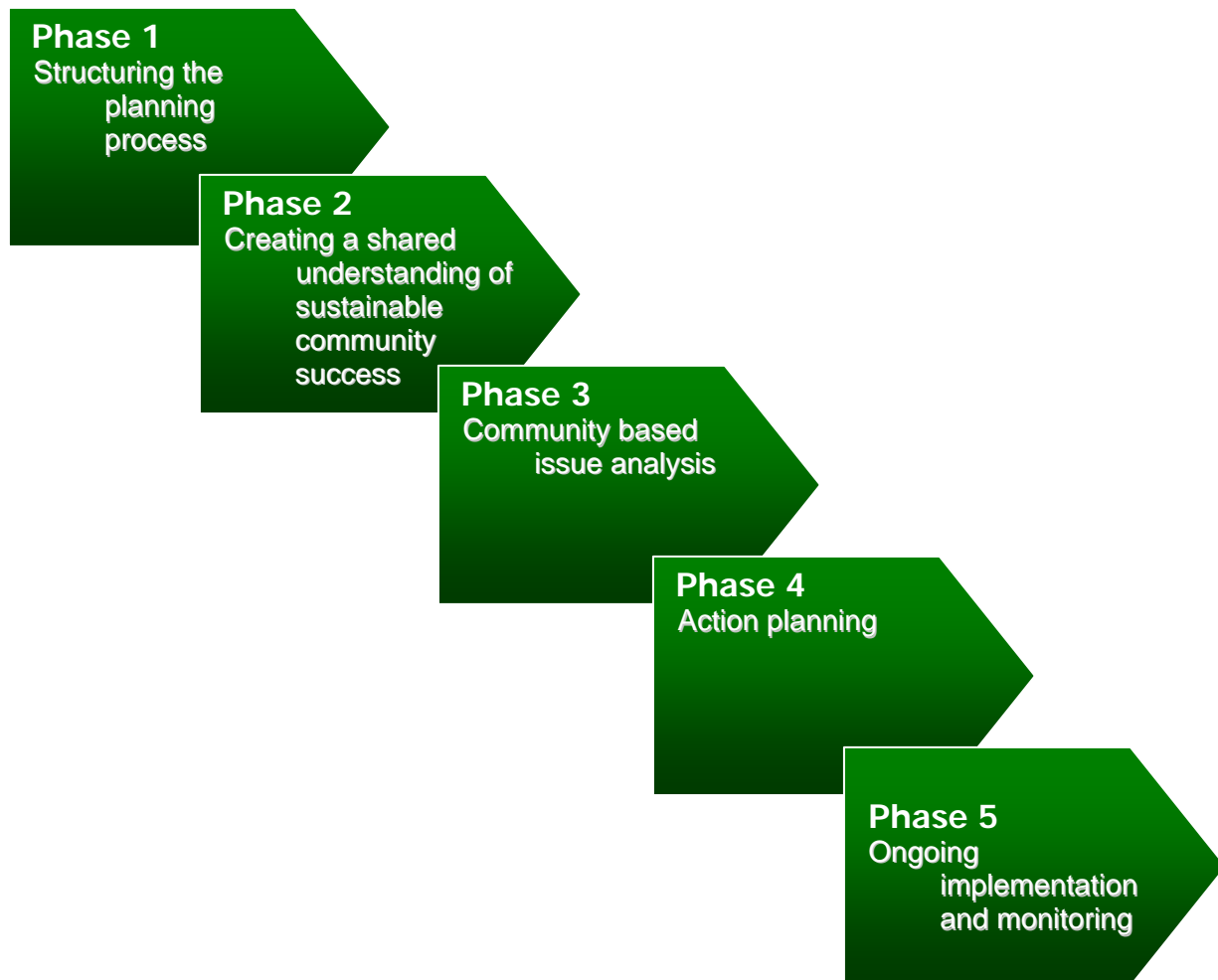


Figure 1: AUMA's 5 Phases of Municipal Sustainability Planning

THE SUSTAINABILITY PLANNING PROCESS IN OLDS

As directed by Olds Town Council, the OICRD, and in keeping with the AUMA Guidebook for Sustainability Planning philosophy, the undertaking of the first Olds sustainability process began in February 2007. The OAGSL mandated completion of The Natural Step online learning course titled *Sustainability Step by Natural Step* for all OAGSL members and provided free licenses to over 20 members of the community. A series of public input sessions were hosted including various stakeholders, citizens, Council and Administration. Five sessions were structured in generational clusters, to isolate data and ensure representation across all generations.¹⁰ Two sessions were held for Town staff and all departments were asked to send every employee to either session.

Each of the sessions began with an overview of the sustainability principles and dimensions of sustainable communities where participants were asked to participate using this set of criteria as the shared language for the day of activities. Activity One asked participants in groups of two to four to draw a picture of a sustainable community. Activities through the remainder of the day required participants to analyze the current reality of 15 key strategy areas, to define success in all strategy areas, and to suggest actions to fill in the gap between current reality and success. The group was asked to backcast from the principles and dimensions of sustainability, discussing what it would take to move the Town of Olds closer to a sustainable state.¹¹

The next step in the process was a three-day sustainability charrette, where experts, citizens and the OAGSL gathered to learn, share and work together.¹² The event opened with a region-wide networking dinner. The OAGSL celebrated its success to that date and helped broaden the understanding of sustainability planning within the Mountain View County region. Day two of the charrette included three case study presentations that gave concrete examples to deepen understanding of the meaning and possible results of sustainability planning. It also included an open house for the public to view the progress of the plan and the public input data. Meanwhile, the OAGSL attended breakout sessions to scrutinize the data and research generated so far. Day three of the charrette consisted of the OAGSL working in breakout groups to apply The Natural Step framework to the data and to identify a list of priorities for each of the 15 strategy areas.

According to the US Department of energy, a "Charrette" is derived from the French word for the cart used to collect the drawings of 19th-Century students at the Ecole de Beaux Arts in Paris. In the 21st Century, a charrette is a workshop for generating and discussing ideas in the planning and design process. Holding a design charrette is a good idea when people need to cut across boundaries and work on a large, collaborative project.
<http://www.eere.energy.gov/buildings/info/design/wholebuilding/conductdesign.html>

¹⁰ See Appendix F for information on Public Input Sessions

¹¹ See Appendix G for outline of the Charrette process.

¹² A sustainable community design charrette focuses on specific issues and details of a given site in relation to the surrounding community and ecosystem, using the broad concept and goals of sustainability to focus and guide directions. This Guide describes the four phases of planning a successful charrette. See Appendix F for more information.

PREFERRED FUTURE INITIATIVES AND STRATEGIES

The following sections of this document form the strategy portion of the plan, and are structured to take the reader through the process of backcasting in each of the 15 strategy areas and are important for moving Olds towards its sustainability vision. The OAGSL chose to use the 15 strategy areas as outlined in the AUMA Guidebook. The OAGSL used the existing AUMA definition of the strategy area and in some cases made changes to clarify the meaning.

The write-up for each Strategy Area contains the following elements:

- *Description of Success and Current Reality* – The descriptions of success and current reality are drawn from the input of the groups attending the public input sessions. Each group contributed to the current reality by assessing Olds today in that focus area through the lens of the sustainability principles and dimensions. This input was consolidated into the current reality descriptions. The descriptions of success were developed by the writers who extracted the data from the public input reports.¹³
- *Preferred Future Initiatives and Strategies* - Priority initiatives were then identified in order to bridge the gap between current reality and success. The preferred future initiatives (and strategies to implement them) were derived through the public input process and the scrutiny of the Charrette working group. Consistent with the backcasting approach of The Natural Step, three strategic questions were used to evaluate the appropriateness of the priorities:
 - Does this initiative take us in the right direction with respect to sustainability?
 - Does it provide a flexible platform for future initiatives and multiple activities?
 - What is the return on investment?

The priorities are presented based on a consensus of opinion in response to these three questions with the intention that implementation of all “priority-one” initiatives will occur within the first year of the plan.

In some cases, Town Administration, as directed by Council, will be responsible for the implementation of the strategy and in others, it will be necessary to enlist new and existing stakeholders to help with implementation. These stakeholders will be asked to participate in a system of progress measurement called sustainability indicators. This system is further explained in the Partnership Action Plan Agreement (PAPA) and Progress Measurement sections later in this document.

¹³ See Appendix H for Public Input Sessions reports.

LEARNING

How to meet community members' needs for formal and informal lifelong learning.

Description of Success

It is a held belief that a learning community is a progressive community; hence, continued learning accommodates and provides for the necessary change and flexibility to lead the community into a sustainable and secure future.

Current Reality

Our community has a strong base of educational institutions and partnerships among stakeholders. The Town of Olds has a significant physical presence of facilities that house learning programs. A business plan that will increase electronic access to a broader array of educational opportunities has been submitted to the Rural Alberta Development Fund (RADF) for approval. The Community Learning Campus (CLC) is the leading example of cooperation and forward thinking.

Current realities include:

- Access to lifelong learning opportunities by a broad base of community members continues to be a challenge due to awareness and commitment.
- Affordability for technology is a challenge. Fiber to the Premise (FTTP) communications technology is currently in the design stages and has created high expectations around increasing access to technology and opportunity for distance learning. Stakeholders involved are hopeful that the RADF will fund this innovative project.
- The current economic climate in our province is diverting our youths' attention from continuation of their high school and post secondary education.
- Our community's growth is happening at a rapid pace with new community members arriving with a very broad range of educational backgrounds and experiences.
- Our educational system is housed in a variety of silo-type institutions and is regulated under a number of separate provincial acts.
- A growing influx of immigrants to fill vacant jobs alters the traditional educational needs of our community

Preferred Future Initiatives

Priority #1: Ensure that our community members have continuous lifelong access to formal and informal learning opportunities.

Priority #2: Ensure that Lifelong Learning opportunities are affordable to all community members.

Priority #3: Ensure that the TNS principles of sustainability and dimensions of sustainability are incorporated into all levels of learning in all education systems.

Priority #4: Ensure learning options and opportunities respond quickly and proactively to demographic, economic and cultural changes

Strategies

- Initiate collaborative efforts among all providers of education to ensure that community members of all ages have access to, credit and non-credit, classroom and e-learning opportunities within one year of this plan's implementation.
- Investigate the potential of developing a system of bursaries and scholarships for general community members in cooperation with Olds College and / or Chinook's Edge School Division.
- Incorporate the TNS sustainability principles into all levels of curricula in education institutions and programs in Olds, including Chinook's Edge School Division and Olds College. Initiate a community education process on the principles and dimensions of sustainability.

COMMUNICATIONS

Ensure that community members actively participate in an exchange of information, thoughts, and perceptions that will ultimately lead to better and more informed decisions.

Description of Success

We have moved away from a traditional model of governance that is based on a few formally elected representatives bringing sufficient knowledge and experience to the decision making process. The current reality of our community is such that we are all citizens of a much more complex information-based society using a participative, egalitarian communication model.

Current Reality

Our community is facing unprecedented change and rapid growth. We must engage our community members to capture and capitalize on their collective wisdom, knowledge, and experience. To this end, we are attempting to utilize processes that are designed to collect and analyze data, to ultimately make decisions in a pragmatic and timely fashion. The hope is that these processes will result in reduced time and cost due to higher levels of community understanding and commitment to action.

Current realities include:

- There is an unprecedented ability for individuals to access large amounts of data and then formulate individual opinions and inferences in isolation of the whole;
- Community governance requires an effective process for the integration of individual conclusions into an informed, collective decision creating commitment, as opposed to compliance;
- There is such an abundance of knowledge and diversity of needs that a few elected representatives can no longer gather sufficient data to make pragmatic and timely decisions in isolation;
- Our community sits directly in one of the hottest growth corridors in the country rendering timely and rational decision making ever more complex.

Preferred Future Initiatives

Priority #1: Engage in frequent and ongoing participatory dialogue with all community stakeholders on all economic, community, and sustainability initiatives.

Priority #2: Ensure that all residents and businesses have access to high quality FTTP communications.

Strategies

- Deliver regular communications on the various stages of the OSSP implementation to all community stakeholders.
- Support the Technology Committee of the OICRD to collaborate with partners to deliver the best possible economically viable broadband access to the greater region of Olds.

- Distribution and education campaign of TNS Community Toolkit.¹⁴

¹⁴ The toolkit may be accessed at the following link: http://www.aref.ab.ca/Resources/HouseholdGuidebook_EVersion.pdf

AFFORDABILITY & HOUSING

- A. How to make living and playing in our community affordable for community members.
- B. How to meet the housing needs of diverse community members.
(Please note: This section deals with affordability and housing- Not the term affordable housing.)

Description of Success

- A. Our community provides a range of “lifestyle” services (e.g. education, recreation, shopping, entertainment, etc.) that enable all income and age sectors to experience a satisfying and affordable life within our community.
- B. Our community contains a full spectrum of housing options (e.g. price, type, amenities) allowing our diverse population to best meet their individual needs.

Current Reality

The model we have been living with for the past 20+ years has for the most part achieved a balance of supply and demand resulting in affordability. The current economic expansion has resulted in an influx of permanent and temporary population, initially causing shortages of goods and services, and taxing the municipal infrastructure to the point of over-capacity of operations.

All of these factors have resulted in the escalation of the costs of goods and services. Some segments of the population are now excluded from participating in the local economy. In 2008, we can look back and see that the marketplace is beginning to show signs of achieving balance once again. Both private and public sector initiatives are resulting in investments, which are increasing the supply and decreasing the costs.

Current realities include:

- Urbanization continues but our community is going to grow within urbanization because we are on a growth corridor.
- Baby boomers are starting to retire thus altering the goods and services they will access.
- The Town of Olds has embarked upon a significant annexation initiative that is resulting in the application of sustainability principles in the areas of land use, wetland preservation, and environmental impact. This initiative will ultimately result in timely availability of serviced property.
- The Town is participating in Provincial initiatives around regionalization of wastewater and long term upgrading of infrastructure such as regional water line supply.
- The Town is rezoning land use guidelines, attempting to increase densification of population and effectively utilize the existing infrastructure.
- Several segments of our population (e.g. low income, retirees, seniors, students, guest workers, young families) are experiencing difficulties with limited choice and availability of housing.

Preferred Future Initiatives

Priority #1: Ensure that the Town of Olds employs the TNS sustainability principles and best practices in the Municipal Development Plan and Land Use Bylaw.

Priority #2: Develop an action plan to address the report the “Affordable Housing Task Force” presented to Town Council on June 11, 2007.¹⁵

Strategies

- Develop a policy of conducting regular benchmarking of “Best Practices” in the areas of Recreational and Housing options.
- Develop and implement policies for zoning and densification that will align the existing and future infrastructure with the TNS principles of sustainability.

¹⁵ See Appendix I for the Olds Affordable Housing Strategy.

BUILT ENVIRONMENT

How to develop and renew buildings, neighbourhoods, and facilities that will contribute to making our community sustainable.

Description of Success

Our community celebrates the successful renewal of buildings and infrastructure in our older neighbourhoods. Our renewal efforts maintain our sense of history, maturity, and community while employing newer and more sustainable technologies. The TNS sustainability principles and dimensions of sustainability are used to scrutinize all new construction.

Current Reality

Our community has begun the process of consulting with existing residents, enabling them to be better informed about the forces they are facing and how they can be involved in the solution process.

Current realities include:

- A new Municipal Development Plan (MDP) has been developed using a consultative process.¹⁶ The Town has signed an Intermunicipal Development Plan and Memorandum of Agreement with Mountain View County that supports urban style development within county lands and includes a new industrial park.¹⁷
- The Uptowne Olds group is working on the revitalization of our core business neighbourhood.
- Town Council has committed funds in the 2008 budget to complete an Area Redevelopment Plan (ARP) in the Uptowne area. Other older neighbourhoods have been designated for ARPs in 2009.
- A higher level of social consciousness for sustainability principles exists today than in the past.
- Unprecedented growth and pressure in residential, commercial, and community development.
- Much discussion has taken place over the last year with developers (Commercial and residential) about the application of Leadership in Energy and Environmental Design (LEED) and “Built Green”¹⁸ standards. Prohibitive costs remain as the barrier to success.

Preferred Future Initiatives

Priority #1: Employ the community involvement model in the renewal and restoration of existing neighbourhoods.

Priority #2: Initiate the implementation of;

- LEED standards in commercial and industrial buildings and

¹⁶ The MDP may be found at <http://www.olds.ca/develop.html>

¹⁷ These documents may be found at the following link: http://www.mountainviewcounty.com/area_structure_plans.html

¹⁸ The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. More information is available at the following link: <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=222>

- “Built green” standards and designations for residential building;
- Integrated Community Design as embodied within the “Smart Growth”¹⁹ school of thought for new development.

Strategies

- Support and encourage the current Uptowne Olds group initiative through to successful completion.
- Research the LEED and “Built green” standards for inclusion into the Land use bylaw (currently under review).
- Conduct a benchmarking of communities currently employing any or all of the principles contained within the “Smart Growth” movement.

¹⁹ Smart Growth refers to urban development approaches that are fiscally, socially, and environmentally responsible. Smart growth is development that enhances the quality of life in communities, complements ecosystem functioning, and uses tax revenues wisely. (*Smart Growth BC, 2001*)

FOOD

How to ensure a healthy, nutritious, and sustainable food supply which maximizes opportunities to build the social, cultural, and economic capital of our community.

Description of Success

Food and water are the most basic of human needs. Our community has achieved a food supply that is safe, nutritious, environmentally friendly and socially responsible.

Current Reality

The pathway to achieving success is complex and not easily understood. Over the past 60 years the food production chain has shifted from being local and family-based, to a global and cost-based enterprise. We are just beginning to realize the impact that our food production system has on our health, our environment, and our economy. We have moved through several stages of a new global economy that is very much influenced by political interests.

The current system is clearly following the path of globalization and cost efficiencies while enlightened societies are beginning to explore and question the relationship between the food production system and the desire for nutrition, health, and social conscientiousness. This conflict is escalating and will likely dictate the world food agenda into the foreseeable future.

Current realities include:

The citizens of Olds are expressing concern regarding the methodology and economics employed in the production, processing, and transport of their food. Specific concerns include;

- The use of pesticides and antibiotics in the production.
- The animal welfare standards in production and transport.
- The employment of “Genetic Engineering” in production.
- The cost of transporting food.
- Local producers of food being unable to cope with the associated risks of production due to lower profit margins.
- A continuing weekly seasonal Farmers Market experiences mixed success in attracting vendors and customers.
- One local commercial grocery store does source some locally grown produce.
- The majority of food sold in Olds comes through the Global food chain.
- The threat of disease crippling the functioning of the food chain is looming.

Preferred Future Initiatives

Priority #1: Nutritious food programs are in place throughout our community.

Priority #2: Locally produced foods are widely accessible and well utilized across our community.

Priority #3: Foods produced by using environmentally sustainable practices are certified and abundantly available in our community.

Strategies

- Benchmark the healthy eating “Best Practices” that promote healthy eating in communities.
- Implement healthy eating “Best Practices” in programs and services throughout our community.
- Community groups and Town Administration will create and distribute information about locally produced and processed foods to create awareness about concepts such as sustainable farming and fair-trade.

WATER

How to provide a dependable supply of high quality water in a manner that will maintain healthy aquatic environments and effective use of water.

Description of Success

Our community leads in water conservation systems, policies, and practices. Water, with varying levels of treatment, is utilized appropriately. Storm and waste water are returned to nature after appropriate treatment.

Current Reality

In Canada, Alberta, and our community we are beginning to appreciate that our water supply is in reality fragile, limited, and essential. We are rapidly moving into public awareness, conservation, and system controls.²⁰

Current realities include:

- Our community water supply is based on surface water in the South Saskatchewan River Basin System. This system is at maximum utilization.²¹
- Our wastewater system has a problem with both inflow and infiltration of ground water. The main issue is groundwater entering the sanitary sewer system through previously acceptable but newly deemed incorrect connection of sump pumps in basements to the sewer system.
- Our sewage treatment system is currently operating at maximum capacity.
- Our regional water treatment and delivery system is rapidly approaching maximum capacity.
- We utilize treated water for purposes that do not require such a high quality and high cost source.
- Our system of conveying treated water is corroding and effectively wasting and contaminating a high cost resource.

Preferred Future Initiatives

Priority #1: Minimize potable water utilization and optimize the use of non-potable water.

Priority #2: Investigate the development and implementation of “Environmental Lot Plans”.

Strategies

- Implement an aggressive program of identifying and repairing leaks in the potable water system.
- Create a public awareness & education program that includes everything from the macro to micro cycle of water.
- Investigate closed loop system technologies that would re-use all grey and sump pump water.

²⁰ Information on the Town of Olds Water Conservation Strategy is at the following link:
<http://www.olds.ca/bylaws/newwater.pdf>

²¹ See Appendix J for information on water usage at Town of Olds Facilities.

- Pursue research and implementation of new technologies for household water metering.
- Implement an incentive program to capture and utilize rainwater for all external water applications.
- Encourage Environmentally Sustainable Yards (ESY Gardening) for new and existing residences.
- Monitor progress of the Olds College School of Innovation (OCSI) in their Botanic Gardens 3 waste water remediation project

ENERGY

How to meet our community's energy needs in an efficient, cost effective, and reliable manner, while reducing greenhouse gas emissions and improving air quality.

Description of Success

Our community increasingly utilize energy from alternative, renewable sources. We concurrently employ technology, conservation methods, education, and incentive initiatives to reduce our individual energy demands. Our municipal government and community organizations demonstrate leadership in becoming energy effective.

Current Reality

We are living in a society that has yet to broadly embrace the need for change in our behaviour with regard to energy consumption. The recent spikes in the cost of hydrocarbon-based energy has created an opportunity to educate the public on both waste and the environmental impact of our current practices. We have not addressed the fact that our infrastructure was built to be reliant on hydrocarbon-based fuels and that implementing a change will require significant capital investment. Now that we understand the negative impacts of this sourced fuel we increasingly accept the fact that we must embrace change.

Current realities include:

- People are complaining about the cost of energy and considering changing their behaviours. However, they have not yet taken any determined action to change.
- Education on conservation is beginning to have an effect toward change.
- Government incentive programs for consumers to reduce their consumption are beginning to take effect.
- Many individuals are ready and willing to change sources of energy but the infrastructure has not provided them with the ease of doing it.
- The Town Sportsplex has undergone an extensive retrofit to maximize energy savings and reduce green house gas emissions.²²
- Project Porchlight is half way through a campaign of putting one energy efficient light bulb in every home in Olds.
- The major energy sources for Olds are coal fired generation electricity and natural gas heating.
- Reduction of energy consumption and green house gas emissions is a priority for the Town of Olds.²³

Preferred Future Initiatives

Priority #1: Reduce per capita energy consumption.

Priority #2: Implement renewable energy sources.

²² See Appendix K for information on Town of Olds Sportsplex Greenhouse Gas emissions.

²³ See Appendix L for information on Town of Olds energy consumption.

Strategies

- Develop and deliver a comprehensive educational program to mobilize individuals' commitment to change their behaviour.
- Develop energy-saving incentive programs that community members can readily access and participate in.
- Investigate how other municipalities have engaged in renewable energy sources being implemented.
- Research per household energy use specific to Olds.
- Implement one strategic initiative to our community in the area of renewable energy by 2009.
- Develop partnerships with resource based energy providers that will mitigate capital costs to the extent that our community can begin implementing energy efficient facilities and equipment.

GOVERNANCE & PARTNERSHIPS

How local government and other stakeholders will organize and collaborate in decision-making and the implementation of the OSSP.

Description of Success

Olds Town Council and the OICRD Board are recognized as models of effective board governance and shared leadership with the community by demonstrating effective collaboration with all community stakeholders and all three levels of government. The governance systems in Olds make all decisions in accordance with the TNS Principles and through a continuing process of public engagement.²⁴

Current Reality

Our society has recently acknowledged the issue of sustainability and environmental degradation. Citizens are alarmed when they view the actual and potential consequences of existing practices. There is a call for collective and individual action. The OAGSL recognizes that to capitalize on this opportunity and effect fundamental change, there must be action-oriented leadership at all levels of our society.

Current realities include:

- Our society is currently experiencing a growing disengagement in governance.
- In Olds, the general public rarely attends Council Meetings.
- There is a resistance to behavioural change.
- Government has begun to consider the importance of creating environmentally friendly policies and bylaws.
- Councilors in Olds were all acclaimed in 2007 election.
- We function in a traditional paradigm using up natural resources in the name of economic development.
- We practice governance in a traditional paradigm.
- Government and organizations have tended to function in isolation of one another.
- Our actions are biased toward short-term results without consideration of the longer-term effects.
- In Olds, most organizations fulfill governance independent of each other, while a small few are moving to an integrated approach.
- Olds is slow to create new policies and has many outdated policies.
- Town Council has adopted sustainability principles and dimensions in its decision-making processes.²⁵

Preferred Future Initiatives

Priority #1: Olds Town Council, OICRD and OAGSL demonstrate a participative and collaborative model of governance in their execution and continuous improvement of the OSSP.

²⁴ See Appendix M for information on fundamental needs.

²⁵ See Appendix N for information on Town Council's Request For Decision criteria.

Priority #2: Engage, educate, and build current and future capacity of elected officials and OICRD board members.

Priority #3: Forge innovative (win/win) partnerships that leverage implementation of the OSSP.

Strategies

- Report back to the public input session participants on an annual basis to request suggestions for continuous improvement and validation of current priorities.
- Conduct in-service training sessions for the members of the OICRD and Town Council on an annual basis.
- Recruit and mentor youth as voting members on community Boards and Committees.
- Provide an educational program for youth that creates awareness and motivation for leadership development and involvement in governance roles.
- Implement a succession plan for the OAGSL.
- Negotiate and implement the strategies in the OSSP with the community organizations and groups who were identified by OAGSL as the most capable.

MATERIALS & SOLID WASTE

How to source materials that are sustainable in origin and re-usable by design which meet our community's need for the supply and disposal of material goods without adversely impacting the natural environment.

Description of Success

Our community has a culture of recycling and re-use that every resident applies to the fullest. We utilize sustainable, recycled and renewable sourced materials to the greatest extent possible. Our collective environmental impact continues to decrease.

Current Reality

We reside in a society that has a culture of consumption, convenience, and built in obsolescence. We have a self-centered "not my problem" approach towards our individual and collective impact on nature.

Current realities include:

- Our current infrastructure for disposal is based on ease of use that exacerbates the problem.
- Consumerism and technology are accelerating the creation of waste in an exponential fashion.
- Marketing and packaging takes precedence over product quality and sustainability.
- Governance is reacting to the wave of change, not directing it.
- Composting program includes curbside pick-up of biomass that is processed at Olds College and returned to the community for gardens.
- Recycling facilities in two locations in Olds, where paper, cardboard, glass, all plastics, and tin cans are deposited.
- Award winning bottle recycle centre for cleanliness and organization.
- Our waste is managed by the Mountain View Regional Waste Management Commission.²⁶

Preferred Future Initiatives

Priority #1: Reduce the use of non-decomposable materials.

Priority #2: Enhance and promote the use of existing recycling programs.

Priority #3: Participate in the investigation of new technologies for the recycling and disposal of solid waste.

Strategies

- Develop a program for dealing with the disposal of consumer hazardous waste.
- Develop a program to eliminate the use of plastic shopping bags in all retail and commercial outlets.

²⁶ See Appendix O for information on local recycling and waste management.

- Develop policy for recycling of construction site waste.
- Broaden the scope of the Community recycling programs.
- Discuss the Plasma Technology for the effective treatment and disposal of solid waste with Red Deer County and analyze it through the lens of the TNS Framework.
- Continue to educate community members on the most effective use of the composting program.
- Create incentives for community members participating in all forms of waste management reduction.

NATURAL AREAS

How the community addresses the protection and restoration of ecosystems.

Description of Success

Our community contains a variety of natural ecosystems achieved through education, design, and reclamation. The use of pesticides and herbicides is minimal due to the choice of natural landscaping and alternative control methods.

Current Reality

To this point in time, our community residential and recreational areas have utilized a monolithic form of land development and landscaping. The result is a high consumption of fertilizers, pesticides, and herbicides. Fragile natural areas have been for the most part sacrificed in the name of efficient development.

Current realities include:

- Removal of natural trees.
- Olds has a *Tree Preservation Bylaw* that protects the existing tree canopy in natural areas and public spaces.
- Town of Olds, the County of Mountain View and the other communities in Mountain View have started to create a Regional Open Space Master Plan.
- Lack of human respect for natural systems.
- Lack of preservation of wetlands.
- Landscaping system premised on the "Lawn."
- Insufficient public green spaces in residential areas.
- Olds was a Communities in Bloom National winner in 2005 and received a honorable mention for action on sustainability in the 2007 International competition.
- Olds College has a well recognized Botanical Garden initiative underway.

Preferred Future Initiatives

Priority #1: Conserve and/or restore selected natural areas.

Priority #2: Create an integrated and accessible system of open spaces and parks.

Priority #3: Encourage the employment of a diverse range of sustainable landscaping practices. This includes increasing the overall percentage of tree canopy in Olds.

Strategies

- Build awareness and provide education to community members encouraging the use of sustainable landscaping practices and preservation of natural areas.
- Ensure that newly-annexed lands are inventoried for protecting the fragile ecosystems that are present within these lands.
- Ensure that policies and procedures are clearly imbedded into the Land Use Bylaw, all development permits and Area Structure Plans (ASPs) for the creation of green spaces and protection of selected natural systems. Consider the creation of a functional ecosystem within our existing open spaces.
- Support the Olds College Wetland development project.

ARTS/CULTURE/HERITAGE

How arts, culture, and heritage will be supported, enhanced and delivered, and how they will stimulate and support the transition to sustainability in our community.

Description of Success

Our community has the facilities and human resources to stage a variety of social, visual and performing arts, entertainment, and cultural events, all of which play a role in building a culture of sustainability in the community. We respect our culture and heritage through the preservation of structures and community participation in the staging of heritage events.

Current Reality

Our community has a proud history of diverse rural western Canadian culture. Our endeavours in the areas of Arts, Culture, and Heritage are based on local volunteer talent and organizations. This volunteer base is aging and tiring under the current social structure. The ethnic and cultural demographics of our community are changing rapidly due to the current economic growth.

Current realities include:

- Olds Fashioned Christmas is successful and well attended
- Olds Grizzlys Hockey is a thriving organization supported by the community.
- The Uptowne Olds initiative is underway, working toward renewal of the town core.
- The Communities in Bloom Task Force is working to achieve success in International competition.
- A number of rural and urban community facilities are small, obsolete, and underutilized.
- A history of agricultural culture influences present day-to-day activities in Olds.
- Olds College plays an integral role in shaping the cultural scene in Olds.
- Community Learning Campus (CLC) facilities will soon be completed, phasing in over the next five years.
- Fundraising is active in the community to provide support for the CLC Fine Arts and Multimedia Centre.
- The Olds Agricultural Society hosts the annual Olds Fair & Rodeo and is fundraising for the Gateway expansion project.

Preferred Future Initiatives

Priority #1: Encourage a broad diverse range of events.

Priority #2: Provide appropriate and adequate facilities and venues.

Priority #3: Integrate TNS sustainability principles and dimensions into both the design and delivery of the various events and facilities (walk the talk). This priority will require an education strategy for helping community groups understand sustainability thinking.

Strategies

- Get the CLC Fine Arts and Multimedia Centre completed successfully.
- Continue to address the opportunity for a collaborative, synergistic solution for the existing community facilities deficit.
- Develop and provide training for community groups and businesses on introducing sustainability to their organizations.
- Restore and / or refurbish heritage properties.

HEALTH AND SOCIAL

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

Description of Success

Our community members practice a holistic, healthy, and safe lifestyle. We have achieved this lifestyle through a process of education and commitment to the proper utilization of a full range of services and facilities. This pro-activeness has resulted in more cost effective and accessible programs. We have a sense of personal responsibility and control for our individual and collective well-being.

Current Reality

We practice a mixture of healthy and at-risk lifestyles with regard to our physical, emotional, and spiritual well-being. The physical dimension receives a public emphasis because of an ongoing crisis in both affordability and accessibility of healthcare while participation in emotional and spiritual health endeavours receives less emphasis. The current healthcare system is stressed and constantly in a state of crisis.

Current realities include:²⁷

- Our citizens travel to other centres for certain specific services (eg: medical diagnosis and treatment, religious worship, etc.)
- Lengthy waits for some medical services.
- Lack of adequate services for at-risk segments of our population.
- Sedentary lifestyles within segments of our population.
- Source and type of food has changed.
- Lifestyle pace has increased substantially.
- Blurred distinction between wants and needs.
- Physical, emotional, psycho-social and financial barriers exist for at-risk segments of the population.

Preferred Future Initiatives

Priority #1: Create a culture of taking personal responsibility for individual, family, and the community's well-being.

Priority #2: Create an environment that fosters collaboration among our social and service organizations.

Strategies

- Improve services for at risk populations –hospice, home care, and victim services.
- Increased and ongoing training for staff and volunteers.
- Continue the support for the Physician Recruitment & Retention Committee.
- Creation of programming at the new Health & Wellness Centre at the CLC

²⁷ See Appendix P for DTHR Olds Profile.

- Public education on the appropriate use of the existing Health care and Emergency Services.
- Encourage increased and more effective collaboration between existing and future committees in the areas of services and facilities.
- Encourage physical recreation activities and educate the community on the need of creating adequate facilities that are accessible for this purpose.

RECREATION & LEISURE

How recreation and leisure activities and facilities will be provided to meet the needs of the community while sustaining the integrity of the environment.

Description of Success

Our community has a broad range of safe and healthy recreational activities available. The services are managed to meet evolving needs and changing demographics. These facilities and services are anchored in support of other dimensions of sustainability such as health and social. Facilities are designed to meet multiple uses, affordability of operation, and high utilization in a respectful manner. This encourages both community members and visitors to regard our community as a destination of choice for recreation and leisure.

Current Reality

Our community is focused heavily on recreational activities that are mechanised and / or require travel to access them. Our community has a wide array of aging recreational facilities. Groups such as the Lions, Elks, Royal Canadian Legion, and Knights of Columbus own buildings that were built over 50 years ago. Old buildings are inefficient, which has led to underutilization and higher operational costs for the user.

Current realities include:

- Heavy emphasis on ice hockey. A well-used arena facility.
- Vandalism is driving costs up.
- Changing demographics of community dictate changing needs in recreation.
- More organized activities and fewer casual activities.
- Increased costs around the issue of liability.
- Aquatic Centre that opened in 2002 was built without much consideration of green concepts. An energy efficient retrofit is in the beginning stages. The Aquatic Centre is well-used. The pool contains salt water.²⁸

Preferred Future Initiatives

Priority #1: Incorporate sustainability into programs and facilities.

Priority #2: Create more opportunities for casual recreation and leisure.

Strategies

- Research and implement sustainable technologies into the development of recreational and leisure facilities.
- Research and provide “best practices” alternatives for recreation that will meet the needs of our changing demographics.
- Create a “mixed-use” approach in the Uptowne core with streetscapes that foster safe, inviting and inclusive places for gathering.

²⁸ See Appendix Q for information on Olds Aquatic Centre usage.

ECONOMIC DEVELOPMENT

How our community will create a strong local economy by developing successful, adaptive businesses that move the community toward sustainability

Description of Success

Our community has a strong economy that is in balance with the five dimensions contained within the TNS framework on sustainability. Our businesses provide rewarding employment for an educated workforce. A full array of economic services are available locally, leading to a demographically balanced population. A streamlined development process attracts sustainable businesses making our community a destination of choice.

Current Reality

Our local, provincial, and national economies are rapidly changing. Many businesses are securing goods and services from lower cost countries. The rapid expansion of our local economy has led to an imbalance in cultural, environmental, governance, and social dimensions of sustainability. In essence, the economic dimension of sustainability is strong while the other dimensions are experiencing a deficit.

Current realities include:

- Our community is not taking full advantage of opportunities in governance and development of potential partnerships (e.g. OICRD).
- Heavy reliance on Oil & Gas extraction.
- Current economic growth is driving us faster, not smarter.
- Consumer perception that “we don’t have everything we need.”
- Shortage of skilled workforce.
- Infrastructure is presently at maximum capacity

Preferred Future Initiatives

Priority #1: Attract businesses that integrate all the dimensions of sustainability in their practices.

Priority #2: Shop locally at both independent and franchised businesses.

Strategies

- Research and define what qualifies as a “Green” business and inventory “Best Green Business Practices”.
- Create a “Green procurement” policy for Town of Olds to follow in sourcing materials and services, as an example of environmentally conscious economic development.
- Continue and expand “Shop Local” initiatives such as Midnight Madness and others.
- Develop a recognition program for business efforts that integrate all the dimensions of sustainability.
- Contingent on the success of the Tech Committee of OICRD to complete its FTTP, encourage technology based opportunities which are Green by nature.

TRANSPORTATION

How to move people and materials within and without the community in a more sustainable and effective manner

Description of Success

Our community utilizes a system of private and public transportation that is safe, efficient, and affordable.

Current Reality

Our society is based on the utilization of the internal combustion engine to power land, air, and water transport. We have a transportation infrastructure that is capital-intensive, inefficient, and largely dictates how we live.

Current realities in our community include;

- Two major highways go through our town.
- Perception of a spread out system that requires a vehicle.
- Barriers for people with disabilities.
- A drive-through mentality.
- A cruising culture, just driving around without clear purpose.
- Climatic conditions dictate need for comfort.
- Limited infrastructure for alternate forms of transportation.
- The need to travel out of town for some goods and services.
- No public transportation.
- More than one vehicle per person.
- Inadequate public parking, specifically in the uptown area.
- Personal convenience overrides costs and impacts.
- Limited use of car-pooling in our community.
- Highway # 27 congestion is serious.
- Only 5 km West of QEII, the second busiest stretch of highway in Canada.
- Traffic patterns in Alberta are changing due to rapid development.

Preferred Future Initiatives

Priority #1: Develop a traffic circulation plan for the in-town section of highway 27.

Priority #2: Investigate traffic control system-management opportunities such as traffic lights, roundabouts, intersections, and other potential improvements for more efficient traffic circulation.

Priority #3: Determine the potential for Public Transportation.

Strategies

- Survey the needs of the users of the in-town highway 27 section.
- Investigate the placement of an alternate traffic corridor for Olds.
- Implement a comprehensive needs analysis to determine the viability of a Public Transportation service for Olds.

ROLES & RESPONSIBILITIES

Current OSSP stakeholders include: OICRD, Town Council and OAGSL and it is their responsibility to engage additional stakeholders in the sustainability planning process. Town Council together with OICRD will take responsibility and authority for the plan. Town Council is the steward of the OSSP.

During the first year, Town Council is responsible to ensure the governance of the plan is held in accordance with the core philosophy of the OSSP. The role of OICRD is to annually review the OSSP and engage the public. And further, to facilitate an education process that builds capacity in the community for integrating the sustainability principles and dimensions.

The OAGSL recommends that the OSSP become a 'living' document. The OAGSL is committed to participate in the process and to support OICRD and Town Council. Action planning is a standard way of achieving results. To garner widespread community ownership and to ensure the OSSP is living, the citizens of our community will be included.

The OAGSL will monitor the OSSP by applying strategic planning methodology to the sustainability process. This means that the OAGSL will have the opportunity to engage the public and provide current feedback to this plan, in a cyclical manner. Each year the OAGSL will evaluate the OSSP to keep the plan current and progressive.²⁹

PARTNERSHIP ACTION PLAN AGREEMENTS

Partnership Action Plan Agreements (PAPAs) will be developed with the appropriate stakeholders according to the 15 strategies identified in the plan.

The OSSP is the first attempt for the community of Olds at considering the integration of the thinking among stakeholders. Next, every stakeholder will develop sustainability targets and sustainability indicators that contribute to the overall plan. Stakeholders will have opportunities for training in sustainability thinking and will be asked to apply a systems approach.

The success of the OSSP is dependent on achievable, measurable and time-bound action plans. The current challenge facing the OAGSL is to assign measurement indicators before the development of action plans. The OAGSL concluded that the task of developing sustainability indicators should be the responsibility of those creating the action plan. It is imperative OAGSL make progress measurement a priority. Each PAPA will develop specific targets and corresponding sustainability indicators to measure their progress.

The targets and sustainability indicators will be integrated with the 15 strategies areas outlined in the OSSP. Each potential stakeholder will be provided a set of example

²⁹ See Appendix R for diagram of Roles and Responsibilities.

indicators and will have access to coaching and facilitation resources.³⁰ The PAPAs are developed for the purpose of establishing the commitment between the stakeholder and the OAGSL. The PAPAs are an extension of our OSSP.³¹ Before commitment to measurement indicators being attached to the strategies it is preferred the stakeholders start with the example indicators.

The first three PAPAs established during the first year of OSSP implementation will be Town Council, OICRD and OAGSL. Having key stakeholders start the PAPA process will demonstrate leadership and commitment to the OSSP.

MONITORING OF PROGRESS

The OAGSL will develop specific targets and sustainability indicators as a requirement of the PAPAs. After much discussion, the OAGSL concluded that increased citizen participation in civil decision-making is required for full implementation of the OSSP. The intention behind this implementation strategy is to help stakeholders become active participants in moving towards sustainability. In the first year of the OSSP the OAGSL, Olds Town Council and OICRD will each actively seek potential stakeholders, and will proceed to collaborate on development of PAPAs. The overarching target for this plan is to develop one PAPA for each of the 15 strategy areas. The indicators will be organized by strategy area as well – so that each strategy area has its main indicators to monitor progress. Therefore, the sustainability indicator will be total number of PAPAs developed in the first year. The second year of the OSSP will include developed and signed PAPAs; once other targets are developed and a process of building capacity in community stakeholders is underway then the OSSP will have a multitude of measurable sustainability indicators. To date the OAGSL has concluded that this approach will increase ownership of the OSSP.³²

LESSONS LEARNED

The OAGSL considers the entire process of creating the OSSP a learning experience. A significant lesson expressed by the group has been that moving quickly through public engagement is difficult. The general population in Olds is not in the habit of participating in the civic decisions made by Town Council and other governance boards. Changing this behavior is something that will take a number of years to change. The OAGSL learned the urgency of acting quickly in the move toward sustainability and has struggled with the time consuming nature of educating people to the level needed for their changed behavior to make a difference. Over the next five years, the implementation of the OSSP will attempt to increase the citizen participation in sustainability planning.

³⁰ See Appendix S for set of example indicators.

³¹ See Appendix T for Whistler Partnership Package.

³² For information on Sustainability Indicators visit the following links: <http://www.houston-indicators.org/hsi.html>
http://pubs.pembina.org/reports/gpi_context.pdf

The public shares this urgency to address sustainability. However, everyone, including the OAGSL members, struggles to overcome the sense that sustainability may require making choices that require giving up convenience today. The majority of the OAGSL membership has moved to thinking that they have a responsibility to make decisions that will protect the well-being of future generations. The members of the OAGSL are conscious that it took a year of learning about sustainability thinking to reach this conclusion. Generally, people want change but they have not yet moved to the point where they are willing to take responsibility for making change happen. The process of creating the OSSP has pushed the OAGSL members to examine their individual behaviors and actions; consequently, they have gained a new understanding for how it feels to scrutinize those behaviors with sustainability thinking.

Taking the time to evaluate honestly our current reality has also been time consuming. It is normal to want to blur the view of the actual situation to make things sound more positive than they are. Gathering the data and completing the analysis necessary for presenting a realistic current reality has taken a significant amount of all participants' time. Expanding on this thought the overall process of using TNS concepts to evaluate takes a great deal of time. In the end, the time invested in this process has provided a great return on our investment. The OAGSL has established a solid benchmark or starting point for moving toward sustainability. The OAGSL has a new level of knowledge and is prepared for the challenges it will face as leaders and champions of sustainability.

Historically, the system of civic engagement and decision-making has operated within a short-term timeframe. Town Council and other governance boards in Olds operate with budgets that span a short time period (usually a year). Sustainability planning requires a shift to planning for 20 to 50 years at a time. The OAGSL learned that making the transition to long-term planning has many challenges, such as decision-making for a future that has many unknown variables. Application of long-term thinking throughout the sustainability planning process has pressed the OAGSL membership to consider the effect the decisions they make today will have over the long-term. After considering the cumulative affect of many small decisions over time, it is clear that what seems like a small thing today adds up to a significant problem for the future. Shifting from short to long-term thinking, requires organizational change in multiple organizations across Olds. The OAGSL, through its experience, has learned that benchmarking best practices and implementation of those best practices is essential to the success of implementing the OSSP.

CLOSING REMARKS

The process of creating this plan has broadened the minds of many participants who began this journey already convinced that sustainability planning is a necessary step to protect human existence. The OAGSL and over 150 community participants have committed endless hours to this point. The energy and enthusiasm demonstrated by this group speaks volumes for the potential of this community to be successful in its move toward sustainability. While the first OSSP is an enormous step in the right direction, there is still a great deal of work left to do. This work will include Town Council, Town Administration, OICRD, and OAGSL investing resources into the

education of Olds' citizens, community groups, institutions, and organizations in sustainability thinking. This work will require individuals to have discipline and commitment to think differently, to think with sustainability in mind, to always question if the immediate decision in front of them is moving toward sustainability, is flexible enough to accommodate the rapid pace of our current reality and finally will have the return on investment to make them worthwhile. Essentially, it requires long-term thinking about the decisions we make today. The motto of the OAGSL "Planning Today - Preserving Tomorrow" captures the essence of creating a sustainable future.

1. VISION STATEMENT

- a. **Previous:** To create a community that is indisputably recognized as a leader in partnering, networking and entrepreneurial activity.
- b. **Draft Revision:** To be the recognized leader in sustainable community and regional economic development.

2. MISSION STATEMENT

- a. **Previous:** OICRD will encourage and facilitate cooperative initiatives to drive growth and well being.
- b. **Draft Revision:** OICRD encourages and facilitates regional and community economic growth and well being.

3. VALUE STATEMENT

- a. **Draft:** As the OICRD we value:
 - Integrity
 - Relationships
 - Commitment
 - Accountability
 - Diversity
 - Communication
 - Stewardship
 - Co-opitition

4. BRAINSTORMING OF “SWOT” or “ASSET MAPPING”

a. EXTERNAL FACTORS

- Provincial “Rural Development Initiative”
- Olds College participation in the Rural Development Initiative
- Lack of Super Net connectivity
- Movement to regionalization
- Forward movement of other geographic areas in economic development
- High illiteracy rate in specific sectors of regional population
- Shortage of skilled and unskilled labour
- Movement to “co-opitition”
- Population sectors that are underemployed
- Perception of competitive agendas within the community
- Need to develop a clear understanding of OICRD’s purpose for members
- Environmental concerns and awareness

b. INTERNAL FACTORS

- Leadership and co-operation exhibited by members and associate members in dealing with issues
- Lack of awareness of OICRD
- Need for development Of Board Governance in OICRD

- Need for clarification and actualization of OICRD committee structure
- Competitive agendas around OICRD board table
- Lack of understanding of role and work of OICRD at board/council tables of members and associate members

5. ISSUES

a. INTERNAL

- i. How will OICRD govern itself?
 1. **STRATEGY 1:** Complete the Strategic Plan
 - a. **Action step 1:** Move next Board meeting forward to August 14 and utilize meeting to complete Strategic Plan.
 2. **STRATEGY 2:** Develop a Governance model that is based on the Strategic Plan.
 - a. **Action step 1:** Review committee structure
 - b. **Action step 2:** Determine ongoing opportunities for Board development
- ii. How will OICRD explain and market the OICRD purpose and agenda to all stakeholders?
 1. **STRATEGY 1:** Complete the Strategic Plan as per 5.a.i.1.
- iii. How will OICRD identify and actualize a Human Resource plan?
 1. **STRATEGY 1:** Understand and utilize the Human Resources available in member organizations
 - a. **Action step 1:** Clarify with Olds Town Council the use of Town of Olds resources to work on Town of Olds economic development initiatives.
 2. **STRATEGY 2.** Initiate a longer term strategy regarding Human Resources to avoid volunteer burn out

b. EXTERNAL

- i. How will stakeholders provide residential and industrial property to interested investors?
 1. **STRATEGY 1:** Initiate a process to gather input on land development in Olds
- ii. How will the “community” meet the demand for increased “meeting space’ and “hotel rooms”?
- iii. How will OICRD participate in the development of a “Regional” strategy for economic and community development?
 1. **STRATEGY 1.** Survey the environment for external funds that relate to rural development
 - a. **Action step 1:** Understand the roles of the stakeholder groups in rural development

2. **STRATEGY 2.** Become informed, on an ongoing basis, of Olds College's involvement in the provincial Rural Development initiative
3. **STRATEGY 3.** Co-ordinate stakeholder requests to the Alberta Rural Development Fund
4. **STRATEGY 4.** Continue to pursue the "last mile" installation of the supernet as a regional effort
5. **STRATEGY 5.** Train and mobilize (educate) all population sectors to address the Human Resource development for all economic sectors
6. **STRATEGY 6.** Ensure that the product of our work is consistently assessed for environmental impact
7. **STRATEGY 7.** Understand Mountain View County, and other regional jurisdictions, plans for economic development
8. **STRATEGY 8.** Understand the plans and aspirations of other regions within Alberta



Community Lifestyle Committee of the OICRD

Terms of Reference

- Our membership will support our Visions, Mission, & Shared Beliefs
- Our membership will be dynamic, meaning open to change
- Membership will be capped at 12 members
- Decision making will strive consensus
- Community input will be sought after
- A quorum will consist of 50% of the membership at any point in time
- The current Olds Institute board member on our committee will be our liaison/communication link to the board
- The chair of our committee will attend a minimum of 3 board meetings per year
- Our committee will conduct an annual assessment of performance

Membership

Rita Thompson	Shirley Watkins
Rose Kryon	Grant Spence
Susan Herbert	Jeanne Richardson
Mel Giles	

Vision

Olds is a community of citizens who value lifestyle by nurturing it through all economic and social growth.

Mission

The Community Lifestyles Committee will provide valued input and have a meaningful impact on the Olds Institute's decisions and initiatives, resulting in positive lifestyle outcomes for our community.

**APPENDIX B
COMMUNITY LIFESTYLE COMMITTEE
TERMS OF REFERENCE**

Our Shared Belief

- Responsible decision making today will be valued and appreciated by future citizens.
- Our mission will create a desire to be perpetuated through commitment well into the future.
- Change is inevitable. We will embrace change as an opportunity to affect our community's future in a positive way.
- Our community has the potential to be recognized and respected as a leader in both community lifestyle and economic development.
- Our citizens will have the opportunity to lead a balanced lifestyle.
- We will seek first to understand, then to govern ourselves accordingly.
- We value and appreciate diversity through the participation and contribution of our citizens.
- A healthy environment will support the development of healthy citizens.

Our Current Goals

- To develop a process for assessing initiatives and developing recommendations for the Olds Institute board. (Completed)
- Establish a community lifestyles category for inclusion into the business retention & expansion committees survey questionnaire. (Completed)
- Have an approved operating budget in place for the current fiscal year. (Completed)
- Conduct assessments on known development projects as the opportunities present themselves.
 1. Olds Ag. Society (completed)
 2. Springwood Developments (completed)
 3. Community Learning Centre (completed)
- Take a leadership role in the establishment of a
- Physician recruitment and retention committee
- Municipal Sustainability Plan (Integrated Community Sustainability Plan)

Critical Success Factors

- Our stakeholders are aware of our existence & purpose.
- Our work becomes an integrated step in the process of our town's economic development.
- Our membership continues to be open & dynamic.
- We continue to receive meaningful work.
- Our work is being received as a gift, not as a threat.
- Lifestyle is considered to be one of the weighted objectives in the assessment of all economic development initiatives.
- Our committee is perceived as an asset, not a liability.

Terms of Reference

1) Name:

- **The Olds Advisory Group for Sustainable Living**

2) Mandate:

- **Our purpose as an advisory group is to develop a municipal sustainability plan for the community of Olds by February 2008.**

3) Expected Outcomes:

- **A plan which encompasses the thoughts and ideas of our community's citizens**
- **A foundation of community capacity which promotes continuous learning and leadership in sustainable living**

4) Key Strategic Directions:

- **Engaging and advising council on a monthly basis**
- **Develop a planned process for the execution of our mandate**
- **Promote a shared vision of community sustainable living**
- **Systematically collect public input through engagement and educational activities**
- **Determine strategic actions for success through systematic analysis**
- **Collect information (factual and anecdotal) of our ongoing implementation for historical and continuous learning purposes**
- **Develop a comprehensive sustainability plan for town council to adopt**

5) Working Principles:

- **Being respectful of everyone's thoughts and ideas**
- **Sharing the workload as much as possible**
- **Remaining active and committed to the mandate**
- **Being participative at meetings**

6) Membership:

- **A cross section of public, elected, and town staff people**
- **Includes T. N. S. training**

7) Authority & Accountability:

- **Delegated authority from council (R.F.D.)**

**APPENDIX C
OAGSL TERMS OF REFERENCE**

- **Advisory group to O.I.C.R.D and Town Council**
 - **To develop actions that are rooted in our informational data collected from public sessions**
- 8) Meetings & Reporting Structure::**
- **Committee meetings as required (nominally one per month)**
 - **Public meetings as scheduled to gather cross section of age groupings**
 - **Council meetings on a monthly basis for the purpose of updates**
 - **O.I.C.R.D. updates on a monthly basis through participating members of the Institute**
- 9) Resources:**
- **Alberta Urban Municipal Association (A.U.M.A.)**
 - **The Natural Step (T.N.S.)**
 - **Town of Olds**
 - **Old Institute for Community & Regional Development (O.I.C.R.D.)**
 - **Community volunteers**
- 10) Linkages:**
- **Web-links**
 - **Conferences**
 - **Networking events**
 - **Community contacts and visitations**

APPENDIX C
OAGSL TERMS OF REFERENCE

Olds Municipal Sustainability Planning
Olds Advisory Group for Sustainable Living
Sept 11, 2007

Values:

What are the foundational Core Values for the Advisory Group that will guide it's work and decision making processes in supporting the long term sustainability of Olds?

Accountability / Responsibility / Principle

- OAGSL holds themselves accountable and maintains responsibility to our partners in sustainability

Empowerment

- To provide tools and resources that influence sustainable decisions

Cooperation

- To build consensus through teamwork

Innovation

- To encourage flexible approaches for sustainable solutions

Integrity

- To act with integrity at all times

Diversity

- To value and appreciate differences

APPENDIX C
OAGSL TERMS OF REFERENCE

Roles & Responsibilities:

With regards to ensuring the long term sustainability of Olds, what are the primary Roles and Responsibilities that must be undertaken by the Olds Advisory Group for Sustainable Living within the next 3-5 years?

A primary role for the Olds Advisory Group for Sustainable Living is to.....

To develop a strategy to educate and influence	Engage the community in processes that produce sustainable practices	Develop implement and evaluate and MSP	To model sustainable behavior to our community and partners	To develop a strategy for succession planning	Develop and maintain 2 way communication
<ul style="list-style-type: none"> ▪ Education / awareness Internal sharing External – bring in more learning ▪ Continuous formal and informal education ▪ Educate the public ▪ Educate OAGSL ▪ Influence actions 	<ul style="list-style-type: none"> ▪ Engage the community ▪ Be the catalyst for forward movement ▪ Analyze public input ▪ Engage our partners ▪ Respond to public input ▪ Encourage public input and feedback 	<ul style="list-style-type: none"> ▪ Understand AUMA expectations ▪ Develop / provide comprehensive Municipal Sustainability Plan (MSP) ▪ Understand the NS process ▪ Provide public updates on MSP progress ▪ Measure our outcomes ▪ Evaluate and update MSP ▪ Evaluate progress ▪ Evaluate through TNS sustainable ideas ▪ Conduct an annual stewardship review ▪ Tabulate effectiveness of initiatives in measurables / against TNS principles 	<ul style="list-style-type: none"> ▪ Active citizenship (walk the talk) ▪ Model sustainable behavior ▪ Reflect TNS philosophy individually in decision making ▪ Represent the community ▪ Act as advocates for sustainability ▪ Demonstrate how partnerships move us forward sustainability ▪ Be the role model 	<ul style="list-style-type: none"> ▪ Succession plan for OAGSL (capacity building) ▪ Develop new members ▪ Systems thinking ▪ ABCD strategic planning principles ▪ Back casting from principles ▪ Funnel as a metaphor 	<ul style="list-style-type: none"> ▪ Communication with stakeholders ▪ External marketing of successes ▪ Celebrate and trumpet successes – promote / encourage / facilitate ▪ Market sustainable principles ▪ Report to council ▪ Report to community and partners ▪ Report to stakeholders ▪ Be an informed ambassador ▪ First point of contact

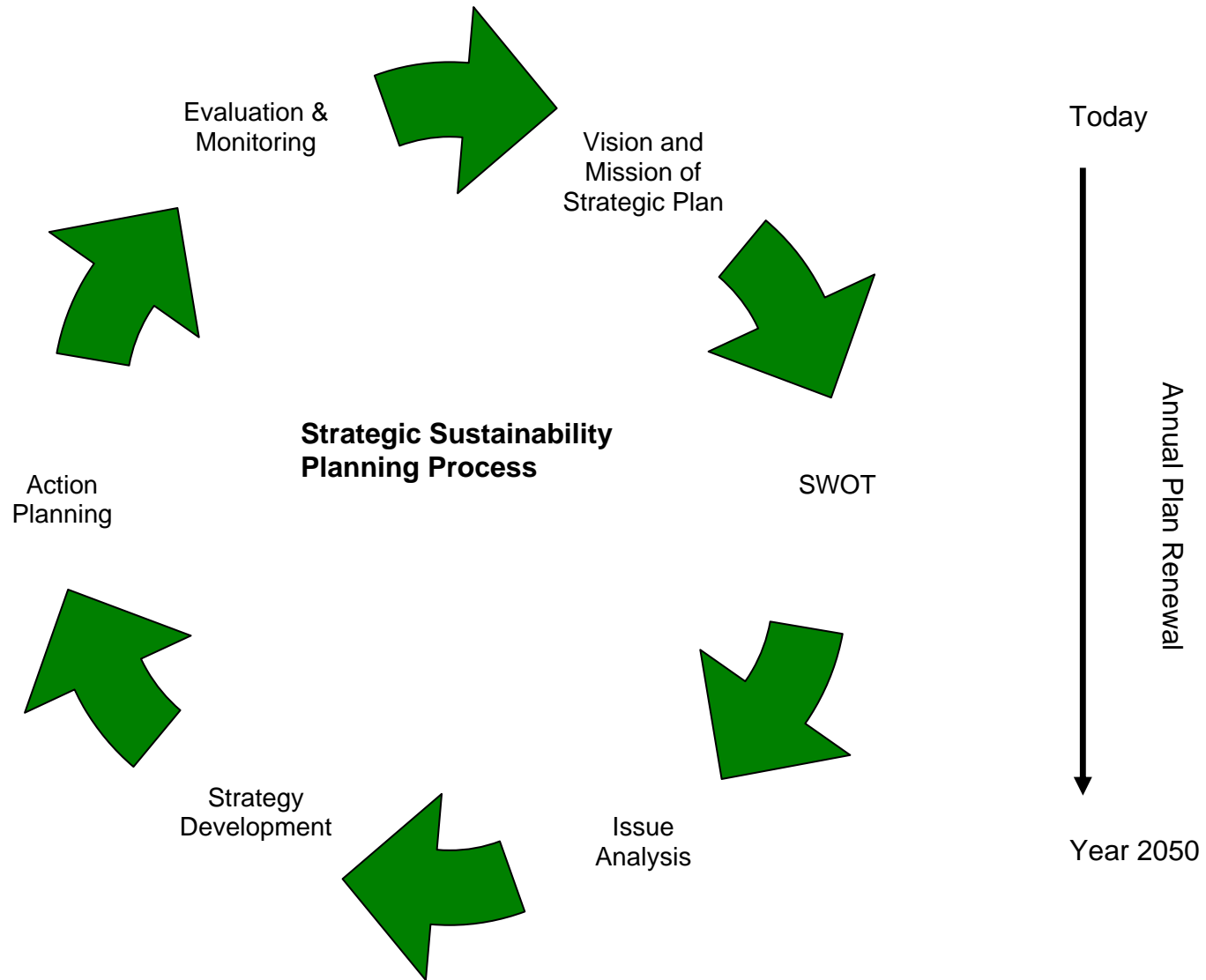
**APPENDIX C
OAGSL TERMS OF REFERENCE**

Next Steps:

- Alan and Terry to develop results report for the Terms of Reference Workshop
- Advisory group - feedback on Terms of Reference by end of the workday September 17 to Nina



**APPENDIX D
STRATEGIC SUSTAINABILITY PLANNING PROCESS**



OLDS Municipal Sustainability Plan (MSP) DEVELOPMENT PROCESS TIMELINES

MARCH

- 14th – Natural Step Training for Facilitators
- Local Government Administrator’s Conference
- End of month – end of e-learning, Citizen Advisory Group/Committee established with Terms of Reference and Mandate

APRIL

- 19th & 20th – Municipal Energy Efficiency Conference, Edmonton – planning for facilitators
- Mid month – MSP process developed and presented to Council (end of Phase I)
- By the end of the month – Community Vision data analyzed to determine unanswered questions, stakeholder input process designed to find answers to those questions,
- A one-day facilitator training exercise completed for 15 to 20 facilitators
- Ag Society Annual Gala

MAY

- Committee start Phase II of the process (Creating a Shared Understanding of Community Success)
- Develop Principles
- Decide on Scope of Visioning process
- Gather Community Input on Vision (up to 5 community input sessions – possibly every Saturday in May)
- Communicate and Celebrate the Vision

JUNE

- Complete Phase II
- Federation of Canadian Municipalities Conference
- Music Jamboree
- Substantial preparation for Canada Day
- Orientation for potential new elected officials (So, you want to run for Municipal Council seminar)

JULY

- 1st - Canada Day
- Slow period, Committee works on Phase III (Determine and Analyze Strategy Areas for Success)

AUGUST

- Olds Fair
- Slow period, Committee continues work on Phase III

OLDS Municipal Sustainability Plan (MSP) DEVELOPMENT PROCESS TIMELINES (page 2)

SEPTEMBER

- Complete Phase III
- 17th - Municipal Nominations
- Begin Phase IV (Action Planning)

OCTOBER

- Continue Phase IV
- 15th – Municipal Elections
- Orient new Councilors

NOVEMBER

- Olds Fashioned Christmas
- AUMA Conference
- AAMD&C Conference
- Complete first draft of Phase IV (Action Plans)

DECEMBER

- Quiet month, too many other things going on to do much work on planning
- Plan for public presentation of plan

JANUARY '08

- Public presentation & marketing of Action Plans (stakeholder input with dialogue)

FEBRUARY '08

- Amend Action Plans based on community input
- End of Phase IV
- 28th – Olds Municipal Sustainability Plan completed
- Begin review and alignment of other community plans

RESOURCES AVAILABLE FOR MSP PROCESS

AB MUNICIPAL AFFAIRS & HOUSING, LIBRARIES, COMMUNITY & VOLUNTEER SERVICES	TOWN OF OLDS	OLDS INSTITUTE	NATURAL STEP	AUMA	OTHERS
Facilitation	Nina	Partners (town, chamber, Ag Soc., College)	e-learning site	Logistics & training	Mtn. View County Reeve
Planning participation	Council support	Facilities	Planning guide	Electronic environment	
Administrative support for above	Facility support	Sustainability committees	Ongoing support at cost	Provincial coordination	
Facilitation training	Municipal Planning Commission	Current structure		Financial support (cost of e-learning access for a limited number)	
Stakeholder input Process design	Some incidental cash				
Up to 2 days per week for the next year of CDO time					

The Natural Step Framework

The Natural Step Framework addresses the need for a systematic way of understanding and planning toward sustainability. It is a methodology for planning that provides an elegant, rigorous, science-based understanding of sustainability together with a tested planning approach to translate that understanding into practice. By focusing planners and decision-makers on that which can be agreed upon, it helps create a common perspective and language for sustainability. It defines sustainability at the principle level, which enables organizations to create optimal strategies for dealing with the present-day situation and to move strategically toward sustainability. It is unique in its function as a tool to bring disparate stakeholders and individuals together as intellectual partners to discuss the path forward to sustainability in a mutual exploration.

The Framework has the following main components:

- The Funnel as a Metaphor
- The System Conditions for a Sustainable Society
- Backcasting from Principles
- A Four-stage “ABCD” Strategic Planning Process

The Funnel as a Metaphor

In the quest for good health, welfare and economic prosperity, we are systematically destroying the system that we, as humans, are completely dependent upon -- nature. Life-sustaining natural resources, such as clean air and clean water, are subject to increasing deterioration due to human activity. Forests are being lost and species extinction is gathering pace. At the same time, nature’s long-term productive capacity is being degraded in fields, forests and oceans. The reason for nature’s reduced productive potential is that we are polluting and displacing nature in various ways. Renewable resources are being used up at such a rate that nature does not have time to build new ones. At the same time, there are more and more people on earth in need of these resources, and per-capita consumption is increasing. It’s as if all of civilization is moving deeper into a *funnel* (Figure 1) whose narrowing walls demonstrate that there is less and less room to manoeuvre, in order to avoid “hitting the wall.”

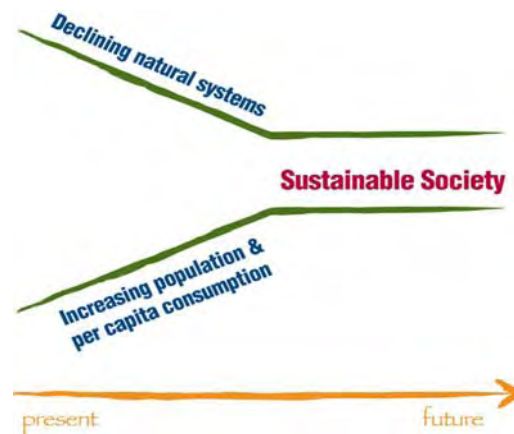


Figure 1: The "Funnel"

The Natural Step's Four System Conditions

The earth is a sustainable system. Scientists agree that human society is capable of damaging nature and altering life-supporting ecological structures and functions in only three major ways. Based on this scientific understanding, The Natural Step has defined three basic system conditions for maintaining essential ecological processes. In addition, The Natural Step recognizes that social and economic dynamics fundamentally drive the actions that lead to ecosystem changes. Therefore, the fourth system condition focuses on socio-economic dynamics and affirms that meeting human needs worldwide is an integral and essential part of sustainability.



Figure 1: The four sustainability principles

Backcasting from Principles

The TNS Framework uses a planning approach called “Backcasting from principles.” *Backcasting* is a methodology for planning that involves starting from a description of a successful outcome, then linking today with that successful outcome in a strategic way: what shall we do today to get there?

The TNS Framework uses the scientifically rigorous system conditions described above as the basis for its definition of success from which to backcast. It translates the system conditions for a sustainable society into ultimate *sustainability objectives* for an organization or community, namely to:

- ...eliminate our contribution to systematic increases in concentrations of substances from the Earth's crust.
- ...eliminate our contribution to systematic increases in concentrations of substances produced by society.
- ...eliminate our contribution to systematic physical degradation of nature through over-harvesting, introductions and other forms of modification.
- ...eliminate our contribution to conditions that undermine people's capacity to meet their needs.

The ABCD Planning Process

The System Conditions describe the basic requirements that must be met in a sustainable society. How can these System Conditions be applied to an organization’s everyday operations? Each individual organization must draw its own conclusions from the sustainability objectives as regards to problems, solutions, and goals. The Natural Step has developed and tested an approach to help organizations incorporate sustainability into their core strategies. The four-step “A-B-C-D” process (Figure 2) provides a systematic way of guiding this process:

(A)wareness: Understanding sustainability and the TNS Framework as a shared mental model.

(B)aseline: An assessment of “today” is conducted by listing all current flows and practices that are contributions to violations of the four System Conditions, as well as considering all the assets that are in place to deal with the problems.

(C)ompelling Vision – Opportunities for Innovation: Possible solutions and innovations for the future are generated and listed by applying the constraints of the System Conditions to trigger creativity and scrutinize the suggested solutions.

(D)own to Action: Priorities from the C-list are made, and smart early moves and concrete programs for change are launched. Innovative actions are prioritized by screening them through the following three questions:

- Does it move us in the right direction with regards to the four System Conditions?
- Is it a flexible platform, i.e. a stepping stone toward future improvements?
- Does it provide an adequate return on investment to seed future investments?

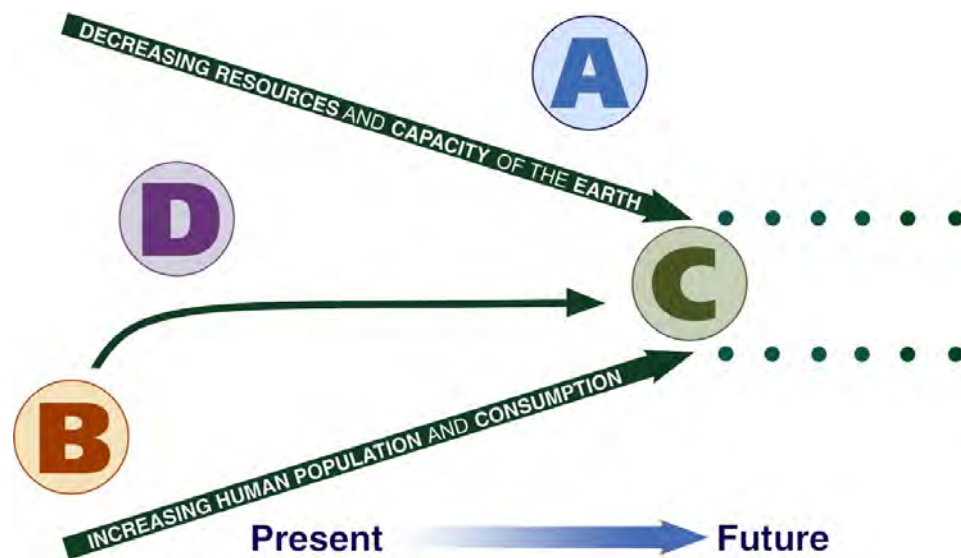


Figure 2: The ABCD Process

For more information on The Natural Step Framework, please visit www.naturalstep.ca.

Municipal Sustainability Plan Public Input Sessions

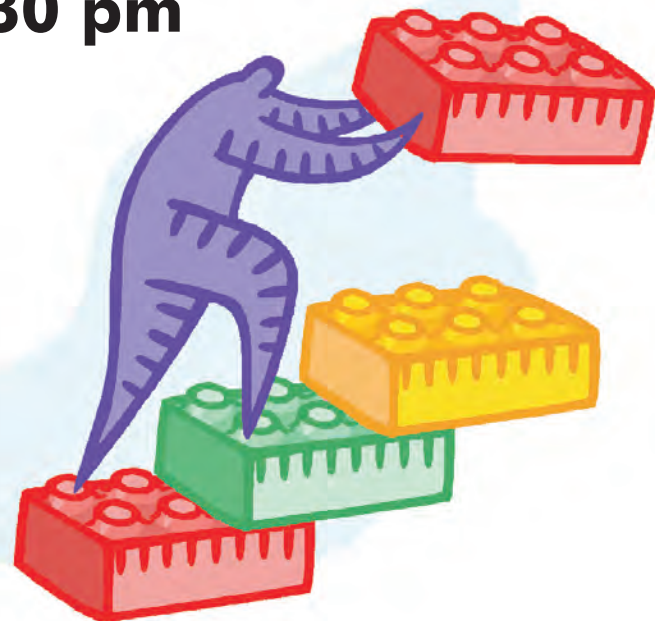
Boom, Bust or Echo: A Generational Approach to Municipal Sustainability Planning

Plan to attend the session for your age group!

May 12	Ages 30-45	@ Olds College
May 17	High School	Grades 8-12
May 26	Ages 46-59	@ Olds Legion
May 31	Ages 60+	@ Olds Legion
June 2	Ages 16-29	@ Olds College

All sessions 9.00 am to 4.30 pm

Lunch, coffee and snacks will be provided. **Pre-registration is requested - RSVP to Nina at 556-6981** by one week prior to session you wish to attend.



“Come Learn
& Be Heard”

**APPENDIX G
OLDS PUBLIC INPUT DOCUMENTS**

OLDS MSP PROCESS - AUMA Strategy Areas

	ISSUE AREA	DESCRIPTION
Learn	Learning	How to meet resident and visitor needs for formal and informal lifelong learning
Learn	Communications	How to ensure that residents and visitors have easy access to opportunities for the interchange of information, thoughts, and opinions
Live	Affordability & housing	How to make living and playing in your community affordable for residents, and how to meet housing needs of diverse permanent residents
Live	Built environment	How to develop and renew buildings, neighborhoods, and facilities that will contribute to making you community unique, live-able, and sustainable
Live	Food	How to ensure a healthy, nutritious and sustainable food supply that maximizes opportunities to build the social, ecological, cultural, and economic capital of the community
Live	Health and Social	How to meet the health and social needs (including physical, mental, spiritual, and emotional) of the community
Live	Water	How to provide a dependable supply of high quality water in a way that maintains healthy aquatic environments and uses water efficiently
Manage	Energy	How to meet your community's energy needs in an efficient, affordable, sustainable, and reliant way, while managing greenhouse gas emissions and air quality
Manage	Governance & Partnerships	How local government and other stakeholders will organize and collaborate in decision-making and implementation of the MSP
Manage	Materials & solid waste	How to meet your community's need for material supply and disposal through the most efficient use and re-use of the most sustainable materials and keeping waste out of the natural environment
Manage	Natural areas	How ecosystem integrity and biodiversity will be protected and, where possible, restored in your community/region
Work & Play	Arts/Culture/Heritage	How arts, culture, and heritage will be supported, enhanced and delivered, and how they will stimulate and support the transition to sustainability in our community
Work & Play	Recreation & leisure	How recreation and leisure activities for residents and visitors will be delivered to exceed expectations while protecting the environment
Work & Play	Economic development	How your community will create a strong local economy and develop and maintain successful, resilient businesses that help move the community toward sustainability
Work & Play	Transportation	How to move residents, employees, visitors, and materials to, from and within the community in a more sustainable manner

MUNICIPAL SUSTAINABILITY PLANNING
HIGH SCHOOL INPUT PROCESS

AGENDA

9:00 a.m. – Introductions

9:10 a.m. - Introduction to the four sustainability principles, the five dimensions of sustainability, and an introduction to potential strategy areas.

9:30 a.m. - Discussion, establishing clarity

9:45 a.m. – Identifying the preferred future

10:15 a.m. – BREAK

10:30 a.m. – Report back

11:00 a.m. – TOURS WITH 25% OF PARTICIPANTS

- Identifying the current reality,
- Identifying gaps between current reality and the preferred future, and
- Developing definitions of success

12:15 noon – LUNCH

1:00 p.m. – Review of morning exercise

1:15 p.m. – Identifying actions for achieving success

3:00 p.m. – Next steps

3:15 p.m. – Closure

3:30 p.m. – Adjourn

NOTE: LIBRARY/REFERENCE TABLE

**APPENDIX G
OLDS PUBLIC INPUT DOCUMENTS**

OLDS MUNICIPAL SUSTAINABILITY PLANNING - PUBLIC/STAKEHOLDER INPUT PROCESS (facilitators', organizer's agenda)

TIME	ACTIVITY	INTENT	PROCESS	PERSONNEL	SUPPLIES
9:00 am	Introductions, context, & logistics	Ensure everyone knows one another, why we're here and where the bathrooms are. Perhaps have a brief discussion around principles for the day and/or principles for the plan (e.g. all decisions must be science, research or fact-based)	Simple, one by one around-the-room Principles pre-developed by the Institute	David	
9:10 am	Introduction to the four sustainability principles	Participants will have a common understanding of sustainability principles <ul style="list-style-type: none"> • People are not subject to conditions that undermine their ability to meet their basic human needs • Nature is not subject to systematically increasing concentrations of substances extracted from the Earth's crust • Nature is not subject to systematically increasing concentrations of substances produced by society • Nature is not subject to systematically increasing degradation by physical means. 	Presentation <u>NOTE:</u> we need to keep a flipchart or two available throughout the day to capture those areas where we need more information (e.g. applied research, scientific data, etc.) or where we disagree (parking lot for future decisions)	Nina/David or committee member	Large format posting of the four principles
	Introduction to the five dimensions of sustainability	Participants will have a clear and common understanding of the five dimensions, namely: A Strong Economy, A Vibrant Cultural Scene, A Strong Social Network, A Healthy Environment, and Good Governance	Presentation, refer to postings around the room	Nina/David or committee member	Large format posting of the five dimensions
	Introduction to potential strategy areas	Affordability & housing, Arts/Culture/Heritage, Built environment, Economic development, Energy, Food, Governance & Partnerships, Health and Social, Learning, Materials & solid waste, Natural areas, Recreation & leisure, Transportation, Water, others	Presentation of (and probably handout) potential strategy areas material.	David/Nina or committee member	Large format posting of strategy areas , Flipchart for any additional areas
9:30 am	Review of presentations, questions & answers	This is a lot of information but it does create the context you need to consider when doing sustainability planning. <ul style="list-style-type: none"> • From the three presentations, what stood out for you? • Where did you feel worried, excited? • What do you think all this information means for Olds • Do you have enough information to start the process? Is there any other information you need right now? 	Lead facilitator will take questions and refer them to the best person to answer	David/Nina or committee member	
9:45 am	Identifying the preferred future	Participants will have a FUN opportunity to develop a "picture" of their ideal community within the context of the sustainability presentations	"Images process" Small groups of participants will be given a large sheet of paper and colored markers and be asked to draw a picture of their ideal, sustainable community	facilitators	Flip chart sheets, full sets of colored markers
10:15 am	BREAK				
10:30 am	Report-backs	The pictures of the ideal community will be shared	Small group representatives will give a brief presentation of their art work. Facilitators will attempt to capture "key words" on flip charts as they listen to the presentations	facilitators	Flip charts, markers, tape

**APPENDIX G
OLDS PUBLIC INPUT DOCUMENTS**

OLDS MUNICIPAL SUSTAINABILITY PLANNING - PUBLIC/STAKEHOLDER INPUT PROCESS (facilitators', organizer's agenda continued)

TIME	ACTIVITY	INTENT	PROCESS	PERSONNEL	SUPPLIES
11:00 am	25% of the participants will tour town offices, the rest will start process to determine and analyze issues to community success	<ul style="list-style-type: none"> For the strategy area you're working on, what is your perception of the current reality in regards to the four principles and the five dimensions? What/where are there gaps between the current reality and your vision? What would be your description of success in the strategy area? 	"Gallery walkabout" process. Work stations will be established for each of the strategy areas and small groups will have short conversations on that strategy area and will record their ideas on flip chart sheets provided. After a few minutes, they will rotate to the next 'strategy area station' and add to the material generated by the previous group. As the tours come and go, participants will fit into discussions wherever they like.	Facilitators	Flipcharts, tape, markers
12:15 noon	LUNCH	Give participants a break, replenish their bodies and minds for a short afternoon's work			
1:00 p.m.	Review discussion	What stood out for you as you moved around the room? Where did you feel excited about the possibilities? What were some of the key points made? Where do you think some of the hardest areas to achieve success might be?	Full group focused conversation	David	flipchart
1:15	Action planning	What are the initiatives, investments and/or actions required to bridge the gap? Who would be the best person/agency to ensure those things get done?	Card method workshop	David with facilitators	Cards, markers, tape, large open wall space.
3:00 p.m.	Next steps, evaluation & closure	Validate the participant's experience, let them know what will happen to all their hard work, and let them know how and when we'll be getting back to them	Lead facilitator does focused conversation Sponsor (committee member) maps out 'next steps'		
3:30 p.m.	Adjourn				

SUPPLIES

<ul style="list-style-type: none"> 6 FLIP CHARTS MARKERS 	<ul style="list-style-type: none"> "IMAGES" SUPPLIES TAPE 	<ul style="list-style-type: none"> CARDS (assorted sizes) LIBRARY/REFERENCE MATERIALS 	<ul style="list-style-type: none"> Nametags
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OLDS MUNICIPAL SUSTAINABILITY PLANNING**OLDS INSTITUTE AND TOWN STAFF
OVERVIEW OF PLANNING PROCESS TO DATE
AND
ORIENTATION TO PUBLIC INPUT SESSIONS****APRIL 28th, 2007****AGENDA**

TIME	AGENDA ITEM	WHO
9:00 a.m.	Introductions, expectations	David
9:15 a.m.	Overview of process timelines, who's doing what, roles and responsibilities, etc (April 28, 2007 to February 28, 2008)	David & Nina
9:30 a.m.	Review of planning data acquired to date (e.g. Community Vision)	Nina
10:30 a.m.	BREAK	
10:45 a.m.	Review of planning data acquired to date (CONTINUED)	Nina
11:30 a.m.	Overview of public input processes (dates, times, locations, age groups, etc.)	David & Nina
12:00 noon	LUNCH	
12:30 p.m.	Orientation to detailed Agenda and Process for Public Input	David
1:30 p.m.	Opportunity to experience one component of the public input process	David
2:00 p.m.	BREAK	
2:15 p.m.	Continue experiential orientation to process	David
2:45 p.m.	Review the day, any last minute issues	David
3:00 p.m.	ADJOURN	

OLDS MSP PROCESS - Potential Strategy Areas

cluster	ISSUE AREA	DESCRIPTION
Learn	Learning	How to meet resident and visitor needs for formal and informal lifelong learning
Learn	Communications	How to ensure that residents and visitors have easy access to opportunities for the interchange of information, thoughts, and opinions
Live	Affordability & housing	How to make living and playing in your community affordable for residents, and how to meet housing needs of diverse permanent residents
Live	Built environment	How to develop and renew buildings, neighborhoods, and facilities that will contribute to making you community unique, live-able, and sustainable
Live	Food	How to ensure a healthy, nutritious and sustainable food supply that maximizes opportunities to build the social, ecological, cultural, and economic capital of the community
Live	Health and Social	How to meet the health and social needs (including physical, mental, spiritual, and emotional) of the community
Live	Water	How to provide a dependable supply of high quality water in a way that maintains healthy aquatic environments and uses water efficiently
Manage	Energy	How to meet your community's energy needs in an efficient, affordable, sustainable, and reliant way, while managing greenhouse gas emissions and air quality
Manage	Governance & Partnerships	How local government and other stakeholders will organize and collaborate in decision-making and implementation of the MSP
Manage	Materials & solid waste	How to meet your community's need for material supply and disposal through the most efficient use and re-use of the most sustainable materials and keeping waste out of the natural environment
Manage	Natural areas	How ecosystem integrity and biodiversity will be protected and, where possible, restored in your community/region
Work & Play	Arts/Culture/Heritage	How arts, culture, and heritage will be supported, enhanced and delivered, and how they will stimulate and support the transition to sustainability in our community
Work & Play	Recreation & leisure	How recreation and leisure activities for residents and visitors will be delivered to exceed expectations while protecting the environment
Work & Play	Economic development	How your community will create a strong local economy and develop and maintain successful, resilient businesses that help move the community toward sustainability
Work & Play	Transportation	How to move residents, employees, visitors, and materials to, from and within the community in a more sustainable manner

Second Breakout session – Determine and analyze issues to community success – corner layout – WORK & PLAY

WORK & PLAY

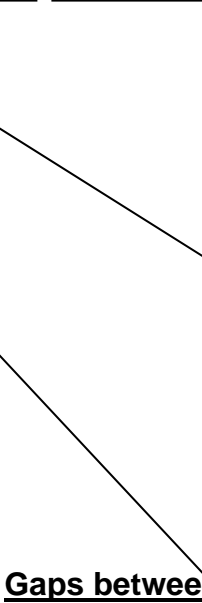
ECONOMIC DEVELOPMENT	TRANSPORTATION	ARTS/CULTURE/HERITAGE	RECREATION & LEISURE
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Current reality (4 principles)

Current reality (5 Dimensions)

Gaps between current reality & vision

Descriptions of Success



OLDS MUNICIPAL SUSTAINABILITY PLANNING
PUBLIC/STAKEHOLDER INPUT PROCESS

AGENDA

9:00 a.m. – Introductions to the players

9:10 a.m. - Introduction to the four sustainability principles, the five dimensions of sustainability, and an introduction to potential strategy areas.

9:30 a.m. - Discussion, establishing clarity

9:45 a.m. – Identifying the preferred future

10:15 a.m. – BREAK

10:30 a.m. – Report back

11:00 a.m. – Identifying the current reality,
- Identifying gaps between current reality and the preferred future, and
- Developing definitions of success

12:00 noon – LUNCH

12:45 p.m. – ENERGIZER

1:00 p.m. – Complete 11:00 a.m. exercise

2:15 p.m. – BREAK

2:30 p.m. – Identifying actions for achieving success

4:15 p.m. – Next steps

4:30 p.m. - Adjourn

NOTE: LIBRARY/REFERENCE TABLE

**APPENDIX G
OLDS PUBLIC INPUT DOCUMENTS**

OLDS MUNICIPAL SUSTAINABILITY PLANNING - PUBLIC/STAKEHOLDER INPUT PROCESS (facilitators', organizer's agenda)

TIME	ACTIVITY	INTENT	PROCESS	PERSONNEL	SUPPLIES
9:00 am	Introductions, context, & logistics	Ensure everyone knows one another, why we're here and where the bathrooms are. Perhaps have a brief discussion around principles for the day and/or principles for the plan (e.g. all decisions must be science, research or fact-based)	Simple, one by one around-the-room Principles pre-developed by the Institute	David	
9:10 am	Introduction to the four sustainability principles	Participants will have a common understanding of sustainability principles <ol style="list-style-type: none"> 1. People are not subject to conditions that undermine their ability to meet their basic human needs 2. Nature is not subject to systematically increasing concentrations of substances extracted from the Earth's crust 3. Nature is not subject to systematically increasing concentrations of substances produced by society 4. Nature is not subject to systematically increasing degradation by physical means. 	Presentation <u>NOTE:</u> we need to keep a flipchart or two available throughout the day to capture those areas where we need more information (e.g. applied research, scientific data, etc.) or where we disagree (parking lot for future decisions)	Nina/David or committee member	Large format posting of the four principles
	Introduction to the five dimensions of sustainability	Participants will have a clear and common understanding of the five dimensions, namely: A strong economy, A vibrant cultural scene, A strong social network, A healthy environment, and Good governance	Presentation, refer to postings around the room	Nina/David or committee member	Large format posting of the five dimensions
	Introduction to potential strategy areas	Affordability & housing, Arts/Culture/Heritage, Built environment, Economic development, Energy, Food, Governance & Partnerships, Health and Social, Learning, Materials & solid waste, Natural areas, Recreation & leisure, Transportation, Water, others	Presentation of (and probably handout) potential strategy areas material.	David/Nina or committee member	Large format posting of strategy areas , Flipchart for any additional areas
9:30 am	Review of presentations, questions & answers	This is a lot of information but it does create the context you need to consider when doing sustainability planning. <ul style="list-style-type: none"> • From the three presentations, what stood out for you? • Where did you feel worried, excited? • What do you think all this information means for Olds • Do you have enough information to start the process? Is there any other information you need right now? 	Lead facilitator will take questions and refer them to the best person to answer	David/Nina or committee member	
9:45 am	Identifying the preferred future	Participants will have a FUN opportunity to develop a "picture" of their ideal community within the context of the sustainability presentations	"Images process" Small groups of participants will be given a large sheet of paper and colored markers and be asked to draw a picture of their ideal, sustainable community	facilitators	Flip chart sheets, full sets of colored markers
10:15 am	BREAK				
10:30 am	Report-backs	The pictures of the ideal community will be shared	Small group representatives will give a brief presentation of their art work. Facilitators will attempt to capture "key words" on flip charts as they listen to the presentations	facilitators	Flip charts, markers, tape

**APPENDIX G
OLDS PUBLIC INPUT DOCUMENTS**

OLDS MUNICIPAL SUSTAINABILITY PLANNING - PUBLIC/STAKEHOLDER INPUT PROCESS (facilitators', organizer's agenda continued)

TIME	ACTIVITY	INTENT	PROCESS	PERSONNEL	SUPPLIES
11:00 am	Start process to determine and analyze issues to community success	<ul style="list-style-type: none"> For the strategy area you're working on, what is the description of the current reality in regards to the four principles? For the strategy area you're working on, what is the description of the current reality in regards to the five dimensions? What/where are there gaps between the current reality and your vision? What could/should be your description of success in the five dimensions? 	"Gallery walkabout" process. Work stations will be established for each of the strategy areas and small groups will have short conversations on that strategy area and will record their ideas on flip chart sheets provided. After a few minutes, they will rotate to the next 'strategy area station' and add to the material generated by the previous group	Facilitators	Flipcharts, tape, markers
12:00 noon	LUNCH	Give participants a break, replenish their bodies and minds for a short afternoon's work			
12:45 pm	ENERGIZER	Re-vitalize folks from lunch so they have sufficient energy to get through a busy afternoon.		Nina	
1:00 p.m.	Finish process to determine and analyze issues to community success	<ul style="list-style-type: none"> For the strategy area you're working on, what is the description of the current reality in regards to the four principles? For the strategy area you're working on, what is the description of the current reality in regards to the five dimensions? What/where are there gaps between the current reality and your vision? What could/should be your description of success in the five dimensions? 	"Gallery walkabout" process. Work stations will be established for each of the strategy areas and small groups will have short conversations on that strategy area and will record their ideas on flip chart sheets provided. After a few minutes, they will rotate to the next 'strategy area station' and add to the material generated by the previous group	Facilitators	Flipcharts, tape, markers
2:00 p.m.	Review discussion	Give participants an opportunity to see what other groups have developed. What stood out for you as you moved around the room? Where did you feel excited about the possibilities? What were some of the key points made?	Full group focused conversation	David	flipchart
2:15 p.m.	BREAK				
2:30 p.m.	Action planning	What are the initiatives, investments and/or actions required to bridge the gap? Who would be the best person/agency to ensure those things get done?	Card method workshop	David with facilitators	Cards, markers, tape, large open wall space.
4:15 p.m.	Evaluation and closure	Validate the participant's experience, let them know what will happen to all their hard work, and let them know how and when we'll be getting back to them	Lead facilitator does focused conversation Sponsor (committee member) maps out 'next steps'		
4:30	Adjourn				

SUPPLIES

<ul style="list-style-type: none"> 6 FLIP CHARTS MARKERS 	<ul style="list-style-type: none"> "IMAGES" SUPPLIES TAPE 	<ul style="list-style-type: none"> CARDS (assorted sizes) LIBRARY/REFERENCE MATERIALS 	<ul style="list-style-type: none"> Nametags
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**Town of Olds Citizen Advisory Panel
Training on The Natural Step
Agenda – September 11th, 2007**

Location: Council Chambers, Town of Olds Municipal building

Learning Objectives:

Building on the knowledge established through participation in Municipal Sustainability Planning consultations and the e-learning course *Sustainability: Step by Natural Step*, this session will focus on ensuring that participants have a deeper understanding of sustainability principles and how to use The Natural Step Framework in the formulation of the Town of Olds Municipal Sustainability Plan.

At the end of the session, participants will be able to:

- 1) Describe subtleties of each of the 4 sustainability principles
- 2) Analyze initiatives using sustainability principles as a lens
- 3) Scrutinize current reality and descriptions of success in the MSP through a sustainability lens
- 4) Apply “backcasting” in practice by prioritizing potential initiatives using a strategic sustainability perspective

Agenda:

9:00	Welcome, introductions, expectations, agenda review
9:30	Digging deeper into the four sustainability principles
10:45	Break
11:00	Applying The Natural Step Framework to the MSP: Ensuring the current reality and descriptions of success are grounded in sustainability principles
12:00	Lunch
12:30	Applying The Natural Step Framework to the MSP: Ensuring the current reality and descriptions of success are grounded in sustainability principles (cont'd)
1:30	Applying The Natural Step Framework to the MSP: Scrutinizing potential actions
3:20	Feedback & Wrap-up
3:30	Close

Sustainable Community Planning and Development: Design Charrette Planning Guide

INTRODUCTION

Design charrettes are becoming an increasingly popular part of the urban planning process. They bring together a diverse range of expertise—such as architects, landscape architects, engineers, planners, content specialists, educators, students, community representatives, governmental staff and civic leaders—to collaborate on creating innovative design solutions that embody multiple objectives and mutual interests. Design charrettes give visual form to ideas and policies and are effective in generating creative solutions to difficult problems in the least amount of time. Typically, a design charrette lasts three to four days and involves the same logistical work as required in planning a conference.

All too often, buildings, sites, neighbourhoods, communities and regions have been planned or even zoned according to policies and codes with little visual or contextual input. Planning decisions are argued on a case-by-case basis in what is, for the most part, an adversarial hearing process. Such approaches are counterproductive to sustainability planning, which requires tools that deliver a holistic, strategic and integrated planning approach.

Design charrettes are one such tool. They provide a forum for diverse groups of participants to explore, understand, create and evaluate possible and preferred options. They encourage discussion beyond conventional thinking, and can address the opposition so often typical of conventional planning and zoning proposals. Charrettes, which are often linked to larger planning initiatives, help to build consensus and inspire community initiative and ownership in development planning.



Done well, a charrette can:

- increase community learning about complex issues
- evoke greater understanding and support of plans
- inspire greater involvement in furthering the journey towards creating and maintaining sustainable communities

A sustainable community design charrette focuses on specific issues and details of a given site in relation to the surrounding community and ecosystem, using the broad concepts and goals of sustainability to focus and guide discussions.

Sustainable Community Planning Design Charrettes

Charrettes offer a holistic, integrated approach for addressing a complex set of issues:

- land use
- transportation
- public and private space
- density
- mobility
- urban form
- resource use (materials, energy, water, finances)
- waste generation and handling
- marketability, aesthetics

Other activities can be useful precursors to a full charrette, or even serve in place of one. Community planning forums, design assistance teams, discussion forums, expert panels, multi-stakeholder brainstorming sessions, open houses and participatory mapping exercises are a few examples. These are particularly useful when budget, time or other constraints prohibit a full-scale charrette.

A sustainable community design charrette is no small undertaking. A multitude of issues must be addressed and decisions made. Charrettes require considerable preparatory and follow-up work, as well as significant resources, especially in terms of people.

To assist with this work, Canada Mortgage and Housing Corporation (CMHC) funded the development of a guide for those who are interested in hosting or otherwise initiating a sustainable community planning design charrette. *Sustainable Community Planning and Development: Design Charrette Planning Guide* covers the four phases involved in planning, organizing and holding a charrette:

- 1) the work that needs to be done before even committing to a charrette;
- 2) the advanced planning and logistical arrangements to be made;
- 3) the event itself, from on-site signage and registration to setting the tone and handling predictable challenges; and
- 4) post-event reporting. The guide also provides a summary of the concepts and issues relevant to sustainable development, sustainable communities and design charrettes in general.

APPENDIX 4: HOLDING A CHARRETTE PROCESS

This section of the guide will help you build support for a charrette and develop a formal proposal. It also includes three readiness assessments, such as the one shown here. These assessments are useful in determining where you are at in the early stages of the process and if you are ready to proceed to the next step.

THE FOUR PHASES

Beginning the journey

Before committing to a charrette, or seeking support or approval, you need to do some homework. You must be familiar with the charrette approach and the concepts of sustainable community planning, and you need to know who are likely to be the key decision makers, your potential allies and the resources required. You will need to demonstrate how a charrette will contribute to creating a better community, make your municipality more prosperous, respond to community interests, address specific problems related to a site, enhance sponsor's credibility or speak to other key interests.

Keep in mind that charrettes are resource intensive and that they tend to involve important projects, which means they attract attention and can become politically sensitive.

This section of the guide will help you build support for a charrette and develop a formal proposal. It also includes three readiness assessments, such as the one shown here. These assessments are useful in determining where you are at in the early stages of the process and if you are ready to proceed to the next step.

Readiness Assessment 1:

Are you in a position to initiate broader exploration of the charrette idea, for example, are you a key decision maker or a sponsor?

Do you know who your allies might be or where you might begin building support?

Is it likely that the organization and its members may be open to the idea?

Do you have some confidence that resources are available or could be obtained?

- If your answers tend to be “yes”, you're ready for the next step.

- If you are uncertain, it's time to do some more homework and exploration.

- If you answered “no” to one or more of the questions, it's time to do a bit more thinking and planning and/or choose an activity other than a charrette.

Pre-charrette planning

This phase involves outreach, communications with people directly and indirectly involved in the charrette, business relations management, research, document preparation, program development, team selection and lots of nitty-gritty tasks-drafting contracts, venue arrangement, food planning, organization of on-site supplies and equipment, transportation and accommodation for outside visitors, and more. It may also include various planning meetings, mini-design workshops or other orientation and planning events. These can be used both to inform the charrette and to expand interest and involvement in the planning process beyond charrette participants.

Failure to inform various stakeholders and interested parties, or otherwise provide them with some form of connection to the charrette, can result in damaged relationships and questions regarding the appropriateness and credibility of the charrette, its organizers and the results.

A charrette focused on sustainability will likely be broad in scope. The consultants and facilitators engaged for the event must represent many disciplines, including process expertise as well as technical knowledge. The specific scope and terms of reference for a charrette should be specified clearly and succinctly.

The *Design Charrette Planning Guide* discusses major design issues-natural systems, built form and infrastructure-and their sub components. It notes that a design brief or program, which is provided to participants in advance of the event, should be organized around social, economic and regulatory design issues, or other issues such as land and water, the built environment, building design and performance, and cycles of growth and decay.

Suggestions regarding logistical arrangements and a discussion of predictable challenges complete this chapter. The guide provides a detailed sample list of supplies and equipment to have on hand at a charrette, as well as a pre-charrette readiness assessment checklist.

APPENDIX 4: OLD'S CHARRETTE PROCESS

Next, the guide discusses the event itself in considerable detail. This section begins with some of the physical arrangements to consider, such as directional and welcoming signage, food and supplies. It discusses what you need to achieve in the first session, the tone that should be set for the event and how it could be achieved. The guide also provides insight on how to structure the sessions and the required documentation.

An important goal in the first session is to establish a common understanding of the scope and process for the charrette. Opening presentations should cover the following aspects: some general background information regarding the events and work that preceded the charrette; a review of the design brief and performance criteria; an explanation of the process and timing for the rest of charrette; and mention of the final deliverables anticipated. This first session is also an opportunity for all participants to learn a little about each other.

You should expect the main part of the event, the design sessions, to be characterized by uncertainty, creativity and chaos. Some people, particularly those new to charrettes, may become anxious about results or worry about the process falling apart. The guide offers advice on the flow and structure of activities, and it provides some insight on what to expect in the way of confusion and how to handle predictable challenges.



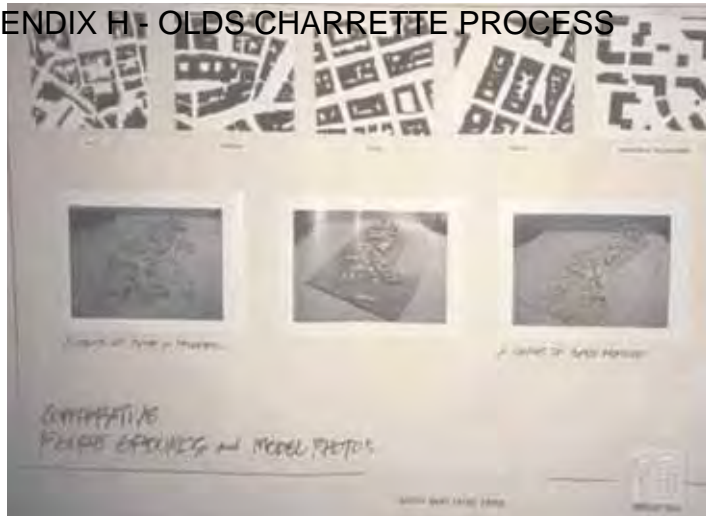
Post-charrette: managing and maximizing the aftermath

In the post-event phase, a key goal is to get information about the charrette out to stakeholders and other interested parties as soon as possible. This may be accomplished by way of quick update notes or initial posts to a project website. These communiqués help maintain interest and momentum, and they forestall frustrations about potential reporting delays.

Two reports should be issued, a preliminary one and a final report. The suggested content for the first includes the following items: short descriptions of the project, the process, the site (with a map), the charrette event, its purpose and goals, who participated and how the teams were chosen; the text from the design brief; a summary of each team's design, with some key visuals included; a summary of the key themes and ideas that emerged; and concluding remarks on how the results will be used and the next steps in the project. This preliminary report should be completed and presented to key stakeholders as soon as possible.

The final report should also be completed and distributed to all interested parties as quickly as possible. It will build on and extend the content of the previous report, going into more detail on such aspects as the rationales for the charrette, conclusions and individual team. The final report should also be completed and distributed to all interested parties as quickly as possible. It will build on and extend the content of the previous report, going into more detail on such aspects as the rationales for the charrette, conclusions and individual team reports. The latter should include all relevant visuals and discussions of technical issues.

APPENDIX H - OLDS CHARRETTE PROCESS



Access to these results, including various data sets and drawings, by sponsors, participants, stakeholders, observers, the media and residents is critical. Following the release of these two reports, analysis and assessment of various options will likely occur for some time to come. The process must continue to be very transparent. It is important to remember that charrette results are ideas for further exploration and discussion, not endpoints in the process. In the end, how you use the ideas and momentum generated by a charrette will determine the long-term benefits.

More guidance

Three appendices provide additional help and information. The first presents the various checklists found throughout the main body of the guide. These checklists will help you with determining whether you are ready to move ahead, selecting team members, preparing briefing packages, logistical arrangements and preparing the preliminary and final reports. The second appendix presents a sample design brief in detail, along with sample cheat sheets pertaining to design objectives, performance thresholds and quantities. A sustainable urban development issues matrix, in the third appendix, provides guidance on how to focus discussions and exploration of ideas.

APPENDIX H - OLDS CHARRETTE PROCESS

CONCLUSION

Design charrettes are a powerful tool for bringing together diverse interests and disciplinary expertise to explore options and generate visual ideas and potential solutions. They encourage discussion beyond conventional thinking. They can be an effective means for testing policies and the feasibility of design solutions that speak to multiple objectives and interests. They can also inspire and catalyze community-wide co-operation and commitment.

To be successful, though, a design charrette requires extensive planning, outreach, expert resources and time. *The Design Charrette Planning Guide* is a comprehensive resource book for anyone who plans to undertake a charrette or is in the process of holding one. It is also an interesting source of information on the principles and issues of sustainable community planning, and their relationship to charrette events for anyone participating in a charrette. Wherever you are at in the process, this guide will give you much insight into sustainable community planning issue areas, the benefits of a charrette, how to proceed and what to expect.

APPENDIX H - OLDS CHARRETTE PROCESS

CMHC Project Manager: Douglas Pollard

Research Report: *Sustainable Community Planning and Development: Design Charrette Planning Guide, 2001*

Project Leader and Author: Fiona S. Crofton,
ORCAD Consulting Group Inc.

Contributer: Mark E. Holland, Mark E. Holland Consulting

Case Research Assistant: Patrick Yuen, University of British Columbia Civil Engineering Student

Housing Research at CMHC

Under Part IX of the *National Housing Act*, the Government of Canada provides funds to CMHC to conduct research into the social, economic and technical aspects of housing and related fields, and to undertake the publishing and distribution of the results of this research.

This fact sheet is one of a series intended to inform you of the nature and scope of CMHC's research.

To find more *Research Highlights* plus a wide variety of information products, visit our website at

www.cmhc.ca

or contact:

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Phone: 1-800-668-2642

Fax: 1-800-245-9274

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MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #1

REPORT



MAY 12, 2007 SESSION

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION MAY 12 - REPORT

PREFERRED FUTURE #1



Key words from presentation:

- Sunshine, blue sky – clean air
- Multi-cultural community
- Pedestrians
- Bicycles
- Rapid transit between communities
- Education, performing arts, manufacturing = employment
- Clean, flowing water
- No toxins
- Green grass
- Clean smoke stacks
- Green automobiles
- Walking distance
- Equitable housing

PREFERRED FUTURE #2



Key words from presentation:

- Inter-relationship between dimensions
- Strong centralized leadership
- Continued cultural vibrancy
- Agricultural traditions
- Celebrate broader heritage
- Global cultural practices (music, dance, visual arts)
- Environmental health
- College
- Trees
- Integrated transportation network (business, housing, recreation)
- Value added agricultural economy
- Value-added environmental economy
- Highway commercial
- Clean air, minimum emissions
- Meeting youth needs
- Education

CURRENT REALITY

LEARNING

Principles

- Substances extracted
 - High use of energy in buildings which are used less than 30% of the time
- Substances produced
 - High use of materials (e.g. paper)
- Increasing degradation
 - Schools disregard the need to teach and practice! They say the right things but do not put it into practice (e.g. environmental waste)
- Meeting basic human needs
 - Education system caters very well to 30% of student population and neglects the needs of 70% (skill development)

Dimensions

- Environment
 - Buildings are suffering from lack of proper maintenance causing poor air quality issues
- Culture
 - Schools have become a child's primary social environment to the extent that students have lost the purpose of learning
- Economy
 - The funding system for education is inverse to the needs of learning. It is based solely on the quantity of students registered instead of the quality of student achievement
 - High cost of post secondary education
- Governance
 - Politicians are not required to pass IQ tests to be elected but they are entrusted with making decisions for educational needs
 - Tremendous opportunity for further education of staff
- Social
 - There is a great separation/division between the leadership and the educators

Gaps

- The availability of alternate places of learning
- School buildings greatly underutilized
- Lifelong learning access
- Leadership is totally detached from the process of education system
- Education community is in 1900's silo and isolated from the realities of society

CURRENT REALITY

LEARNING

Descriptions of success

- A healthy balance of knowledge and application = learning
- Establish alternate uses – extend usage time and find alternate means of teaching
- Introduce junior and senior high cooperative education system
- Begin measuring the success of education by measuring the product and reward the process accordingly
- Develop and maintain systems of needs and resource matching – from basic literacy issues to special interests and specializations
- Promote Olds as a “Center for Excellence in Learning”
- Develop an educational board of governance – with deliberate representation from various sectors
- People are proactively engaged in lifelong learning and personal development through improved access/affordability – using technology to bring the learning opportunities to our home/doorstep!



CURRENT REALITY (continued)

COMMUNICATIONS

Principles

- Substances extracted
 - Materials used for electronics growing as environmental impact
- Substances produced
 - Rapid “throw away” society
 - Recycling not being done of materials
- Increasing degradation
 - Toxic components of electronic technology is not being recycled with care or appropriate handling
- Meeting basic human needs
 - Cell phones, computers, technology is overblown in our society’s estimation that they are basic needs

Dimensions

- Environment
 - Huge part of personal investment to “stay connected” through technology
- Culture
 - People rely more on technology than meeting and conversation
 - Global culture
- Economy
 - Focus on community to harness communication technology in an aggressive fashion for our future
 - Global business
- Governance
 - OICRD project, collaborative projects, partnerships
 - Planning – new sub-divisions, infrastructure, includes capacity to link with Super Net
- Social
 - Better use of agents (radio, TV, phones, newspapers, websites, text messaging, meetings, bulletin boards, posters, friends telling friends, newsletters)

Gaps

- Lack of language interpreters
- Lack of pictorials for non-verbal individuals
- Hearing and visually impaired

Descriptions of success

- All people have access to relevant information in a timely and accurate manner
- Access to the technology
- Right navigation systems in place (i.e. cross walks – signage, sounds, etc)

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

Principles

- Substances extracted
 - Free market
- Substances produced
 - “Subdivisions” mentality
- Increasing degradation
 - Single Family Dwelling lots
 - High service costs
 - Urban sprawl
- Meeting basic human needs
 - Strong market

Dimensions

- Environment
 - Stress
- Culture
 - Growing
- Economy
 - Strong
- Governance
 - Lacking
- Social
 - Churches, community groups

Gaps

- Governmental role (Federal, Provincial, Municipal)
- Affordability

Descriptions of success

- All citizens have access to adequate shelter
- Accessible range of housing choices and locations
- Cluster housing
- Inclusive community

CURRENT REALITY (continued)

BUILT ENVIRONMENT

Principles

- Substances extracted
 - LEED buildings
- Substances produced
 - Developer drives
 - Free market
 - Grant maintenance
- Increasing degradation
 - Low impact on water shed
- Meeting basic human needs
 - High end market
 - Low end funding

Dimensions

- Environment
 - Watershed
 - Green space
- Culture
 - College
- Economy
 - College
 - Aging infrastructure
- Governance
 - Local responsibility
 - Senior level funding
- Social
 - College, churches, social clubs

Gaps

- Housing
- Lots
- Multi-use facilities

Descriptions of success

- Senior level government intervention
- Annexation
- More efficient use of land
- More sustainable use of land

CURRENT REALITY (continued)

FOOD

Principles

- Substances extracted
 - Chemicals
 - Genetically modified crops
 - Farm equipment big and metal, plastic based
- Substances produced
 - Chemicals
- Increasing degradation
 - Loss of top soil and natural grasslands
- Meeting basic human needs
 - Most people can eat

Dimensions

- Environment
 - Non environmentally friendly farming methods
 - Fast food litter
 - Subdivision design
- Culture
 - Agriculture basic for community
 - Agriculture Society strong cultural leaders
 - Limited ethnic cuisine
- Economy
 - Agriculture business major sector
 - Social issue/economic difficulties for food services providers
- Governance
 - Free enterprise
- Social
 - Agricultural Society
 - Food bank
 - Obesity due in part to fast food

Gaps

- Accessibility of food bank
- Back yard gardens
- Community co-op gardens
- Too much packaging costs
- Transportation

CURRENT REALITY (continued)

FOOD (continued)

Descriptions of success

- More easy access
- More local food
- Higher quality food
- More use, locally processed, grown, marketed with environmentally conscious packaging or effective recycling programs to reuse waste
- Local recycling production plant for plastics
- Rebirth of Home Economics/Arts in school/community
- Local mentorship network for growing your own food, processing/preserving your own food – knowing where food comes from so wiser choices can be made
- Offsets – if you buy pineapples from Hawaii, you should walk to work!

CURRENT REALITY (continued)

HEALTH AND SOCIAL

Principles

- Substances extracted
 - Non energy efficient buildings
- Substances produced
 - Non bio-degradable material (e.g. disposable diapers)
- Increasing degradation
 - Good supply of space
 - Re-use of existing buildings
- Meeting basic human needs
 - Lack of transportation
 - Lengthy wait lists for services
 - Subsidized home care
 - Misusing of ambulance

Dimensions

- Environment
 - Emergency services
- Culture
 - UFC, CIS, dance, choir, Kiwanis, music and speech, artist's guild, Sons of Norway
- Economy
 - Little focus on financial self-sustainability
 - Prairies to peaks Tourism (attractions)
- Governance
 - Strong government support for indirect services
 - Access to dollars for groups
- Social
 - Variety of activities for all ages
 - Lack of strong solid support

Gaps

- Lack of transportation between centers
- Do you know your neighbor?
- Lower environmental impact of recreational and social activities in our community

Descriptions of success

- Community identity
- Gathering spot – sports, halls, clubs, etc
- Open space areas with free access for unorganized and organized activities
- Safety of our community is assured by an “it takes a village to raise a child” attitude with sense of personal responsibility for public places taught in home and school
- Public places are a “meeting place” that encourages all ages and stages to be able to access programming

CURRENT REALITY (continued)

WATER

Principles

- Substances extracted
 - Piping within ground and PVC
- Substances produced
 - All piping degrades, leaves trace within ground
- Increasing degradation
 - Limited supply, change to environment by runoff
- Meeting basic human needs
 - Enough allocation

Dimensions

- Environment
 - Natural substance that is needed for all environmental cycles
 - No re-use of pool water
- Culture
 - Swimming
 - Boating skills?
 - Low use – recycle use
- Economy
 - Brings industry to town to meet a basic need
- Governance
 - Regulated by town and government environmental acts
 - Toilet rebate program
- Social
 - Lack of public education re conservation

Gaps

- High water use
- Water loss
- Technology
- Could use more runoff retention
- education

Descriptions of success

- conservation
- low flow systems/units
- more of the precipitation is used more effectively
- water barrels/downspouts for every house program
- harness rainfall better in natural areas (ponds, pools, streams)

CURRENT REALITY (continued)

ENERGY

Principles

- Substances extracted
 - Oilsands depletion will happen sooner than later
- Substances produced
 - Big cars, trucks
 - Big homes
 - Big use = higher bills
- Increasing degradation
 - Gas mowers
 - Irrigated landscape
 - High use of chemical fertilizer
- Meeting basic human needs
 - Our community is starting to see a widening gap between “haves” and “have nots”
 - Increasing debt loads in order to maintain a false or artificial level of needs

Dimensions

- Environment
 - Secondary role
- Culture
 - High use
- Economy
 - High use
- Governance
 - Small role local
- Social
 - High use
 - Wasteful practices

Gaps

- Affordable alternatives

Descriptions of success

- Incentives for conversion
- Investment in technology
- “Leadership needs to take on an educational role in terms of TNS principles
- A community engaged in the application of TNS principles

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

Principles

- Substances extracted
 - Anticipatory, responsive
 - Uncertain and lacking the will to take on tough decisions
- Substances produced
 - In old paradigm of economic drive requiring use of natural resources
- Increasing degradation
 - Paperless council
- Meeting basic human needs
 - Large percentage of residents not engaged in the community!

Dimensions

- Environment
 - Mixed use of land and buildings
 - Too much regional commuting
- Culture
 -
- Economy
 - Town, regional P2P tourism, OFC, CIB
 - Has dollars to participate with regional partners – travel and lodging
- Governance
 - Questionable efficiency of time
- Social
 - Indirect service between Town and groups, CLC

Gaps

- Roles and responsibilities not clearly defined

Descriptions of success

- Ask, market, listen
- Effective collaboration exists to meet all human and environmental needs
- Best people for the job, not just a popularity contest
- When leadership (mayor and council) govern our community to the 4 principles of TNS within the five dimensions of sustainability

CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

Principles

- Substances extracted
 - Increasing demands for all manufactured goods
 - High use of potable water for the wrong applications
- Substances produced
 - New organic compounds
 - New chemical makeup
 - Consumer mentality if focused on ease of use and the “try something new” mentality (change and variety)
- Increasing degradation
 - Disposable society
- Meeting basic human needs
 - People cannot get away from disposable and new compounds
 - The emphasis is way to high on rights/entitlement and far too little on responsibility!!

Dimensions

- Environment
 - Land fills – unknowing impact on the land
 - High frequency of obesity, diabetes, asthma, etc
- Culture
 - Throw-away/out mentality
 - Health care abuse – emergency services abuse
- Economy
 - No return to user
- Governance
 - Find recycle programs
 - Composting
 - Paperless council
 - Unwilling to make decisions which support TNS principles
- Social
 - Lack of awareness of what happens to garbage
 - “Out of sight, out of mind”

Gaps

- Required recycling
- Land fill bans (e.g. no organics)

Descriptions of success

- Organic bans from waste
- Green carts
- Curbside pickup – recyclables, organics, waste

CURRENT REALITY (continued)

NATURAL AREAS

Principles

- Substances extracted
 - Community
- Substances produced
 - Clubs
 - Use of pesticides
 - Fertilizers & weed spray
- Increasing degradation
 - Green space
- Meeting basic human needs
 - Recreation
 - Clubs
 - Teams

Dimensions

- Environment
 - Introduction of steam for weeds
- Culture
 - Multi-use of Cent. park
- Economy
 - Visitors
 - Residents
 - High cost with town laborers
- Governance
 - Public controversy over CP
 - Pitch-in Canada
- Social
 - Community veggie garden

Gaps

- Wetlands
- Lots of public group maintenance

Descriptions of success

- Set backs
- Reclamation
- Create citizen ownership
- There is a balance of land use to meet all needs of society

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

Principles

- Substances extracted
 - Strong agricultural influence
 - Struggling with diversity
 - Arts and cultural events are not recognized as important
- Substances produced
 - Sewage and waste disposal currently a struggle
- Increasing degradation
 - Preferred housing on acreages very common
 - Dislike for multi-family housing
- Meeting basic human needs
 - Low skilled workforce finding difficulty assimilating into current social environment
 - Arts and cultural events not viewed as economically viable

Dimensions

- Environment
 - Land utilization and availability issues
- Culture
 - Changing quickly with increases in cultural, ethnic, and religious heritages
- Economy
 - Becoming very retail and commercial
 - Dependent on peoples' ability to commute long distances
- Governance
 - Very traditional!
- Social
 - Beginning to broaden somewhat – very much driven by fund raising
 - Lack of large-scale venue

Gaps

- Broad gaps in housing styles – little at affordable levels
- The value of performing arts is not recognized
- Agricultural heritage is the only expressed and visible culture

Descriptions of success

- Acceptance and support for the needs of equitable distribution of housing – arts and cultural events, heritage
- Blend the needs from the past more with those of the future
- Exploit what we have

CURRENT REALITY (continued)

RECREATION AND LEISURE

Principles

- Substances extracted
 - Land development treats pathways, green areas, parks, etc as a liability rather than an asset
 - Theater and the arts are seen as un-needed luxuries for the elite
- Substances produced
 -
- Increasing degradation
 -
- Meeting basic human needs
 -

Dimensions

- Environment
 - Salt water pool
 - Old buildings not energy efficient
- Culture
 - Outdoor fields and facilities under-utilized
- Economy
 - Not economically self-reliant user fees
- Governance
 - Large commitment to soft services
 - Lack of partnership between town and other owners
- Social
 - No subsidies available

Gaps

-

Descriptions of success

- A very clear and forward thinking MDP put into use
- Develop a safe community in which children and parents feel the comfort of allowing children to play unsupervised
- Realize that the cost of providing organized recreation will not be sustainable and that people will revert back to other forms of recreation.

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

Principles

- Substances extracted
 - Heavy reliance on oil and gas industry (exploration, extraction, construction, drilling, processing, service, retail)
 - Strong services center for agricultural industry
 - High demand for vehicle transport for business and industry
- Substances produced
 - Agriculture industry reliance on chemical fertilizers and pesticides
- Increasing degradation
 - Keen interest in biodegradable processes
 - Growing commitments to recycling
 - First rate bottle and container recycling facility that has gained national recognition in services
 - Composting program at college has international recognition
 - Innovative landscaping/reclamation to restore areas or reduce dependence on water – great expertise
 - College – land stewardship (95 year history)
 - 20,000 plus per year in short courses
 - Growing capacity for generating more economic impact through distance learning opportunities
- Meeting basic human needs
 - Large range in wages, ability to access
 - Need for entry level wage earners with limited skills – low pay, cannot survive

Dimensions

- Environment
 - Growing concern over conscientious environmental stewardship (agricultural land, reclamation of sites to natural or pre-development state)
- Culture
 - Active community with diversity of opportunities in arts, culture, history, library, social gathering promotion
 - Easy access to regional events (Calgary, Red Deer, etc)
- Economy
 - Recognition of interdependence with Olds College, County, Agriculture, oil and gas, transportation corridor, relationship to Red Deer, Calgary
 - Partnerships with OC, MVC, CESD, Town, Ag Society to facilitate planning and decision making in an integrated approach
 - Focus on clean industry such as Super Net, application in business, health, education

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT (continued)

Dimensions (continued)

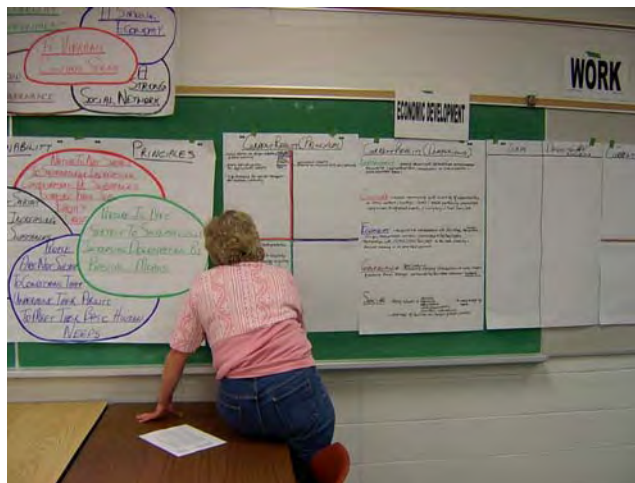
- Governance
 - Town council is proactively engaging stakeholders at early stages of planning through stronger communication, facilitated processes, feedback mechanisms - encouraging
- Social
 - Strong network of services, agencies, organizations, clubs, associations, churches, alternatives to meet emerging needs
 - Shortage of facilities for larger groups, events
 - Abundance of dining, bars – but not for all ages, segments for society

Gaps

- Sites to develop
- Lack of work – life balance

Descriptions of success

- Allow redevelopment
- Provide industrial, commercial lands to develop
- People capable of work have access to meaningful employment
- People not capable of work have access to adequate services that provide a dignified quality of life
- Olds becomes the destination of choice for new and diverse businesses



CURRENT REALITY (continued)

TRANSPORTATION

Principles

- Substances extracted
 - Oil driven
- Substances produced
 - Lots of pick-up trucks
- Increasing degradation
 -
- Meeting basic human needs
 - Lack of County transportation

Dimensions

- Environment
 - Oil extracted from crust – non-renewable
- Culture
 - Oil field culture
 - Driving to get to cultural events
 - Agricultural culture – truck instead of fuel efficient cars
- Economy
 - Huge employer
- Governance
 - Complicated inter-municipal relations for transportation initiatives
 - FCSS dollars cannot be all devoted to transportation
- Social
 - Drive everywhere
 - Human isolation of vulnerable people

Gaps

- Alternatives to one person/one car
- No real alternatives to fossil fuels
- Access

Descriptions of success

- Car-pooling, public transportation
- Renewable fuel resources
- All people have ready access to methods of transportation to meet their mobility needs with minimum impact on the environment
- Community shuttle
- Vehicle co-ops

ACTIONS FOR ACHIEVING SUCCESS

NEW GOVERNANCE MODELS

- Develop a new educational governance system
- Public representation on committees
- Develop a Senior High Coop education system

SUSTAINABLE DEVELOPMENT

- Cluster housing
- Form local housing authority
- Mixed land use development
- LEED (award) buildings – energy use
- Create incentives to attract new businesses

WATER UTILIZATION IMPROVEMENT

- Low flush toilets in every bathroom
- Water barrels in every yard for watering plants and yard
- Research uses for grey water
- Maintain and expand on forestation (urban and natural) parks, community beautification trails in the community
- Low maintenance landscaping in public areas
- Recycled water for municipal irrigation purposes
- Compost sewage waste (Edmonton)
- Work towards lower water usage and/or conservation

EDUCATION, AWARENESS, & COMMUNICATION

- Increase education on what can be recycled and how to do it
- Markey/publicize projects/success
- Develop an ongoing media educational strategy on 4 principles of TNS
- “Uptown Olds” work with TNS principles
- Reduction in use of pesticides and chemical fertilizers on public properties – encourage public to do the same
- Integrate sustainability principles into decision making relating to all public services and facilities including public education/communication showing how they have reflected the principles
- Carrot-stick; taxes, surcharge, fees, development charges
- Create incentives for healthier lifestyles
- Promote the concept of e-learning
- Elect people with a commitment to the 4 principles
- Re-usable shopping bags to each citizen marketing MSP
- Educate public on municipal sustainability
- Become participants in “Choosewell” program
- Research and copy existing programs (don’t re-invent the wheel, adapt as necessary)

ACTIONS FOR ACHIEVING SUCCESS (continued)

REDUCE IMPACT OF TRANSPORTATION AND ENERGY USE

- Compressed work week, work from home
- Encourage and develop systems for consumers to impact goods/programs and services that are not sustainable (“economical vehicles”)
- Rural transportation initiative
- Run bio-diesel in town equipment
- Auto coop – share an auto within a group
- Develop logical and bike/walk friendly alternatives to transportation patterns in community
- Create mass transit incentives
- Research LED street lights
- Find ways to decrease energy use (i.e. more efficient usage, different technology)

INDIVIDUAL ACTIONS FOR HOME AND COMMUNITY

- Encourage and develop systems for consumers to impact goods/programs and services that are not sustainable (packaging)
- Re-usable shopping bags
- Register with “Porchlight” program
- Community gardens
- Home composting (cells/bins mode available – discounted?)
- Home gardens – local produce for local people

GROUP COOPERATIVE PARTNERSHIPS

- Encourage other cultural groups with the commitment to Ag Society
- Inter-municipal service sharing

EVALUATIONS (7 RECEIVED)

1. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied

<u>Very satisfied</u>				
1	2	3 (X1)	4 (X3)	5 (X1)
6 (X2)				

2. What was the most effective and/or beneficial part of the seminar for you?

- Seeing other's ideas and feeding off them
- Looking at the "white action cards"
- Operationalization of the principles of sustainability in the community of Olds
- Environmental scanning of the 15 issues
- Visioning picture
- Getting an idea of the process
- Group dialogue

3. What was the least effective and/or beneficial part of the seminar for you?

- Information overload
- The part I didn't attend (which was most of it)
- Drawing the picture
- The context, but I have taken the e-learning
- Overview of sustainability – natural cycle
- Marketing to the community

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- Listed room number on poster, told me when I requested, not held in different session
- More technology – i.e. Power Point
- Can't suggest anything
- Pictures of a cycle – closed system
- Facilitator interrupts participants so they quit talking

5. What new insights do you have as a result of today's discussions?

- With a group of people, many different ideas can be generated
- Learned about additional programs
- Understanding of the connectivity of community sustainability
- The condensed 7 categories
- Much larger picture view
- How much energy it takes to think about the complexity for a whole intense day

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

- Expand the use of the Sunshine Bus to all ages throughout the community?
- Olds is a town within a region – use the strengths and weaknesses of both
- No
- This labeling as Municipal Sustainability creates a challenge in connotations of the words. More people likely feel this is a non-issue

7. Given the day's discussions, how would you rate your own personal level of understanding of sustainability planning?

Not very high

Very high

1 2 3 (X1) 4 (X1) 5 (X5)

6

Additional comments:

- **Good start!! Keep it up!! See a result brought forward**

MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #2

REPORT



MAY 17, 2007 YOUTH SESSION

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION MAY 17 - REPORT

PREFERRED FUTURE #1



Key words from presentation:

- All buildings solar and wind powered
- Train
- Rain capture
- Super trees that provide a variety of fruits
- Solar powered Wal-Mart
- School
- City hall
- Recycling boxes everywhere
- Hospital
- Dam for hydro power
- Sun power
- Bovine (natural) fertilizers

PREFERRED FUTURE #2



Key words from presentation:

- Hydro power from mountain stream
- Wind power
- Solar panels on all homes
- Cattle providing natural fertilizer
- Orchards providing local food
- Garden center
- Organic coffee
- Environment center
- Bikes and smart cars
- School theatre
- Composting
- Local food production

APPENDIX I
OLDS PUBLIC INPUT REPORTS

MSP – PUBLIC INPUT SESSION MAY 17 - REPORT

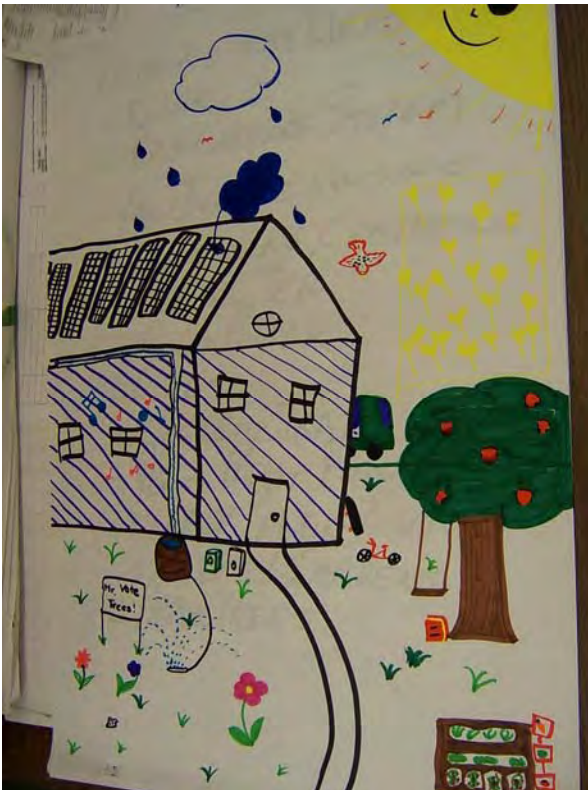
PREFERRED FUTURE #3



Key words from presentation:

- Electric power
- Solar
- Wind
- Geo-thermal
- Methane heating
- Hydrogen car (produced by solar power)
- Socialist economy

PREFERRED FUTURE #4



Key words from presentation:

- Community adopting the four principles
- Solar panels
- Smart eco-car
- Water (rain) catching
- “Vote Mr. Trees” (i.e. support ‘green’ candidates)
- Composting
- Music
- Heritage – native arrow-heads
- Birds
- Sun
- Insulating paint

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION MAY 17 - REPORT

PREFERRED FUTURE #5



Key words from presentation:

- River
- Rain capture system
- Low income housing
- Recycling, composting
- Herbal tea
- Wind power
- Bikes
- Magnetic driven train
- Agriculture – meat, milk, food
- Energy panels on the roof
- Flowers, gardens
- Apple trees

PREFERRED FUTURE #6



Key words from presentation:

- Orchards
- Affordable condo housing
- Wind power
- Grey water usage
- Solar cars
- Solar farm
- Bio-diesel
- Trees
- Train – magnetically powered
- Composting
- Environmentally friendly community
- Recycling

LEARNING

CURRENT REALITY

- Library doesn't have enough great books
- Olds college is of high profile within the agricultural community
- A. T. gives disadvantage to mainstream students
- Not many information booths for visitors
- We have K to 12 grades available
- Teachers do not provide interactive learning (e.g. field trips)
- Not big enough schools yet to fit lots of people
- We need way more better technology
- Being able to use cell phones to find information
- Every student should be supplied with their own laptop
- Too many changes and repeating lessons and curriculums
- Need more educated subs
- Too much for college and university
- Better schools needed
- Too much homework
- Too much reading out of text book, not enough explanation!

Gaps

- Not enough money, get more funding
- No university campus, get funding for new building
- AT is in the way of main stream success
- Not enough government funding
- Old teachers who won't budge
- Dollars
- Schools are falling apart but new ones are coming
- Mrs. Wiberg needs a great job so old teachers need to retire!
- Expensive

Descriptions of success

- There is more knowledge
- High level of local knowledge
- Everyone has equal opportunity
- More wide spread knowledge
- Separate learning levels
- Extra help for struggling children
- More money put towards schooling in Olds for tech
- Everyone gets available education (e.g. grade 12, degree)

LEARNING (continued)

CURRENT REALITY (continued)

Descriptions of success (continued)

- Better education plan
- Better school funding
- Schools in better location
- Better educated teachers
- Teachers need to love their job, not the fact that they have better hours
- Computer
- Digital demos
- Hands-on learning
- Field trips (more)
- Enthusiasm in teaching



CURRENT REALITY (continued)

COMMUNICATIONS

- Rural farmers can't get high speed (cheaply)
- Not enough public access to computers
- Not enough public pay phones
- Not allowed to use cell phones in schools
- Sometimes visitors can't get the information that they need on Olds
- Need more public phones/computers
- Too expensive for high-speed in rural areas
- Poor communication lines (computer, phone breakdowns)
- Super Net only available in Libraries, Schools, Hospitals, governing agencies, not houses
- Cell phones (radiation)

Gaps

- Not enough towers to get the signals
- Not enough money
- Enthusiasm
- Towers

Descriptions of success

- Have internet workers make more towers (with town approval)
- Better alerts of community emergencies
- Where everybody can use the internet and use cheap payphones
- Internet cafes
- More public phones
- "Super Net" available everywhere
- Solar cell phones
- More cell service changes

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

- Few apartment buildings
- High house prices
- Rising market
- 5% inflation rate
- Housing is very expensive and most are going to be built in a slough
- Housing price doubled in one year
- Building lots of homes – too expensive
- Need apartment buildings
- Lots of new, expensive houses
- Not enough houses for the people who need them – people have to wait on waiting lists for houses in Olds
- Too expensive - \$1,000,000 is over my budget (no kidding!!)
- Housing very expensive (needs to be lowered in the next year)
- Too many homeless people moving out (not enough money to support family)

Gaps

- No completely underground houses yet
- Find different places to build (not on NW side of town)
- High construction costs
- Not enough construction workers to build the houses
- People don't have the money to buy the houses
- Even small homes are too expensive to buy
- Need to find an almost unlimited or unlimited resource and cheap to build all the houses

Descriptions of success

- Underground houses for more space
- Affordable prices for low income
- Build on east side where it is not as low and has less slough areas – getting away from sloughs so less maintenance
- Low housing costs
- Housing closer to services
- More apartment buildings but nice ones because there's not enough rooms for houses, so you can build buildings instead
- Cheap housing
- Low income, low cost housing
- More available rental housing
- Homeless shelters
- Rent controls (fair)
- Larger property (big yards)

CURRENT REALITY (continued)

BUILT ENVIRONMENT

- Lakes
- Forests and parks
- Manmade lakes
- Partially planned sustainable CLC campus
- Little more room for more plant life
- We need more recreational things for kids such as amusement parks, parks
- Playground
- Better road upkeep
- Need more houses for people
- Less litter
- Old buildings
- Water usage cut down in certain places (e.g. golf course)
- More big green spaces
- Pretty good
- Need more parks

Gaps

- They're gross
- High construction costs
- Few who care, Some people don't care
- More dollars for them
- More enthusiastic about cheap renovations/contributing to new and old buildings
- Needs more space and money

Descriptions of success

- Old house museums
- Environmentally sustainable CSC campus
- More trees throughout town of Olds
- More parks, Better conditioned parks
- Quieter neighborhoods
- Pretty flowers
- Cleanup crews
- Cut water usage, Sprinkler schedule
- Parks – more! Trees!
- Gardening services
- Bylaws
- Tax relief for environmentally friendly
- Need more outdoor areas

CURRENT REALITY (continued)

FOOD

- Many imported foods
- Junk food!!
- Some home grown foods such as wheat, meat, corn
- Processed foods
- Few restaurants
- Many grow their own livestock feed!!
- Food is low in nutrition
- Healthy food is too expensive
- Organic food is too expensive
- We import a lot of food from other places – costs a lot
- Marshmallow – has meat in it – ew!
- Chocolate is made of beans
- There is too much fast food
- Very, very limited “fine” dining
- Get rid of McDonald’s
- New, healthier food choices
- More restaurants all together – cheaper and better quality
- Too much pesticides
- Not very healthy food choices
- Too much junk food imported in
- Kids addicted to fast food and junk with not enough exercise
- More things (e.g. fruit, vegetables) need to be grown here

Gaps

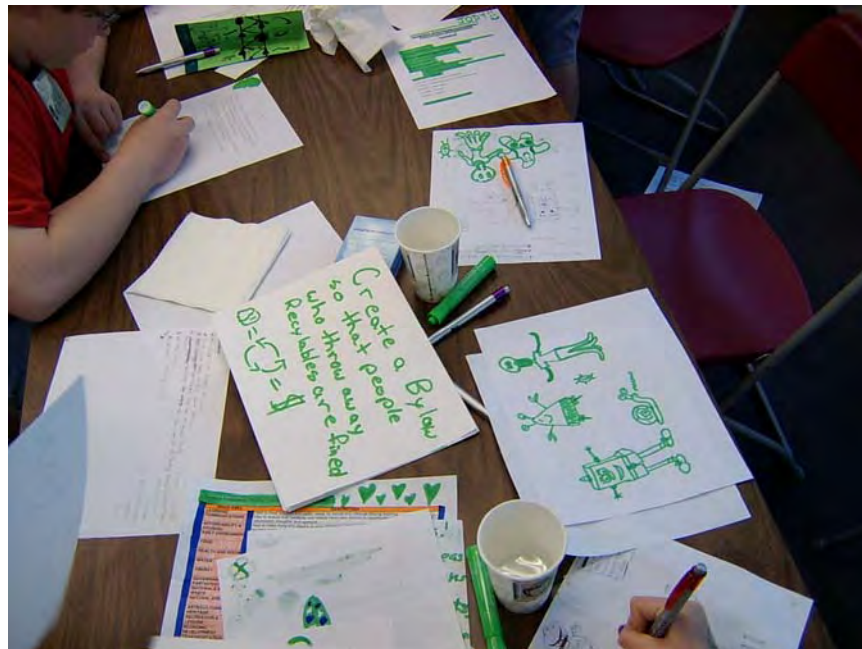
- Healthy food is less popular (not much fruit grown in the area)
- Not very many flea, farmers markets
- Fast food is cheap and easy (greasy)
- People like fatty foods
- Amount of people
- Too much pesticides
- Plant trees and orchards
- More gardens
- Addiction to junk food can’t be healthy
- Costs

CURRENT REALITY (continued)

FOOD (continued)

Descriptions of success

- Home grown apple trees
- Home grown and raised grain products
- Healthy food!!
- Healthy fast restaurants (more healthy like Subway)
- Instead of cattle feed, grow food for people
- More farmer's markets
- Trade food center
- Health food centers for low prices
- More, cheaper, and healthier food – less obesity
- Restaurants with **Fine** dining
- Get rid of McDonald's - encourage people not to go so they go out of business and people don't get obese
- More organic food
- I-hop
- More locally grown food in stores
- More healthy food and organic available to help be a healthy community
- Food needs to be cheaper
- More local food growth
- Laws on safety and healthiness of junk food



CURRENT REALITY (continued)

HEALTH AND SOCIAL

- Many people have to travel to Calgary to get needed health care
- People don't live or eat healthy
- Many don't exercise regularly (thanks x-box and game cube)
- Prescription drugs are too expensive
- Not many fun extra-curricular activities
- Lots of fast food places (difficult to choose healthy places to eat)
- Waiting times too long in hospitals and clinics
- Need more doctors
- No orthodontists
- Overweight people (Disneyland, USA, world)
- Dentist and orthodontists can cost some money
- Hospital doesn't have enough facilities – need better hospital
- People aren't very encouraged to eat healthy and exercise
- Churches not diverse enough
- Increasing diversity and there will be more immigrants so we need more facilities
- People of all religions will be moving to Olds one day so we need the facilities in Olds to acclimatize and accommodate them
- Emergency services are excellent
- Emergency rooms too slow

Gaps

- Not a lot of exercise and health food
- Not very many doctors, need more
- Death funds not enough
- More people needed
- More dollars needed
- Racism
- More and newer technology

Descriptions of success

- Recreation centers
- Need healthier restaurants
- More organic food centers
- Less video games, more walking (no x-box, get a treadmill)
- More Wii, less play-station (or just more exercise) – what if we can't afford wii's or play-stations
- Shorter wait times in hospitals
- Free dentists, optometrist and everything else that cost's money

CURRENT REALITY (continued)

HEALTH AND SOCIAL (continued)

Descriptions of success (continued)

- Better hospital
- Better technology
- Wider variety of spiritual needs
- More acceptance
- More fluent doctors
- Everybody being happy with their health care
- Emergency (faster)
- Funeral costs
- Free public exercise?

CURRENT REALITY (continued)

WATER

- All our water from Dixon Dam
- Some people buy bottled water instead of big jugs – it costs more
- People leave water on while brushing their teeth
- Sprinklers stay on too long
- People take too-long showers
- Toilets leak without people knowing – wasting lots of water
- Too many people leave taps and hoses running longer than they need to
- People flush toilet too much
- Not enough rain water collectors
- Not enough clean water – we need less chlorine
- Healthy water available for all of Olds
- If people drink bottled water, drink from big water bottles or water from coolers
- No emergency water source
- Not enough re-usable water bottles (made of recycled plastic)
- Less water used to water lawns and gardens

Gaps

- Many don't understand how to use water properly
- Take advantage of water
- Take short showers instead of baths, less water used
- People fancy running water
- People don't want to do it, they are lazy
- People grow the wrong plants
- More water coolers

Descriptions of success

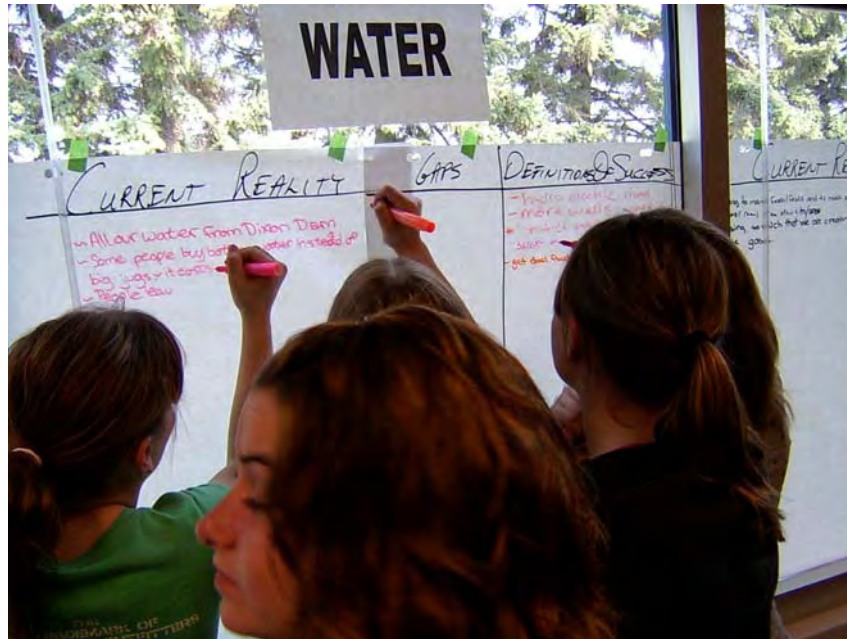
- Hydro electric dams
- More wells would create smaller expenses
- Drink more natural water
- Get dual flush toilets
- Better water control, less floods
- "If it's yellow, let it mellow, if it's brown then flush it down"
- Less water wasted
- Many more out-houses (phoenix system)
- Encourage people to shut them off
- Recycled rain water used in big buildings for toilets
- Better restrictions on sprinklers
- More water barrels

CURRENT REALITY (continued)

WATER (continued)

Descriptions of success (continued)

- Less individually bottled water
- Own water supply locally
- “Emergency water plant”
- Re-usable water bottle
- Less water on golf course
- Tax relief for low water usage
- More taxes for high water usage



CURRENT REALITY (continued)

ENERGY

- Using too many fossil fuels and too much electricity
- Power comes from other cities/areas
- Using so much that we are creating many green-house gases
- Fossil fuels provide most energy – this causes pollution
- Gas prices really high
- Regular light bulbs are not energy-efficient at all!
- Not much geo-thermal or solar energy currently used
- Not efficient lighting!
- People fly too many times in lifetime
- Few renewable energy sources
- Not much alternative sources of energy

Gaps

- Newer technology and a new harmless substance to create energy
- New technology is expensive
- Solar power is difficult to use on cloudy days
- People like oil
- Economy depends on oil
- New bulbs, using incandescent lights
- Over sea friends/relatives
- Money

Descriptions of success

- To find something that won't harm the environment but creates energy at the same time – more locally available power, something unlimited
- More solar (maybe hydro) power – less emissions, hydrogen filling stations?
- Alberta is the sunniest place in Canada – Use solar power
- Needs to manage oil and natural gas use
- More electric powered cars
- It's called a "smart" car or a Tesla roadster – only \$92,000
- Solar panels
- Fluorescent light bulbs – and a bylaw to make everyone use them
- Get more energy efficient bulbs such as halogen, CFL's, and LED's in future
- Enough energy for every house
- Over-users charged
- Wind turbine farms

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

- We are using money we don't necessarily need to spend
- Spending money on things that they want and not what we need
- Not spending time on the ecology
- No place for homeless, troubled families
- Spending too much money on things that help us now, not later
- Too much capitalism, too many poor people without anything
- Easily corruptible
- Taxes are too much

Gaps

- A government who takes more action to help be less environmentally unfriendly
- Not focusing on just what they want and focus on the people's needs
- Right wing Alberta – gap between rich and poor
- Agree with each other

Descriptions of success

- Being able to do large projects without borrowing dollars from government
- NEEDS!! (affordable housing)
- Recreational centers/activities
- Being able to govern ourselves
- More homeless shelters
- People can get treatments and shelter needs met
- Government needs to take control and MAKE people use environmentally friendly things
- Socialism/communism is the key
- Ignorance!, communist – wrong, Hitler/Stalin – Norman Bethune + Kmart – Lenin, Fascist
- Be kinder to other's opinions
- Things have to be affordable for people
- A more frequent census

CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

- Not focusing on recycling
- Don't have sorting for garbage which can't be decomposed
- Things over-packaged with things that are thrown away (e.g. plastic cover)
- People get away with littering too easily (look at highway 27)
- Not enough people care about composting and recycling
- No outhouses
- People throw out too many things
- Not enough recycling (milk cartons, also paper and cans)
- Some people too lazy to go to bottle depot
- Easier just to throw out things
- Good recycling facilities

Gaps

- People coming around to recycle might encourage more people to recycle
- Technology to help decompose faster
- Need stricter laws on recycling
- People think they smell
- Not enough recyclables
- People waste lots
- Need more pressure to compost and recycle

Descriptions of success

- Blue bin plan!!
- Own waste treatment plants
- Stricter garbage restrictions
- Reusable packaging, recyclable
- Stricter composting and recycling regulations
- More highway 3, town cleanup
- Use environmentally friendly materials
- Phoenix system
- All materials can be recycled in one form or another
- 3 R's
- Community recycling days
- More awareness of recycling
- Community garbage cleanup

CURRENT REALITY (continued)

NATURAL AREAS

- Some parks and green spaces
- Centennial park
- OR hedges
- Need more parks
- More natural parks/reserves – many homes being built then having more natural areas
- Too many trees being cut down instead of being planted
- Houses being built for no reason on parks and being sold right away
- Only parks being used for unnecessary habits
- Olds is expanding into valuable farm land and possible recreation areas
- Too much farms
- Not enough wetland
- Not enough dry land
- Only one forest in Olds

Gaps

- People using too much natural areas for homes instead of using them for natural reserves/parks
- Too many people moving to Olds, lots of houses being built
- Need more forests
- People need farms
- More areas not cut down
- Developing wetlands

Descriptions of success

- Many parks around
- More green spaces, more trees
- Garbage patrol
- Shrubs and replacing fences
- Smaller homes, bigger parks
- More security
- Less vandalism
- More cops on duty
- Take down unused buildings
- More options (things to do) in parks, municipal sports fields, etc.
- Restore to prairie grasslands
- Wetlands
- Ducks and such protected
- No tree cutting

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

- Museum lacking exhibits
- No culture (theatre, ballet, opera)
- No art museum
- No concert hall
- Not enough entertainment to do with different
- Bring exchange students to help learn difficult cultures
- Nothing unless you count hockey!
- Also soccer, baseball, football, swimming
- Not enough entertainment
- Not enough fairs
- No statues or fountains to make town more attractive
- Hanging flower baskets

Gaps

- A theatre to show history of Alberta or to have more of a cultural history/present presentations
- Not enough buildings to do things in
- Hockey alone is lame
- More dollars
- More parades and fairs
- Use money to decorate town

Descriptions of success

- Better museum, larger perhaps
- Local art exhibits
- More theatre
- Restaurant entertainment
- More cultural entertainment
- Schools more involved with cultural history
- Another NICE restaurant
- A bigger fair (Olds Fair)
- Multiple cultures in sports/buildings
- Equal happiness & enjoyment for all!
- More money to put towards it
- More movies playing at theatre

CURRENT REALITY (continued)

RECREATION AND LEISURE

- Arena
- Pool
- Bowling alley
- Movie theatre (not very good)
- Library
- Parks
- No skateboard park
- Mo malls
- Mo IMAX
- No teen entertainment
- No commercial entertainment (Calaway Park)
- Not many areas for disabled recreation
- In need of fun teen center
- Pretty boring after 10 millionth time of going to the same place
- Teenagers complain about no entertainment
- Lots to do if you use your head
- Need bigger movie theatre (Cineplex, IMAX)

Gaps

- Money
- Time
- Lack of workers
- So space
- No enthusiasm
- People who don't want to contribute to the idea of a city
- People (e.g. seniors – populate most of Olds) don't like a bigger town
- Recreation center like Collicutt
- A mall would be awesome & bring a lot of money in
- Aritzia, Stitches, Lululemon

Descriptions of success

- Enough programs and facilities so that everyone can have a fun time
- Room for every sport
- Skate board park!
- More recreation but still safe
- More recreation, parks with security systems so people occupy their time doing good things instead of bad (Totally. That's totally RAD!)
- More walking paths & sidewalks

CURRENT REALITY (continued)

RECREATION AND LEISURE (continued)

Descriptions of success (continued)

- Dirt bike arena
- CFL football team
- More bike paths instead of the sidewalks
- BMX track
- Sports complex/center
- Speed skate track
- Sport stores (e.g. Sport Chek)



CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

- Getting more department stores
- Local businesses suffer
- Farms and oil companies
- Growing economy – more land keeps on getting cleared
- Not many young people working
- Not enough “mature” jobs for teens
- Not enough skilled jobs for colleges or courses for the future (e.g. welding)
- Too many small businesses that come and go
- Like the rest of Alberta, under-staffed
- No sports stores in Olds
- Most of services are moving to outskirts of Olds
- Services need to spread out
- Not enough fine dining

Gaps

- Dollars
- Room
- Moving farmland
- Government not paying enough attention to farmers and how we’re pushing them out of business
- Some children/teens don’t want to work
- Too expensive for people to buy and stay in business
- People are cheap and ignorant towards culture and higher society

Descriptions of success

- Work for everybody
- People not capable of work supported with dignity
- Lots of motivators to work
- More advertisement
- More workers = less cash
- More skilled/sophisticated jobs/opportunities
- Wider range of things you can do
- Wal-Mart to be here (our capitalist overlords)
- Automotive car plant
- Less stores moving away from the main part of town
- More support for small (family) businesses
- Lots of government funded fine dining – share the wealth

CURRENT REALITY (continued)

TRANSPORTATION

- Not environmentally friendly
- Using up the earth's resources faster than it can renew it
- No public transportation
- Some biking
- Gas is expensive – transportation powered by gas
- No bus transportation – we might get buses in Olds
- No Airport – so we don't have to waste gas driving to Calgary and pollute the earth
- No train transportation in Alberta
- No car rental facilities
- No buses, planes in Olds
- No good taxis
- Gas prices shot up
- Many gas emissions from vehicles
- People have more cars than people in their home can drive
- Some car pooling to other cities
- Almost no public transport
- No train/easy way to get to Edmonton or Calgary quickly
- More taxis
- Many cars/dealerships

Gaps

- Dollars
- Olds isn't big enough so people don't want to bring their services
- Not enough people will use them
- No place present for car dealership
- Need more space/expanding Olds
- No one paying attention to public transportation
- Olds isn't too small
- Private vehicles
- Not having any public transport things

Descriptions of success

- Non polluting
- Closer proximity to our services and resources so that we don't have to drive everywhere
- Public train
- Carpooling or an alternate energy source
- More rental cars available

CURRENT REALITY (continued)

TRANSPORTATION

Descriptions of success

- Bus system
- Public transportation
- Not much smart cars
- Smart cars or Tesla Roadster (\$92,000)
- You DO have legs
- We will have public transport to popular places in town
- Have a train system (fast) going to Red Deer, Edmonton, Calgary
- More power efficient vehicles (solar power, rats, horses)
- Trains, carpool
- Walk, Run! Roll (if you can't walk/run)
- Limp – or any other verb for run
- Have environmentally friendly vehicles

ACTIONS FOR ACHIEVING SUCCESS

CREATE CLEAN, HEALTHY COMMUNITY

- Sort garbage (garbage and recyclables)
- Create a bylaw so that people who throw away recyclables are fined
- Town clean-up day
- A blue box program
- Blue bin plan
- For every garbage can anywhere, there has to be a recycling can right beside it
- Use plastic containers rather than plastic bags
- High school arts program decorates objects in town (e.g. garbage cans, fire hydrants)
- Get recycling machine for Olds and surrounding towns
- Recycle and compost more
- Donate clothes and toys etc. to second hand stores instead of taking to landfills
- Pressure people to recycle and compost more
- More clean up
- Get stricter littering laws
- More recycling bins
- More garbage cans (less littering)
- Better recycling programs

ORGANIC ENVIRONMENT (PLANTING TREES, GROWING FOOD)

- Plant a tree for you and me
- One tree per person
- Plant trees
- Encourage people to grow organic food at home
- Planting more trees for orchards to provide food for the future
- Popular health food stores
- More trees planted
- More healthy food choices
- More parks

EXPENDABLE NATURAL FUEL

- Bio-mass products
- Bio-fuel
- Bio-mass usage
- Bio-degradable materials
- Develop a fuel. To purchase the fuel, the person must buy a tree

ACTIONS FOR ACHIEVING SUCCESS (continued)

ENVIRONMENTALLY FRIENDLY SYSTEMS

- Work towards compact fluorescent
- Incandescent light bulbs to fluorescent light bulbs!
- Efficient street lights
- Publicly advertise energy efficient ways
- LED lights

CREATING ALTERNATIVE ENERGY SOURCES

- New energy sources (solar panels, wind mills)
- Olds into solar and wind power
- Solar panels
- Wind generators
- Electric controlled cars
- Wind farms
- Solar panels
- Alternative local energy production
- Geo-thermal heating
- Clean solar panel factory

WATER CONSERVATION

- Recycle rain water in buildings for use in toilets
- One rain barrel supplied for every household

IMPROVING RECREATION AND TRANSPORTATION

- Mall (reduces traveling)
- Car-pooling
- More recreation facilities
- Build more outdoor facilities
- Busses
- More entertainment centers

EFFICIENT BUILDINGS AND HOMES

- Homes more efficient
- Environmentally friendly factories
- More low-income housing
- Eco-friendly apartment buildings

EVALUATIONS (31 RECEIVED)

2. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied

<u>Very satisfied</u>				
1	2	3	4 (X5)	5 (X12)
6 (X14)				

2. What was the most effective and/or beneficial part of the seminar for you?

- Drawing the town
- Drawing the sustainable town
- Drawing a sustainable town
- Getting to put what we thought was important on cards
- We got to submit our ideas
- The categorizing part
- I learned some simple, easy to do ways to help the environment. No restriction on food.
- Where we wrote stuff on the cards and posted them on the wall
- The very end with all the cards
- The last activity we did
- Where we drew pictures of what Olds should look like
- The final part when we came up with ideas
- Where we went around and wrote our opinions on the sheets on the windows
- Going around the room and wrote all our opinions on the charts
- The last activity
- The group coloring
- Putting all of our ideas into different groups and seeing how they all fit together
- Learning that we (our opinions) are needed in the province/planning
- The knowledge that I helped make a difference
- The card columns
- Learning how to analyze data
- When we got to input our opinions and share them with everyone
- Learning about what we can do to improve the community
- Coming up with ideas
- The part with the cards. It brought a lot to my attention
- All of it
- Doing the paper on the windows
- Having a voice to say how the community needs to improve
- That we could give input on what happens
- Idea wall
- Making ideas and grouping them

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

3. What was the least effective and/or beneficial part of the seminar for you?

- The tour because it had nothing to do with the program (X2)
- The tour, but it was interesting, had nothing to do with the program
- The tour of community hall was cool but didn't have to do with what we were doing
- The tour, talking about the principles of sustainability and the other sustainability thing
- Writing ideas on those potential strategy areas

EVALUATIONS (continued)

3. What was the least effective and/or beneficial part of the seminar for you? (continued)

- It was all beneficial
- Eating pizza
- Lunch
- The chart part
- I think the tour was
- When filling in the charts
- The tour (X3)
- The card part
- The beginning
- Nothing, it was all great!
- Nothing
- There was no part that wasn't beneficial
- Ignorant students
- None, all was good
- Beginning
- *One illegible comment*

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- Explained the information in terms we could understand (X3)
- Explained the things on the windows better
- Nothing
- Could have had more group discussion
- I couldn't think of a different way myself
- Do stuff outside (X3)
- Do things outside because it was so nice
- It was good the way it was
- It was good way, fun and exciting
- Hold more gatherings like this
- Slide show presentation
- I liked the way it was planned. There was nothing wrong
- The definitions were really fancy and a little hard to understand
- Give this presentation to each class in school

5. What new insights do you have as a result of today's discussions?

- Ideas of making Olds more sustainable (X2)
- That there is a lot of ideas in making Olds sustainable
- I now know what I can do to improve Olds
- I have a voice
- Different ways to not use natural gas

APPENDIX I
OLDS PUBLIC INPUT REPORTS

- All the different ways to help the environment
- New technology being installed/built

EVALUATIONS (continued)

**5. What new insights do you have as a result of today’s discussions?
(continued)**

- That sustainability is very important
- I know a lot about sustainability
- On the environment (X2)
- What kinds of things we can do
- That anyone can make a change in the world
- It was educational
- Olds is trying to be sustainable
- That we can always improve our community
- Knowing that we do have a voice and are smart
- We can make a difference and Olds is working towards a better future
- What we can do, are doing, have done, and will do
- We need to care about the community
- To recycle and be environmentally friendly
- So many new and interesting things
- It takes a lot of effort
- What sustainability was
- I've learned that we have a say in what's going on in my town
- That we really need to take more time to clean up the planet
- That we need to have a sustainable community
- How many different things I can do for my community
- Environment needs to be saved

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

- The charts were very beneficial
- Make it easier to understand
- Very well done
- Loved it all, really well done. Thank you!
- Thank you for this opportunity
- You did an extremely good job and I learned lots!
- *One illegible comment*

7. Given the day’s discussions, how would you rate your own personal level of understanding of sustainability planning?

Not very high

Very high

1	2	3	4 (X6)	5 (X9)
6 (X15)				
One unmarked				

Additional comments: NONE

MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #3

REPORT



MAY 26, 2007

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION MAY 26 - REPORT

PREFERRED FUTURE #1



Key words from presentation:

- Working together
- Clean environment
- Grey water usage
- Shops/housing mix
- Solar panels
- Pathways throughout
- Community bus
- Community garden with composting
- Trees
- Art in the park
- Coffee
- Sustainable systems
- Wind power

PREFERRED FUTURE #2



Key words from presentation:

- Go green
- Change power and water systems
- Capturing rain fall
- Olds as a hub & spoke community – travel through a ring road that still captures business
- Train (along Highway 2) with Olds depot
- Highway walkovers
- Solar
- Biking, green, pathways
- Encourage park & walk/ride
- Local shuttle bus

CURRENT REALITY

LEARNING

Principles

- Substances extracted
 - Building materials
 - Paper
 - Water
 - Electricity
 - Computer components
- Substances produced
 - Waste management
- Increasing degradation
 - Rezoning
 - sprawl
- Meeting basic human needs
 - Access to post-secondary education is a problem

Dimensions

- Environment
 - Not enough natural environment for learning (fluorescent lighting, air conditioning, e.g.)
 - Cost is before environment
- Culture
 - The learning culture is based on the individual way of teaching
 - Learning not personal growth but for performing of a task
- Economy
 - We teach people to function in current economy
- Governance
 - The government's focus on education but their action didn't match their policy. They are trying to open up education option for kids
 - Lack of stewardship
- Social
 - Strong parent's groups, resource groups, etc to help out

Gaps

- Teaching for greater good instead of focusing on personal gain
- More funding to get post-secondary education
- Not enough focus on basic learning needs, too much on technology tools

CURRENT REALITY (continued)

LEARNING (continued)

Descriptions of success

- More kids/people are volunteers, eager to participate
- Education is valued
- Stable funding for the system
- Every child given the opportunity to reach their potential
- Focus on affordable education
- Classrooms are a manageable size
- No one falls through the cracks
- Willingness to change
- Schools are junk food free
- Education is a life-long journey

CURRENT REALITY (continued)

COMMUNICATIONS

Principles

- Substances extracted
 - Metals for cell phones, computers, cables – plastic for everything
 - Paper, newsletters – cut down trees
 - Electricity for bulletin boards
- Substances produced
 - Waste management
- Increasing degradation
 - Communication towers destroy natural plants and landscape
 - Mining for materials destroys physical mean
- Meeting basic human needs
 - Not everyone has equal access to technology & communications

Dimensions

- Environment
 - Communications comes first – despite environmental impact
- Culture
 - Communication is geared toward paper leaders
- Economy
 - Communication contributes to economic success. It provides good information flow
- Governance
 - Greater transparency for governance
 - To government is considering linking the community with high speed internet
 - Lack of community input in the development (e.g. Super Net)
- Social
 - Social network change fro personal to cyberspace
 - Technology has isolated us

Gaps

- Need comfortable place for people to learn technology
- Need internet café for people to access communications network for all ages
- Information overload and the skills to deal with it

Descriptions of success

- Communication technology is available to all and is affordable and user friendly
- Everybody has ability to participate
- Everyone informed leading to increased number of users
- Everyone has the skills that allow them to access, process, and utilize the information they need
- Up-to-date communication systems

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

Principles

- Substances extracted
 - Single family dwellings
 - Large personal costs
 - Urban sprawl
- Substances produced
 - Re-use of materials is lacking
- Increasing degradation
 - Individual spaces use more than common areas
- Meeting basic human needs
 - Low income have needs not met

Dimensions

- Environment
 - High cost – low value increase
 - Industrial/commercial/residential use is seen as more a priority than agricultural use
 - Allow sprawl (personal green space rather than public green space)
- Culture
 - Complaints about affordable housing culture
 - We all need a big house with space for our cars
 - Suburbanization of city/town
- Economy
 - Exorbitant housing costs
 - Economic growth tied to the housing market
- Governance
 - Complaint driven, nimby, pass the buck/ball
 - Lack of clear provincial government policy on affordable housing and land use
- Social
 - Nonexistent

Gaps

- Planning, re-zoning, Bylaws
- Attitudes
- Clear definition of “affordable housing”

Descriptions of success

- Low cost housing by 2200!
- Less restrictive to innovation
- High density housing
- Affordable rental or affordable buying. We need to define what we want (i.e. more family rental, senior housing, lodge, apartment, single apartment, etc)

CURRENT REALITY (continued)

BUILT ENVIRONMENT

Principles

- Substances extracted
 - Do not use recyclable materials
- Substances produced
 - All new development produces high volumes of waste that is not recycled
- Increasing degradation
 - Not replacing trees
 - Urban sprawl
- Meeting basic human needs
 - Housing not affordable
 - High expectations of what we can have

Dimensions

- Environment
 - Urban sprawl/lack of planning
- Culture
 - “Tear down” mentality
- Economy
 - Booming, inflation, too fast
 - Short term gain, long term pain
- Governance
 - Lack of planning.
 - Lack of human capital
 - Lack of skill level
- Social
 - Pass the buck on roles and responsibilities

Gaps

-

Descriptions of success

- We use recyclable materials to build
- We have the human capital and skill to plan
- Preservation mentality practiced
- Conservation mentality practiced
- Community engagement

CURRENT REALITY (continued)

FOOD

Principles

- Substances extracted
 - We are taking more out than we are putting in
- Substances produced
 - Food production uses a great deal of pesticides
- Increasing degradation
 - Development is eating up agricultural, growing land (urban encroachment)
- Meeting basic human needs
 - Developing countries are exploiting under developed countries

Dimensions

- Environment
 - Generally, for is not locally produced. What is locally produced is difficult to market. Food stores want to be guaranteed quantity
- Culture
 - The reality around our culture is we go to grocery stores to buy it
 - We go out to eat. We are a fast-food culture
 - We like to experience diversity/variety in food
- Economy
 - Doesn't support locally produced food
- Governance
 - Lack of leadership. No one takes responsibility for it
- Social
 - For the majority, food preparation is a chore and usually one person takes that role in the household

Gaps

- Food is transported (about 30% of our food cost is transportation)

Descriptions of success

- To have food locally produced and marketed
- A vibrant farmer's market
- Well used community garden
- Restaurants have gardens
- There is a lifestyle change in our eating habits from fast food to more healthy choices
- Community root cellars in our homes
- Leaders support and demonstrate local food production/consumption
- Food preparation is a family responsibility (shared)

CURRENT REALITY (continued)

HEALTH AND SOCIAL

Principles

- Substances extracted
 - We are traveling great distances to meet our health and social needs
- Substances produced
 - Technology emits toxins.
 - Huge demand
- Increasing degradation
 - Buildings don't compliment. Physical. Aggregate material is sent to landfill.
 - Tons of waste generated when we build or renovate
- Meeting basic human needs
 - Homelessness
 - We are not ready to accommodate diversity
 - Unhealthy lifestyles, increased demand for services
 - We teach helplessness and enable victimization

Dimensions

- Environment
 - We are an unhealthy society and our environment doesn't promote healthy living
- Culture
 - We are dependent on expert opinions
 - We are not very self reliant
- Economy
 - Boom
- Governance
 - Reactive
- Social
 - Increasing gap between haves and have not's

Gaps

-

Descriptions of success

- We have healthy lifestyles
- Accept, understand, and respect diversity (all residents, new and old)
- Our leadership is pro-active and principle driven
- Population is educated on the efficient and effective use of our health care system
- Our economy is planning for future growth; continuously
- We enable people to live to the level of their full potential

CURRENT REALITY (continued)

WATER

Principles

- Substances extracted
 - Wasteful
 - The perception that it is plentiful
 - Oblivious to the consequences
 - Inappropriate containment
- Substances produced
 - Fluoride, all the additives regardless of the long term
 - Oil spills
 - Garbage dumped in water supply
 - ATV's
- Increasing degradation
 - Destruction of our forests that keep water healthy
 - Disregard for watershed needs
 - Appropriate reforestation
- Meeting basic human needs
 - Currently we have it, we don't have the mentality to continue to have it
 - Too much contamination

Dimensions

- Environment
 - It is readily accessible. Is Okay in its current state
 - Reduced flow rates
- Culture
 - Wasteful/perception it is plentiful. Oblivious to consequences
 - Not my responsibility to take care of it
 - Increase education
- Economy
 - Bottled water economy of buying water
 - De-valuing water
- Governance
 - Canadians do not have the right to clean water; it is not in the constitution. We believe that water is a federal responsibility
- Social
 - Obsession with cleanliness

Gaps

- Education
- Communication
- No accountability

CURRENT REALITY (continued)

WATER (continued)

Descriptions of success

- We have a federal law protecting our right to clean water
- A law to enforce our responsibility for a clean water supply
- Laws and enforcement for water conservation
- Created a culture of water conservation
- Demonstration facility for grey water recycling



CURRENT REALITY (continued)

ENERGY

Principles

- Substances extracted
 - 99.99% extraction based
- Substances produced
 - Emissions from fossil fuels
 - Environmental change
- Increasing degradation
 - Extractions = degradation
 - Emissions degrading ecosphere
 - Nuclear waste – not properly disposed of
- Meeting basic human needs
 - High cost – escalating
 - Non-local sources
 - Affordability of energy
 - Lack of energy sources

Dimensions

- Environment
 - Largest contributor to declining ecological integrity
- Culture
 - Balance of culture and economy
 - If we can afford the energy, we can use the energy regardless of the impact on the environment
- Economy
 - Energy driven economy
 - Agriculture driven local economy
- Governance
 - No local governance
 - Provincial royalty issues
- Social
 - We all understand the impact, but we care not about the necessity of changing our behaviors

Gaps

- Lack of alternatives
- Accessibility of alternatives
- Taxes versus usage
- Rigid thinking
- Lack of leadership and vision

CURRENT REALITY (continued)

ENERGY (continued)

Descriptions of success

- 25% reduction through usage and RE
- More education about alternatives
- Lower taxes for lower usage
- Flexible alternatives
- Start using alternative energy regardless the cost of technology

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

Principles

- Substances extracted
 - Controls waste management (all wastes | all forms of inputs)
 - Building, paper, materials
- Substances produced
 - Controls waste management outputs
 - Government does not necessary implementing laws that are environmentally friendly being or pro-active
- Increasing degradation
 - Controls development permits and approvals for land use
- Meeting basic human needs
 - Affordable, basic needs are lacking (e.g. housing)
 - Governments policy is not catching to the research and development
 - Government is often influenced by special interest groups (e.g. corporations)

Dimensions

- Environment
 - Lack of understanding of ecological integrity and its causes
 - Short sighted and economical based – not based on human need not environmental sustainability
- Culture
 - Self-supporting interests
 - Follow processes in place
 - Lack of partnership (i.e. consensus with County)
- Economy
 - Strong demand for products and services
 - The #1 goal of government
- Governance
 - Debt issues of an increasing nature (Municipal)
 - Not enough checks and balances (oversight)
 - Concept of equality and reality of equality
 - Olds institute which is the four pillars of our community working together
- Social
 - Strong social network already in place

Gaps

- Waste management
- Debt reduction
- Stronger local employers
- Democratic reform
- Cooperative planning

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS (continued)

Descriptions of success

- Integrated resource management
- Elimination of debt and increase of reserves
- Levels of taxation
- Change – be a leader – do it – force change
- Developments must include x% green area
- Garbage reduction
- Taxes = visible benefits to basic needs and environmental surroundings
- Community not defined by physical boundaries
- Public systems are economically sustainable
- Review of our democracy and have a proper, equal representation of our society
- Joint planning that makes sense and benefits everyone rather than fighting over money
- Increased public participation
- Increased community wide awareness of governance
- A two way trust between the community and elected leadership



CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

Principles

- Substances extracted
 - Throw-away society
- Substances produced
 - Recycle bins
 - Compost bins
- Increasing degradation
 - Degrading our land base
- Meeting basic human needs
 - Disassociated from the waste stream

Dimensions

- Environment
 - Materials and solid waste creates an unhealthy environment
- Culture
 - No accountability to the environmental relationship
 - Consumerism accelerates creation of waste
- Economy
 - MacDonald's switched from Styrofoam to paper
 - Governance isn't providing guidance
 - Packaging sometimes takes precedence over product
- Governance
 - Lack of governance
- Social
 - Society creates new, non-recyclable materials rather than using existing materials

Gaps

- Communication
- Education
- Positive feedback

Descriptions of success

- Citizens taking responsibility by holding government accountable
- Creating materials that are made from recycled products and creating products that can be recycled
- Everything that can be recycled is
- Composting is a way of life
- Our composting, recycling programs continue and expand

CURRENT REALITY (continued)

NATURAL AREAS

Principles

- Substances extracted
 - Too much maintenance
 - “Artificial” natural spaces use sand, gravel, concrete
- Substances produced
 - Too much garbage
- Increasing degradation
 - Development is structured
 - Area that is natural is traded off because it’s not in the right place
- Meeting basic human needs
 - Affordable basic needs are lacking
 - Lack of natural spaces

Dimensions

- Environment
 - Too much maintenance
- Culture
 - Self-supporting interests with good communication
- Economy
 - Current cost to society
- Governance
 - Too much maintenance
- Social
 - Lack of naturalist education

Gaps

- Lack of education
- Maintenance
- Economic costs

Descriptions of success

- Education program for natural eco-systems
- Signage
- Self sustaining natural area economy
- More local plants
- Natural areas are natural areas, not artificially made green spaces. Make a developer build around rather than fill in more and try to replace it somewhere else
- Water conservation practices in place
- Pesticide free, herbicide free and un-natural fertilizer free
- Native plants uses
- Natural spaces are natural, not always landscaped and manicured

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

Principles

- Substances extracted
 - Gravel pits, water (buildings and pathways)
- Substances produced
 - Waste management, recycling
- Increasing degradation
 - Re-zoning of agricultural lands to build
 - Lack of green space around cultural buildings
- Meeting basic human needs
 - Old building/culture/heritage buildings are being removed to build apartment house
 - Lack of diversity

Dimensions

- Environment
 - Don't consider environmental impact when building arts/culture/heritage buildings
 - Communities in bloom was a lot of non-native plants
- Culture
 - Strong small town Western culture (Olds Fashioned Christmas, Cowboy/rancher culture, Ag culture)
 - Need more fine arts, non-western culture
 - Olds college provides culture/heritage background
 - Art walk, communities in bloom, high school plays
- Economy
 - Olds Ag society creates huge economic impact
 - Bike building coming to Olds
 - Conferences at Olds College
- Governance
 - No visible commitment from the council
- Social
 - Small social group network

Gaps

- Olds needs stronger social network for arts, culture, heritage
- A public commitment to arts, culture & heritage from the council
- Buy-in that arts and culture are an important part of our overall well-being

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE (continued)

Descriptions of success

- A strong arts community is integral to the economic development, sharing resources among each other
- A plan for the council to focus on the arts
- Arts, culture, and heritage are a welcome part of our community
- Something for everyone



CURRENT REALITY (continued)

RECREATION AND LEISURE

Principles

- Substances extracted
 - Gravel pits, water, cement – building materials
 - Natural gas
 - Electricity
 - Buildings replacing natural areas – urban sprawl
- Substances produced
 - Waste management
- Increasing degradation
 - Rezoning of agricultural lands
 - Lack of green built recreation centers
 - Green space outside recreation centers
- Meeting basic human needs
 - Lack of casual recreation options
 - Organized sports prioritized
 - Green spaces, pathways, bike trails

Dimensions

- Environment
 - Some recreation and leisure facilities
 - Salt water pool
 - Pool, centennial park
- Culture
 - Movie theatre, museum, pool, hockey, curling
 - Recreation programs and services
 - Wellness programs
- Economy
 - Bring in some revenue for the town but there is potential to grow
- Governance
 - The town is planning to have more recreation and leisure facilities
 - Ag society is considering expansion, Olds college too
 - Lack of citizen involvement in the process
- Social
 - The community is looking onto expanding the facility

Gaps

- Educate, motivate
- Casual recreation options for everyone

CURRENT REALITY (continued)

RECREATION AND LEISURE (continued)

Descriptions of success

- Enough enrolment in recreation programs
- Get people to show up for programs
- More facilities for more organized activities i.e. green space, pathways, playgrounds, benches, etc
- Walk-able and bike friendly community
- Greenhouse pathways
- Accessible to all and user friendly
- Exercise is a daily routine for everybody
- Recreation centers are junk food free



CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

Principles

- Substances extracted
 - Not considering the impact of development on the five dimensions
- Substances produced
 - Production for dollars
 - Bottom line thinking
- Increasing degradation
 - We don't promote the protection of the environment
- Meeting basic human needs
 - Culture of wants versus needs
 - Culture of 'keeping up with the Joneses'
 - Culture of consumerism

Dimensions

- Environment
 - Boom
- Culture
 - Consumerism
 - Need for speed, instant gratification
- Economy
 - Competition
 - Most for your dollars
- Governance
 - Bottom line thinking
 - Lack of future investment (reactive)
- Social
 - Depleted social networks (no time)
 - Meeting my wants without regard for others

Gaps

-

Descriptions of success

- Governance is principled and has a sense of stewardship for all five dimensions
- People spend dollars for principles

CURRENT REALITY (continued)

TRANSPORTATION

Principles

- Substances extracted
 - 2.5 cars for every citizen
- Substances produced
 - Emissions increasing
- Increasing degradation
 - Building more, bigger, and wider roads
- Meeting basic human needs
 - Vehicle reliant

Dimensions

- Environment
 - Polluting air, ground and water
 - Roads destroy natural spaces – increased demand for more roads
- Culture
 - Independent driving habits
- Economy
 - Speed and consumer driven
- Governance
 - Disregard for environmental laws
 - Driven by land use – roads and lots
- Social
 - Individual drivers

Gaps

- Transit system inadequate and not user friendly
- No social networking while driving

Descriptions of success

- Clean air
- Legislation to support clean air
- Public transit is a popular choice and is readily available

ACTIONS FOR ACHIEVING SUCCESS

ACCOUNTABILITY FOR PARTICIPATORY, PRINCIPLE BASED GOVERNANCE

- Town council to adopt the sustainability principles
- Government needs to make decisions based on principles, not popular opinion
- Govern to benefit the basic needs of the community
- Get involved with local governments (accountability, responsibility, integrity)
- Create an “attending council meetings” group

INCREASED BIODIVERSITY

- Plant more native plants and trees
- Convert green areas to natural areas
- Create inviting gathering places
- Plant a row, grow a row
- Food not lawns (“Eat, not turf”)
- Trees for teens

PROMOTION AND EDUCATION OF PERSONAL BENEFITS OF SUSTAINABLE PRINCIPLES

- Educate, educate, educate
- Model the way (“We must be the change we wish to see in the world”)
- Pedal pushers (bicycle etiquette & clubs)
- Highlight models of success in existence here and abroad
- Educate, educate! Make others aware of their ecological footprint
- Education forums for discussion

EVALUATION TOOLS FOR NEW DEVELOPMENT

- Leadership Environmental Engineering Design certified development requirements
- Build green buildings
- Implementation of smart growth principles
- Install solar/wind energy solutions

ACCOUNTABILITY TO MEET THE NEEDS OF (COMPLIANCE) SUSTAINABILITY PRINCIPLES

- Do true cost benefits in new developments that goes beyond thinking in dollars and cents
- Genuine progress indicators
- Polluters pay
- Local currency

EVALUATIONS (8 RECEIVED)

3. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied

Very satisfied					
1	2	3	4 (X1)	5 (X2)	
6 (X5)					

2. What was the most effective and/or beneficial part of the seminar for you?

- Effects that it's going to have on governance
- Participatory process
- I learned a lot about sustainability – how can I be instrumental in bringing things forward
- Discussions with other participants
- Reading all the flipcharts of ideas and concepts
- Part 3 summaries & group opinions
- Writing on the wall on different areas
- Hearing the opinion/ideas of others and learning from them

3. What was the least effective and/or beneficial part of the seminar for you?

- Long day
- The turn-out was too low
- Putting cards on the wall and group them into different areas

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- Not focused on age categories as I felt that restricted (my perception) what day worked for people
- The session was very good
- Some preparation information to get you thinking a bit before you get here
- No, don't change anything

5. What new insights do you have as a result of today's discussions?

- Sustainability is necessary for future generations
- Learned about LEED, genuine progress indicators, local currency
- Around my personal business and some things I might do differently
- The many aspects of sustainability from a more spiritual perspective and different background
- Genuine progress indicators, local currency
- Renewed faith in our community

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

- No
- Have a follow-up action plan. Framework for decision making along sustainability principles
- Keep people informed, provide encouragement and models for people to follow
- Please consider rickshaw taxis seriously and put the plan into action

EVALUATIONS (8 RECEIVED) (continued)

7. Given the day's discussions, how would you rate your own personal level of understanding of sustainability planning?

Not very high	<hr/>				
Very high					
1	2	3	4 (X4)	5 (X3)	
6 (X1)					

Additional comments:

-

MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #4 (SENIORS)

REPORT

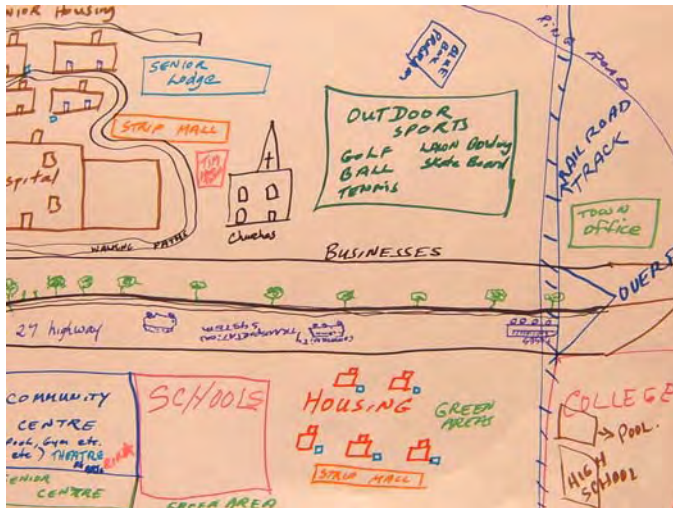


MAY 31, 2007

APPENDIX I OLDS PUBLIC INPUT REPORTS

MSP – PUBLIC INPUT SESSION MAY 31 - REPORT

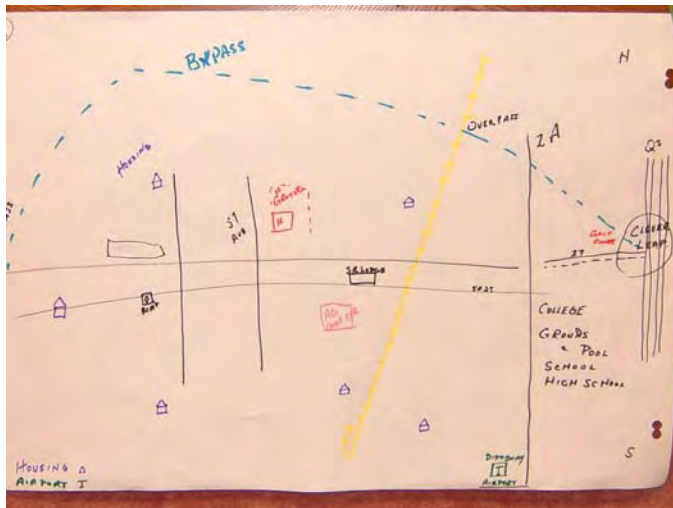
PREFERRED FUTURE #1



Key words from presentation:

- Vibrant community
- Pods (housing, strip mall)
- Overpass (highway 27)
- Vehicle overpass of railway
- Integrated community center
- Clustering of schools
- Green areas
- Blue boxes
- Community transportation
- Boulevard along the highway
- Ring road for heavy truck traffic

PREFERRED FUTURE #2



Key words from presentation:

- Integrated community pods
- Good transportation routes (highways 2, 27, 2A) – brings in business (positive & negative impacts)
- Truck bypass/overpass
- Signage
- Cloverleaf @ QE 2 – longer merge lanes
- Housing (seniors)
- New, expanded lodge – no stairs
- Shared municipal airport
- Business attraction through low rents (compared to Calgary)
- Hospital expansion
- Long term care
- Convention facilities, development
- Expanded tri-service (fire, police, ambulance)

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION MAY 31 - REPORT

PREFERRED FUTURE #3



Key words from presentation:

- Downtown vibrant
- Vertical development
- Bicycle friendly
- No roads in downtown
- Senior's scooters supplied in downtown
- Community gardens
- Senior & student housing
- Athletic field
- Regulated roof water collection
- Fast train (Calgary)
- Ring road
- Integrated, holistic health facility
- Transportation bus
- Dedicated recycling, composting
- Trails, pathways
- Learning center
- Strong Agricultural Society

PREFERRED FUTURE #4



Key words from presentation:

- Clustered small-to-medium enterprise centers
- Cultural center (arts)
- Meet senior's housing needs
- Efficient land use (buildings)
- Solar, efficient energy use
- Water collection/recycling
- Support for agricultural roots
- Recreation facilities for all ages
- Quality educational opportunities for all ages, languages, cultures)
- Support for meeting spiritual needs
- Collaboration
- Health care
- World recognized community learning campus
- Welcoming place (visitors, accommodations, events, activities)

CURRENT REALITY

LEARNING

Principles

- Substances extracted
 - Old schools energy inefficient
 - Gravel, dirt, water, minerals
- Substances produced
 - Paper and ink
 - Unmanageable waste, plastics
- Increasing degradation
 - Trees, land
- Meeting basic human needs
 - Children (socially) passed in school when not academically prepared
 - Curriculum driven

Dimensions

- Environment
 - On-line learning now more common
- Culture
 - Immigrants and locals learn more about each other's cultures
- Economy
 - Cost of post-secondary education
- Governance
 - Effective boards at all levels politically charged
- Social
 - ESL offered
 - Good integration of disabled students
 - Bullying
 - Dress standards
 - High expectation on Education – not realistic

Gaps

- Lack of cross-cultural education
- Social education for youth and adults regarding drugs, alcohol, etc
- Underutilization of seniors in the education system
- Lack of mentoring
- Lack of accountability
- Professionals proficient in English

CURRENT REALITY (continued)

LEARNING (continued)

Descriptions of success

- Immigrant parenting courses – More ESL, Canadian law, policing, etc
- More emphasis on Communities who care
- Marketing solid collaborations between all learning stakeholders (all generations in schools and community – i.e. seniors one-on-one reading with children
- Every student has the opportunity to reach the level of their potential
- Understanding that learning and un-learning are a life-long journey
- Running different courses at the library



CURRENT REALITY (continued)

COMMUNICATIONS

Principles

- Substances extracted
 - Metals
- Substances produced
 - Plastics
 - Ink (newspapers) – toss into landfills
 - Computer parts
 - Oils
 - No product crossover – standards creating excessive waste
 - Lack of compatibility between products - wasteful
- Increasing degradation
 - Newspapers/trees
 - Replication of advertising
- Meeting basic human needs
 - More available than we currently need
 - Technology required not always affordable

Dimensions

- Environment
 - Phone books and newspapers are recycled
- Culture
 - Controls/defined culture – mass media
 - Biased media
- Economy
 - Internet costly, slow
 - Build-in obsolescence
- Governance
 - Theoretically have freedom of press and speech
 - Lack of legislation on recycling standards
 - Safety hazard – use of cell phones & computers while driving – requires legislation
- Social
 - Lack of face-to-face contact
 - Instant availability to contact
 - Obsessive and excessive use of cell phones and text messaging very disruptive to social interaction
 - Stress and noise – information overload

CURRENT REALITY (continued)

COMMUNICATIONS (continued)

Gaps

- People don't know about or participate in recycling
- Lack of physical ability/awareness of recycling
- Lack of legislation around use/cell phones
- Lack of ethics, manners around use of cell phones
- Lack of human contact on other end of phone lines
- Too easy to access a person's phone number (i.e. tele-marketers, etc)
- Telus cell phone service is dead in some areas (e.g. west of Bowden)

Descriptions of success

- Marketing of recycling services
- Individuals available to help with recycling for donation or employment
- Enforcement of usage of cell phones while driving
- We have become a culture of courteous users
- Need to have back-ups to phone lines in case of emergency (i.e. radios)
- Need to utilize storm warning communications more effectively
- Emergency instant access
- Computers in schools

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

Principles

- Substances extracted
 - Gravel
 - Energy/oil/gas
 - Water
 - Air quality
 - Lumber
- Substances produced
 - Unmanageable waste
- Increasing degradation
 - Trees, urban sprawl
 - Unwise use of agricultural land
 - Toxic sprays for green lawns
- Meeting basic human needs
 - Exceeding our needs generally

Dimensions

- Environment
 - Awakening to the un-sustainability and the necessity for sustainability
- Culture
 - Expanding more of a human interest, awareness of the importance
- Economy
 - Booming
- Governance
 - Confusion, lack of understanding
 - Consumers want dollars with no controls
 - Lack in the means to measure what is affordable
- Social
 - Widening between have and have not's, affordability

Gaps

- Lack of affordable, accessible, and integrated housing
- Lack of senior-assisted housing
- Houses meet wants rather than needs
- Seniors often on fixed incomes – cannot withstand high rental or housing purchase costs
- Rental housing
- Housing space is excessive

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING (continued)

Descriptions of success

- Houses have water collection and it is regulated
- Solar heating
- Vertical development in downtown
- Xero-scaping
- Integrated student and senior housing (“No, too large a generation gap”)
- Dual flush toilets – rebates available and should be encouraged
- Insulation in homes R2000
- Three-paned windows
- More choices in sizes of seniors rentals, owned homes



CURRENT REALITY (continued)

BUILT ENVIRONMENT

Principles

- Substances extracted
 - Water
 - Dirt, rocks
 - Direction of underground streams
- Substances produced
 - Unmanageable waste from construction
 - Exceeding needs in solid waste
- Increasing degradation
 - Trees, plants
 - Natural environment
- Meeting basic human needs
 - Lack of green spaces

Dimensions

- Environment
 - Lack of storage for solid waste. We are producing too much. Demands cannot meet need
- Culture
 - Society of over-consumption
- Economy
 - Booming and uncontrolled
- Governance
 - Re-active
- Social
 - Feeling a lot of pressure/stress – especially for seniors on fixed incomes

Gaps

- Inadequate infrastructure to meet growth needs
- Sewage disposal
- Zoning issues
- Will need another larger water pipeline to handle the needs of Innisfail, Bowden, Olds, Didsbury, Carstairs, and Crossfield
- Out IT technology isn't comparable to cities in many parts of world

Descriptions of success

- Vibrant downtown
- Upgraded sewage disposal
- Consider recycling for fresh and waste water
- Construction, demolition, renovation recycling
- Fiber to the premises
- VOIP is a reality and dependable

CURRENT REALITY (continued)

FOOD

Principles

- Substances extracted
 - Taking nutrients from the soil
- Substances produced
 - Chemical sprays
 - Emissions from vehicles for transportation
- Increasing degradation
 - Urban sprawl
- Meeting basic human needs
 - Quality of our food
 - Depletion of nutrients because of chemical sprays
 - Lack of acceptance to make healthy food choices

Dimensions

- Environment
 - Wasteful
 - Vehicle emissions from drive-through
 - Packaging of food
- Culture
 - Excessive portions and waste
 - Fast food
- Economy
 - It is expensive to buy organic
- Governance
 - No controls for organic. Organic farms are not inspected (Note: “Is this accurate?”)
- Social
 - Busy lifestyle precludes family dining

Gaps

- Food imported
- Lack of local gardens
- Lack of clarity on “what is organic?”

Descriptions of success

- Local food
- Farmer’s Markets
- Home gardens
- More involvement with Olds College gardens
- Reduction (as much as possible) with chemicals and hormones etc in food
- Very clean, sterilization/washing of food – particularly food from other parts of the world
- Garden allotments

CURRENT REALITY (continued)

HEALTH AND SOCIAL

Principles

- Substances extracted
 - Energy
 - Water
 - Gravel
- Substances produced
 - Bio-hazard wastes
- Increasing degradation
 - Trees
 - Plants
- Meeting basic human needs
 - Lack of social connection
 - Lack of time to take care of self
 - Lack of professionalism - We need more/doctors

Dimensions

- Environment
 - Too much traffic. Not enough walking and biking
- Culture
 - Don't take responsibility for our own well-being
 - We drive everywhere
- Economy
 - Our professional pay grid is lower than other countries
- Governance
 - Lack of education around prevention. No reward for living healthy
- Social
 - Lower life expectancy, obesity in next generation due to poor food choices and lack of exercise

Gaps

- Lack of availability of treatment
- Lack of exercise
- Need to ensure that when Alberta residents leave Alberta, they truly have comprehensive health benefits (blue cross, travel insurance, etc)
- Transportation issues for seniors from Olds to medical appointments in Red Deer, Calgary, etc
- Isolation of seniors, shut-ins
- Long waiting lists

Descriptions of success

- We adopt healthy lifestyles
- Change of our attitude and work ethics – job sharing so we have more quality home time for family and social connections

CURRENT REALITY (continued)

WATER

Principles

- Substances extracted
 - Water has a finite supply
 - Lack of collection of rain water – goes into storm sewer
- Substances produced
 - Chemicals in our water supply
- Increasing degradation
 - Poor job conserving/recycling water
 - Destroying the engine of ecological system
- Meeting basic human needs
 - Impact of water restrictions
 - Contaminated fish – people's living and food source

Dimensions

- Environment
 - Using too much water, Not using grey water
- Culture
 - Lack of appreciation of the value. We are germophobic
 - Lawn watering mentality
- Economy
 - It is too cheap
- Governance
 - Require adequate testing for drinking water and recreational water
 - Future controls on water use
- Social
 - Use too much

Gaps

- Not using grey water effectively
- Not collecting rain water
- Not enough low-flush toilets
- Inefficient sewer systems
- Lack of individual social responsibility to maintain safe and adequate water for drinking, recreation, etc.

Descriptions of success

- Innovative water recovery in all buildings
- Rain barrel program
- Market rebate program
- New innovative systems
- Public will be educated and act responsibly
- Maximize recycling of water (i.e. recycle sump pump water)
- Enlarge the underground capacity of the electrical systems that run the Olds water pumps to deal with expansion and to maintain pressure for fire emergencies

CURRENT REALITY (continued)

ENERGY

Principles

- Substances extracted
 - Oil and gas wells
 - Coal
- Substances produced
 - Building roads
 - Emissions (smog)
 - Water pollution
 - Sewage
 - Light pollution
- Increasing degradation
 - Logging
 - Power lines using up agricultural land
 - Oil wells leasing and pipelines using up agricultural land
 - Utilities use up agricultural land
- Meeting basic human needs
 - Cost of gas, housing, electricity
 - Construction or power lines moving farm families

Dimensions

- Environment
 - Degrading rapidly
- Culture
 - Taking to excess
 - Driving mentality
- Economy
 - Rapidly rising – impacts seniors on fixed incomes
 - Energy rich, no incentives for conservation
 - Focused on our oil based economy
- Governance
 - Lack of leadership and understanding
 - Caters to our oil base
- Social
 - Growing gap between rich and poor

Gaps

- Expenses of alternative options
- Geothermal is expensive
- Education on lighting alternatives, quality
- The worlds is running out of frequencies on the spectrum – will be affecting all of us now and in future

CURRENT REALITY (continued)

ENERGY (continued)

Descriptions of success

- Public transportation policy
- Less dependence on fossil fuels
- Better road engineering
- Rain transportation for passengers
- Windmill energy
- Solar energy (can buy into grid)
- Bio-fuels – replace 15% of hydrocarbons
- Hybrid vehicles
- Other alternative fuels (e.g. hydrogen)
- Energy supplies all rated on energy production efficiency
- All new homes must meet energy efficient standards
- Car pooling is popular
- Fluorescent??
- Willing to remove all incandescent bulbs
- More utilization of wind power



CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

Principles

- Substances extracted
 - Idling town vehicles
 - Using paper excessively
 - Using plastics excessively
- Substances produced
 - Producing waste excessively
 - Lack of provincial direction
- Increasing degradation
 - Land use planning (i.e. using up farm land for building, low density buildings)
 - Trees degradation
 - Water
- Meeting basic human needs
 - Governments not producing low cost housing
 - Not enough public transportation
 - Our community is working regionally and locally through the institute

Dimensions

- Environment
 - Starting to wake up to our needs
- Culture
 - Lack of interest from public (voting)
 - Overwhelmed
 - A “ME” society – it’s all about me. Want rather than need. Consumer driven
- Economy
 - Taxes rising
 - Unrealistic expectations
- Governance
 - People with uncaring attitudes
 - Bottom-line thinking
- Social
 - Insufficient volunteering

Gaps

- Recycling centers
- Low density presently
- Government initiatives can be influenced by “electability”
- Public expectations that government should do everything for us
- Lack of awareness of Olds Institute

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS (continued)

Descriptions of success

- Blue box program
- More informational sessions for participation
- High density housing
- Well informed electorate on sustainability issues
- Public/individuals take responsibility/accountability
- Education!!
- Memorandums of understanding
- Regional and municipal cooperation
- Find alternatives for plastic bags (i.e. grocery stores)



CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

Principles

- Substances extracted
 - Continuing to use great amounts of earth's resources without concern
- Substances produced
 - Recycle programs
 - composting
- Increasing degradation
 - Building up landfill sites
 - Using up farm land for building shopping centers and houses
- Meeting basic human needs
 - Wasting – throw-away society

Dimensions

- Environment
 - Contamination
- Culture
 - Continuing to generate waste - convenience
- Economy
 - A lot of jobs
- Governance
 - Working slowly on improvements
- Social
 - Medical problems from contamination
 - Not everybody buying into programs

Gaps

- No government control
- Accumulation of solid waste (human created)
- Consumer demand for convenience packaging
- No means of breaking down disposable diapers

Descriptions of success

- Bags that can be re-used
- Biodegradable programs
- Alternatives to products (i.e. tires)
- Increased technology for disposal, more recycling bins & categories
- Commitment of accept less packaging – pressure on business – recycling
- Alternatives and/or return to cloth
- Volunteer program to collect from seniors so they can do their recycling
- Reduce excessive product packaging and recycle materials – use where possible

CURRENT REALITY (continued)

NATURAL AREAS

Principles

- Substances extracted
 - Oil wells being drilled
 - Draining wetlands
 - Indiscriminate use of land by recreation
 - Do not disturb river waters
- Substances produced
 - Garbage pollution in fields
- Increasing degradation
 - Degradation of land by oil wells being dug
- Meeting basic human needs
 - Lack of respect and interest

Dimensions

- Environment
 - Erosion of environment
 - Effect on wildlife
- Culture
 - “It’s my right” – selfish attitudes
- Economy
 - Cost factor for farmers
 - Cost of maintaining the green areas
- Governance
 - Expecting government to maintain
- Social
 - Lack of education
 - Selfish attitudes

Gaps

- Too much spraying

Descriptions of success

- Restrictions for use of natural areas
- Less power from the EUB (oil company biased)
- Allowing natural remedies to prevail
- Use of native plants
- More natural areas
- Native trees line our streets and boulevards
- Need to be careful with damming of creeks, rivers, etc – watershed becomes deprived

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

Principles

- Substances extracted
 -
- Substances produced
 -
- Increasing degradation
 -
- Meeting basic human needs
 -

Dimensions

- Environment
 - Taking too much agricultural land out of production
- Culture
 - Very healthy Kiwanis that sponsors huge music festival
 - Service groups
 - Strong choir groups
 - Museum is struggling
 - Lots of nationalities (Scottish, Danish, Pilipino, Dutch, German, Ukrainian, English, Irish, Welsh, etc.)
- Economy
 - Willing to pay for having strong arts/culture/heritage
- Governance
 - Low on priority list
- Social
 - Strong volunteer base
 - Strong senior's center, strong churches
 - Lack of participation
 - "Tear-down" mentality – new is better

Gaps

- No community theater
- Younger generation do not value service
- Lack of space and community awareness of museum

Descriptions of success

- More, larger facilities for conventions and other types of gatherings
- Support local entertainment, Support musical talent
- Increased entertainment options on radio
- Increased number of artists living in Olds
- Museum becomes tourism focal point
- We value and preserve our heritage

CURRENT REALITY (continued)

RECREATION AND LEISURE

Principles

- Substances extracted
 -
- Substances produced
 -
- Increasing degradation
 - Destroying natural elements for recreational use
- Meeting basic human needs
 -

Dimensions

- Environment
 - Facilities not built green
 - Centennial park – not used enough
- Culture
 - Some camping available
 - High involvement in hockey programming
 - Arena used lots
 - Curling rink not used much in the summer
- Economy
 - Facilities not as efficient as could be
 - Running at a deficit
 - Could rent out arena to outside groups to generate dollars
- Governance
 -
- Social
 - Swimming pool – physical health
 - Golf course
 - Not enough football, soccer, or baseball fields
 - Play crib, euchre, poker

Gaps

- Soccer fields
- Unstructured, casual, drop-in events
- No full hookups on campgrounds
- Arena is not user friendly (seating, heating)

CURRENT REALITY (continued)

RECREATION AND LEISURE

Descriptions of success

- Solar/energy efficient facilities
- A complete skateboard park
- More camping facilities
- More activities for seniors in Centennial Park
- Could use curling rink for kids programs in the summer
- Tennis (play in curling rink?)
- Shuffle board courts
- Water exercises
- More pool time for seniors
- Spa/steam room at pool
- Geothermal in arenas – full energy recycling
- Athletic field
- More parks

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

Principles

- Substances extracted
 -
- Substances produced
 -
- Increasing degradation
 -
- Meeting basic human needs
 - Affordable housing

Dimensions

- Environment
 - Fast food – restaurants, good grocery stores, liquor stores, barber shops
- Culture
 - Movie theater, trade show, rodeo, square dancing
 - Automotive show
 - Olds Fashioned Christmas, Well Spring Arts Society, Olds Fashioned Music/Dance Jamboree, Communities in Bloom, Grizzly's, Marlin's Swim Club
- Economy
 - Skilled trades people leaving because of Alberta's strong economy
 - Higher wages, housing expensive
 - Computer server business for area
- Governance
 - Evergreen membership fee, rent hall out for weddings (for revenues)
- Social
 - Farmer's market
 - Musical Jam session (Legion & Evergreen)

Gaps

- Affordability of housing
- Lack of apartments
- Limited venture capital
- Availability of facilities and parking
- Availability of hotel rooms
- Support for new businesses
- Some needs require a premium price

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT (continued)

Descriptions of success

- Live theater with vital drama club
- Facility for plays and performances – dual purpose/use - good acoustic ability
- Building affordable housing
- High rise apartments
- Local businesses provide all needed goods and services
- Local businesses are 'competitive'
- Downtown is vibrant and used 24/7
- Olds Fashioned Christmas
- Communities in Bloom
- Olds Institute for Community and Regional Development

CURRENT REALITY (continued)

TRANSPORTATION

Principles

- Substances extracted
 - Extract oil, gas, steel, coal
 - We bring in oil and gas from other countries
- Substances produced
 - Cars make air pollution
- Increasing degradation
 - Loss of railroads = higher truck traffic
- Meeting basic human needs
 - Today yes, but too expensive to keep it up with increasing costs and population

Dimensions

- Environment
 - Always drive in town
- Culture
 - Existing chartered bus to various entertainment facilities for enjoyment
- Economy
 - Gas very expensive – we also produce here in our own back yard
- Governance
 - None
- Social
 - By appointment only Sunshine bus
 - No way to get to appointments in Red Deer or Calgary

Gaps

- Capacity of bus
- Not enough people know about the tours
- Having a bus - Difficult to fund this

Descriptions of success

- Cooperative scooter rental
- Everyone could afford a hybrid vehicle
- Scooter pathways that are connected – perimeter pathways
- More tours, more busses, more often - always full
- Double railway tracks, commuter train
- Olds owning fleet of busses. This fleet could also facilitate medical appointments

CURRENT REALITY (continued)

TRANSPORTATION (continued)

Descriptions of success (continued)

- Walk-able, friendly community
- More car-pooling
- Trees planted along roads like QE 2 (evergreens because they are easy to maintain and native plants)
- Bicycle friendly
- Bus schedule that operates all day and into the evening
- Regular trips to city to choose from

ACTIONS FOR ACHIEVING SUCCESS

SUSTAINABLE TRANSPORTATION

- Ring road, bypass?
- A ring road is a must now – look at Calgary 16th Avenue
- Plan for out-of-town bus service
- Local bus service
- Public transportation system needed

MUNICIPAL PLANNING

- As a community, we must adopt sustainability principles and dimensions
- Coordinated community development
- Keeping downtown active
- Parking for bikes
- Pedestrian area downtown
- Lanes for bikes
- Council adopts sustainability principles and dimensions
- Sustainability screening on building permits
- Lower cost housing plan
- More rental accommodation for everyone (including seniors)
- Affordable housing
- Central park for the North of town
- **L**eadership **E**nvironmental **E**ngineering **D**esign (LEED) certified development

SUSTAINABILITY HOUSING

- Affordable assisted living (currently not enough)
- Affordable rental senior housing (less than 750 square feet)
- Senior's housing with various levels of care (meals, apartments, total care)
- Lodge construction immediately
- Transportation for seniors out of town for doctor's appointments
- Funding model for seniors to cooperatively support their housing needs
- Volunteer program to collect recyclables from/by engaged seniors

TO EDUCATE, ENGAGE AND ENCOURAGE SUSTAINABILITY PRINCIPLES

- Public education on the "Natural Step" movement
- Be the change ("We must be the change we wish to see in the world")
- Engage seniors
- Public communication on issues discussed
- Encourage people to walk
- Mentoring program in elementary/middle schools for seniors and high needs children
- Change the way you think!
- Educate, educate, educate

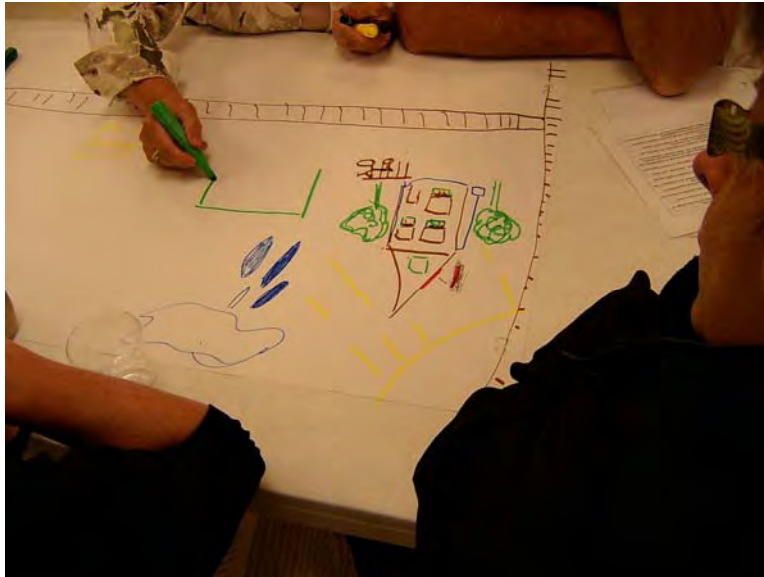
ACTIONS FOR ACHIEVING SUCCESS (continued)

SUSTAINABLE RESOURCE MANAGEMENT

- Access to bio-fuel stations
- Install solar, wind solutions
- Ban on plastic bags – offer townspeople cloth bags
- Recycle the energy at our arenas (i.e. heat)
- Change your light bulbs
- Saving the farm land for farmers
- Do not let Balzac have Red Deer river water
- Waterline paralleled
- Offer business incentives to go greener

HEALTH AND WELLNESS

- Hospital expansion
- Start considering hospital expansion – long term!



EVALUATIONS (18 RECEIVED)

4. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied

Very satisfied				
1	2	3	4 (X1)	5 (X4)
6 (X13)				

2. What was the most effective and/or beneficial part of the seminar for you?

- Flip charts posted on the walls
- Reviewing the answers other groups wrote on the papers on the wall and it makes us think further
- Unity in thinking sharing on community needs
- Variety of ideas
- Boundless information pertaining to the town's future
- Seeing in action how the Natural Step process works in coming up with ideas
- The seminar was well handled and put across
- Education and coordination
- Learning about the community
- The discussions
- Just being able to communicate to others concerning our living space
- Insight as to what will happen in the future
- Understanding the goals of the town
- The ability to express opinions
- The seminar gave me huge insights into the challenges involved
- Sharing ideas
- Putting together ideas to improve our community

3. What was the least effective and/or beneficial part of the seminar for you?

- The whole day was a new insight for me
- Nothing
- The cards on the wall for all the ideas
- I found it very informative
- Insights into community needs
- All good
- No such thing as a bad idea
- It was presented in a way that could be understood
- It was all very well organized, David did a tremendous job of leading us, keeping us focused
- There was no down side
- Mutual agreement on many things in our group of 5

EVALUATIONS (18 RECEIVED) - continued

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- I really do not have anything to compare it to
- It was fine
- Well done (x3)
- I think this was very good information
- A great job done
- You do a fine job
- All good
- Excellent
- Keep up the good work
- Spend a little more time on the charts posted on the walls

5. What new insights do you have as a result of today's discussions?

- There is a huge amount of work to be done
- How many similar areas of need
- Great hope for future development
- We have a great future to look forward to
- Hopefully we'll not get too big too fast
- Importance of bio-fuels
- That there is a willingness that community does want to be involved
- So many new ideas I had not thought of before
- Where people feel the important needs are
- That it as a very complex issue for a town to take on
- Exciting
- I have insights into other people's ideas on what the community needs, which direction we are going
- So informative as to our future needs
- That it is possible to have input to the community of Olds and area

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

- Good luck!
- Our most special needs as Seniors
- Get the housing for all going quickly – it is much needed
- Housing in Olds
- Make it work
- It was well covered
- It is all listed on the six categories listed on the wall

7. Given the day's discussions, how would you rate your own personal level of understanding of sustainability planning?

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

Not very high

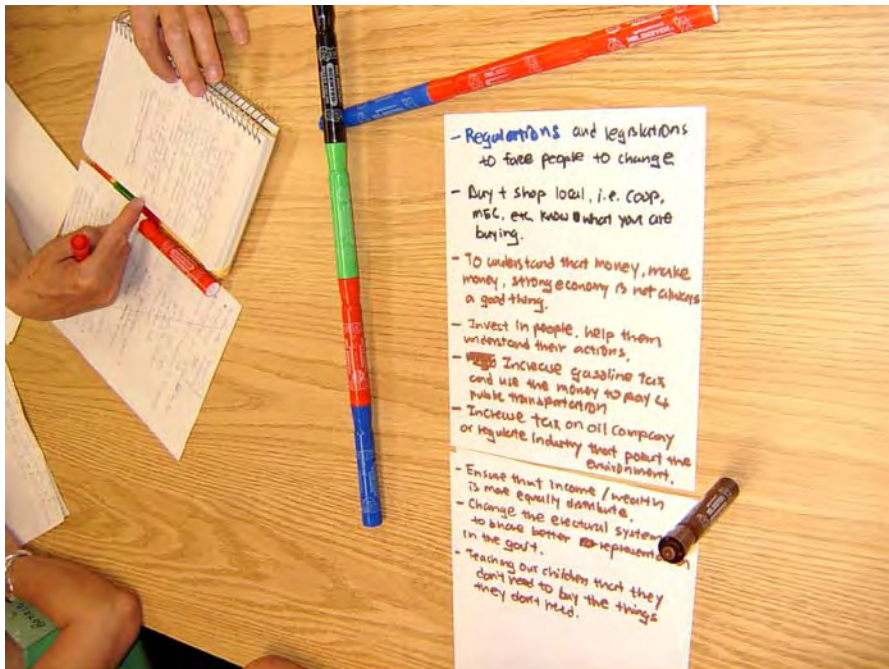
Very high

1	2 (X1)	3 (X1)	4 (X3)	5 (X9)
6 (X4)				

MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #5

REPORT



JUNE 2, 2007

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION June 2nd - REPORT

PREFERRED FUTURE #1



- Demographically suitable recreation services
- All season trails
- Pool
- School system maintained

Key words from presentation:

- Global communications
- High speed mass transport (highways 2, 27, 2A)
- Heavy traffic bypass
- Vital downtown (Uptown)
- Build up
- People friendly
- New vehicles uptown
- Densification of housing (older neighborhoods)
- Mixed housing
- Lots of green space
- Solar/wind energy
- Natural landscaping
- Health system maintained
- Recycling
- Community gardens
- Reduced demand

PREFERRED FUTURE #2



Key words from presentation:

- Trees and benches
- Large town map
- Arts center (performance, interactive)
- Expanded Art Walk
- Ball diamonds (group)
- Convention center, hotel
- Year round, bi-weekly cleanup of downtown and residential
- Recycling
- More garbage cans
- Community center downtown
- Keep people downtown
- Festivals
- Internal public transportation
- Massive recycling effort, all in one site – curbside pickup, blue bins
- Full time information center
- Downtown farmer's market
- Lots more green space (parks, fishing pond)
- “Keep it clean, Keep it green”

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – PUBLIC INPUT SESSION June 2nd - REPORT

PREFERRED FUTURE #3



Key words from presentation:

- Pedestrian, bike, public transit with social spaces (e.g. benches)
- High speed link by highway
- Dog park (off leash)
- Enhanced culture
- Film festival
- Art in the park
- Theater, creative classes
- Community-wide learning
- Local currency

- Sustainability Training Center (old high school) – solar, straw bale building, composting, etc
- Everyone has the capacity to participate in governance
Incentives and disincentives for sustainable actions

CURRENT REALITY

LEARNING

Principles

- Substances extracted
 - Paper use increasing
- Substances produced
 - Paper is being recycled
 - Textbooks are being reused
 - Text books are quickly dated because of technological change
- Increasing degradation
 - Destroying trees
 - Paper recycling is increasing
- Meeting basic human needs
 - Some people cannot afford to access learning

Dimensions

- Environment
 - Structural upgrades/enhancement
 - New schools – high school is currently very old
 - Healthy learning environment is encouraged
- Culture
 - Schools – new Catholic school coming
 - Social restructuring – Catholic versus public
 - Cultures need to be explored hands-on
 - Olds schools are not very multi-cultural
 - New technology center (video conference center) in Olds College
- Economy
 - New Catholic school coming
 - Educational opportunities are not affordable to all citizens
 - Educated workforce is an economic strength
 - College seen by industry as a reason to locate in Olds
- Governance
 - Jurisdictional disputes interrupt learning opportunities
 - Class sizes too large – need to be capped
 - Lack of school funding – both secondary and post secondary
 - Some restrictions on admissions to post secondary are bad – i.e. marks for mature students set too high – math 30 is evil
- Social
 - Bullying in schools increasing
 - Courses appeal to all sectors of demographics
 - Opportunity to meet people
 - Rejection to newcomers

CURRENT REALITY (continued)

LEARNING (continued)

Gaps

- Not all citizens are literate
- Not all educational opportunities are accessible because of cost
- Need to think outside the box!!
- Accept information/knowledge from professionals from city life

Descriptions of success

- A workforce and citizenry that is literate
- A social structure that is based on information, not opinions based in folklore
- By listening to outsiders' views and opinions to further future decision making (form new opinions)
- A community which embraces diversity
- Build informed, educated individuals for the future
- 100% of citizens know of all learning opportunities in Olds
- Open and widen your world with people from other countries



CURRENT REALITY (continued)

COMMUNICATIONS

Principles

- Substances extracted
 - Plastics produced
- Substances produced
 - Large amounts of technology based on plastics, metals, silica
- Increasing degradation
 - Old computers can only be re-cycled so far, the rest hits landfills – computers need longer upgrade life
- Meeting basic human needs
 - Too many cell phones in schools
 - Not a basic need, only a want and distraction and pocket cash killer

Dimensions

- Environment
 - Very limited access to recycling “dated” communication technology
- Culture
 - Information age, “I pod generation”
 - Increased access to “culture” through communication
 - “Me first” culture
 - Hard to understand (immigrant) then don’t listen
- Economy
 - Increasing economic growth based on communications
 - Technology, email, www. Provides portal for tourism, education, etc – increase outside interaction
 - Economy is overly communicated in terms of importance
- Governance
 - Communication technology can enable more participatory processes for governance
- Social
 - Communication technology is still inaccessible to some due to costs
 - Web allows socialization of like-minded people
 - Question and listen to youth in community as well as other demographics
 - Age-isms – young people do not know how the world works

Gaps

- Dial-up access in country side
- Fear of technology by segments of the population
- Refer to youth in community and listen to their needs genuinely
- Satellite internet and wireless is now readily available

CURRENT REALITY (continued)

COMMUNICATIONS (continued)

Descriptions of success

- A “wired” community with full access to the internet (town and country)
(note, there is satellite)
- Cost effective data transmission
- The youth are tomorrow’s future, their opinions are extremely important
and shouldn’t be taken lightly
- Polling and reporting stations with websites for feedback
- Radio feed on events
- Learn to listen when foreign people speak



CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

Principles

- Substances extracted
 - Non-renewable products used
- Substances produced
 - Increased use of resources
 - Increased waste
- Increasing degradation
 - Low density
 - Decreased green space
- Meeting basic human needs
 - No shelter
 - No financial security
 - No entry level housing
 - Not enough rental space

Dimensions

- Environment
 - Decreased improvements for the environment
 - Living in a nice environment costs money
- Culture
 - Less participation in community programs
 - Decreased volunteering
 - We all need a big house, but do we?
- Economy
 - Less disposable income
 - High cost of housing
 - Outside forces speculating with 'Olds' real estate driving up prices
 - Cost of housing still less than city; however danger of "bedroom community"
 - Homelessness is a close reality for some if economy continues (lower income families without support)
- Governance
 - Avenues to promote housing beginning
 - Currently unknown to community
- Social
 - Compromising other needs
 - No social network opportunities for people to get affordable housing
 - Too socially acceptable to have a big, brand new house

Gaps

- No low cost housing available
- Rental apartments are scarce
- Need governance on rental cost inflation to protect the people

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING (continued)

Descriptions of success

- 10% of new houses should be at least the provincial average price
- Controlled rent
- Increased high density housing
- Facilitate house building waste recycling programs
- Recycle at the curb
- Full range of housing styles and prices available in the community
- Environmentally friendly homes
- Technology accessible homes.

CURRENT REALITY (continued)

BUILT ENVIRONMENT

Principles

- Substances extracted
 - Construction, energy materials
 - Loss of water/contamination
 - Loss of wetlands
- Substances produced
 - Increased waste, pollution
- Increasing degradation
 - Urban sprawl
- Meeting basic human needs
 - Affordable housing (lack of)
 - Lack of space in school systems
 - Lack of recreation/leisure/sports/community centers
 - Lack of food banks, shelters, health care facilities/providers

Dimensions

- Environment
 - Currently recycling
 - Lake
 - Using less chemicals to treat parks, planting more trees
- Culture
 - Olds is becoming diverse
 - Independent film group started – drumming groups – Ag Pride, Boy Scouts, Brownies, Cadets, sports clubs, church groups, art groups
 - Art walk, wildlife (ducks Unlimited), aviation, cars, Ride for Sight, MS ride
- Economy
 - Strong agricultural/retail core – expansion, new infrastructure
 - Community collaboration
 - We all have money/high living standard because of oil economy
- Governance
 - Develop and re-occupy existing structures
 - Community focus groups
 - Built environment is always on the agenda, but no action
- Social
 - Olds Neighborhood Place
 - Recreation/leisure facilities, schools, parks
 - Not enough policy on promoting social development

CURRENT REALITY (continued)

BUILT ENVIRONMENT (continued)

Gaps

- Need curbside recycling
- Minimize urban sprawl
- Community center
- Renew downtown core
- Recreation/sport/ leisure (i.e. more ball diamonds, soccer pitch, winter ski trails, racquet courts, BMX track, toboggan hill)
- Need more natural water collection
- Sustainable housing
- We waste water

Descriptions of success

- Increased/encouraged recycling, reduced landfill
- Infill housing
- Increase strong sense of community
- Revitalize community core
- Healthy community – tourism and facility attractions
- New and renovated buildings to use renewable energy (solar, wind, geothermal)
- Recycle building materials
- Rain/snow captured and utilized
- Water recycled and used several times before returning to nature for ultimate cleansing

CURRENT REALITY (continued)

FOOD

Principles

- Substances extracted
 - Agriculture – plant and animal producers
- Substances produced
 - Pesticides, herbicides
 - Take-out food container waste
- Increasing degradation
 - Loss of wetlands for farming
 - Trees/vegetation leveled for pastures
- Meeting basic human needs
 - Food banks
 - Meets basic human need

Dimensions

- Environment
 - Farmer's markets
 - Local agriculture
 - Import lots of food
- Culture
 - 4H beef sale
 - Home Economics classes
 - Ethnicity and diversity
- Economy
 - Auction mart
 - Olds College
 - Specialty food stores
 - Strong agricultural economy
 - Restaurants
 - 3 major food stores
 - Meals on wheels
 - Creates employment
- Governance
 - Health Canada – food guide
- Social
 - Diverse food choices

Gaps

- Year-round farmers market (old Sobeys building?)
- Too much junk food and fat people
- "Taste of Olds" – cultural and social and restaurant sampling and tasting festival
- Nutritional food
- Government incentives
- composting

CURRENT REALITY (continued)

FOOD (continued)

Descriptions of success

- Lots of restaurants per capita
- Healthier people with healthier choices = happy people, less health risks, stress
- 800% in visible community gardens
- 800% in gardens versus lawn
- 1000% increase in compost use and refuse re-supply
- Natural reserves from natural refuge – more areas for gathering/social in downtown core
- Obesity decrease
- Diabetes decrease
- Culture of “enjoying” healthy foods



CURRENT REALITY (continued)

HEALTH AND SOCIAL

Principles

- Substances extracted
 - Water for pool
 - Materials for buildings, parks, health centers
- Substances produced
 - Second hand smoke
 - Herbicides, pesticides used less in public areas
 - landfills
- Increasing degradation
 -
- Meeting basic human needs
 - Have a wide variety of health/social groups/facilities
 - Limiting participants by cost and location (transport)

Dimensions

- Environment
 - Centennial park, etc - playgrounds
 - Walking paths, pool, college, schools, golf course, sports field, equine facilities, basketball, volleyball, tennis courts, skating rinks, lake
 - Currently have some garbage cans downtown
- Culture
 - New Canadian food guide
 - New independent film group
 - Churches
 - Volunteerism
 - Diverse and encouraged ethnic awareness
- Economy
 - New pool attracts tourists and locals
 - Traditional and alternative medicine facilities
- Governance
 - No smoking in public areas by-law
 - Ashtray missing
 - Need policy to bring back physical education in schools
 - Fast food places need controlling
- Social
 - Diverse church groups, sports clubs, tae kwon do, karate, yoga, hockey, ball, meditation study groups, etc
 - Accredited support/community fitness facility

CURRENT REALITY (continued)

HEALTH AND SOCIAL (continued)

Gaps

- Volunteer diversity (demographically)
- Support/outreach groups
- Minority spiritual needs not met
- Lack of health/wellness promotion groups
- Welcoming group needed to encourage socialization of new residents
- Bars/lounges need to be smoke free
- Ashtrays on sidewalks (none)
- Need more garbage bins around town and recycle bins too
- Fitness areas (racquetball/squash courts)
- Need to upgrade tennis/basketball outdoor courts
- Community center
- Festivals year round
- Festival center
- Year-round farmer's market (old Sobeys)
- Arts center with workshops, performing theatre
- Programming to all people at CLC gym

Descriptions of success

- Increased over-all well being
- Increased interaction among ages
- Enhanced sense of community/place
- Emphasis on wellness, not on illness
- Prevention is emphasized

CURRENT REALITY (continued)

WATER

Principles

- Substances extracted
 - Use too fast
 - Used to flush oil from the earth
- Substances produced
 - Fertilizers, pesticides, herbicides pollute water
- Increasing degradation
 - Water loss by consumers watering at wrong time of day
- Meeting basic human needs
 - Meets basic human need

Dimensions

- Environment
 - Olds water tower, water treatment center/waste management
 - Pool drainage goes to treatment
 - Use less salt on roads in winter = less environmental impact
- Culture
 - Swim club
 - Water conservation education of youth in community
 - Educate community regarding use and alternatives
- Economy
 - Houses built around lake
 - Dollars from pool use and Best Western pool
 - Creates employment
- Governance
 - Water usage bylaws
 - Toilet replacement program
- Social
 - Deer Ridge “Olds Lake”

Gaps

- Outdoor splash parks
- Water feature
- Fishing pond
- Need to put water low flow restrictions on toilets/showers
- Need tighter water restrictions on lawn watering (e.g. only permitted in certain hours)
- Picnic benches near water features
- Wishing fountain downtown with dollars from well going to charity
- Use water once and then dump out
- Leaky town water system

CURRENT REALITY (continued)

WATER (continued)

Descriptions of success

- Flow reducers save millions of gallons per year in wasted water
- Fishpond encourages family activities and provides ecosystem for water fowl/fauna
- Benches/picnic tables = serenity
- Wishing well donations to local groups and well provides a peaceful recreation area/place (leisure)
- Increase rain barrels – water to water lawns
- Conserve natural wetlands that will conserve and preserve water
- Recycle water to multiple uses from single use



CURRENT REALITY (continued)

ENERGY

Principles

- Substances extracted
 - 99% dependent on petroleum and coal
 - Re-forestation and reclamation
- Substances produced
 - Emission of greenhouse gasses as a product of energy production
 - Infrastructure (pipelines, gas stations)
- Increasing degradation
 - Contamination of soil (spill, soil quality)
 - Landfills are filling up with contaminated soil
 - Contamination of air and water
 - We don't re-use the energy produces by landfill and composting
 - Some ex-service station sites need to be reclaimed and put to new use rather than ugly toxic lots
- Meeting basic human needs
 - Lots of people making lots of dollars
 - Growing gap between the haves and have nots

Dimensions

- Environment
 - We have hydrocarbons right now
 - Increased destruction in ecological integrity
 - Some businesses (e.g. Solar Cap and the College) are attempting to push alternative energy
- Culture
 - Own and drive vehicles all the time
 - Community financial donations by major energy companies
- Economy
 - Being victimized by gas pricing during peak times – really hard on everyone, especially the poor and those on fixed incomes
 - Increase in price
 - Decrease in availability
 - Energy companies boost the local economy and community facilities
 - Standard of living is using more and more energy – of all types
- Governance
 - Policy enforcing change (i.e. increased renewable fuel use, decreased commuting)
 - Enforcement of regulations in many areas lacking
- Social
 - Olds wants more social interaction

CURRENT REALITY (continued)

ENERGY (continued)

Gaps

- Infrastructure program
- Regulatory gaps
- Regulatory impediments to using solar/electrical
- No incentives to use new technology
- “Bickering” between levels of government on responsibilities, leadership, etc

Descriptions of success

- 800% increase in bus use to Calgary
- Trips under one kilometer done by own power
- 20% mandated solar, wind or biomass (renewable) energy use
- Increase in efficient vehicles
- Decrease in numbers of vehicles per person
- Follow other communities housing development (Okotoks) with regards to solar energy
- Solar energy; increase in investment, usage, and understanding

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

Principles

- Substances extracted
 - Allows businesses to do so (i.e. extract substances)
- Substances produced
 - Do have programs to recycle
- Increasing degradation
 - Government does not value or sustain wetlands, trees during development
 - Town should enforce/control developers when designing new areas (conserving wetlands, trees)
 - Government is not enforcing its own regulations on reclamation, sewage treatment, etc
- Meeting basic human needs
 - Challenged individuals have reduced support
 - Housing – affordability
 - Welcoming support for newcomers

Dimensions

- Environment
 - Low partnerships with non-profits (e.g. Sierra club, tree planting)
- Culture
 - Uninformed on existing good practices
 - Slow changing/learning on new policy
 - No participation from the public
 - No one votes!!!
- Economy
 - Dollars, booming oil industry
 - Economy is always first
 - Short term economic planning
- Governance
 - Action based initiatives
 - Honor promises
 - Take risks
 - Need check and balance (accountability) in the system
- Social
 - Decreased welcoming to new people
 - No strong policy on creating social networks

Gaps

- Not enough sharing of information
- Decreased initiative based programs
- No majority regime to be the prime minister, premier, or mayor. Candidate with most votes wins the election
- Increase voting

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS (continued)

Descriptions of success

- Better communication
- More meetings
- Increase in funding for local good ideas/initiatives in community
- Larger groups using processes to build 'best fit' solutions for community efforts
- Better electoral system
- Mandatory voting law

CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

Principles

- Substances extracted
 - High non-renewable resource harvest
- Substances produced
 - High use and throw-away – increased waste
- Increasing degradation
 -
- Meeting basic human needs
 -

Dimensions

- Environment
 - Composting
 - Gardens
 - Reduce product packaging
- Culture
 - Throw-away culture
 - Educate community to reduce, reuse, and recycle
- Economy
 - Cheap – can afford to throw away
 - Less product packaging should reduce item cost
 - Don't buy bulk if you can't use it in time or it also becomes waste of material and dollars
- Governance
 - New resources not mandated
- Social
 - Recycling from garbage harvesting – make recycling fun!!

Gaps

- Collection
- Education
- Limits
- No accountability
- Transient population do not participate (lack of knowledge or commitment)

Descriptions of success

- Increased programs to collect recyclables (home builders)
- Literature and programs to change views
- Programs to cap waste in homes and businesses
- All recyclable materials are recycled
- Olds becomes known as “The Recycling Community”

CURRENT REALITY (continued)

NATURAL AREAS

Principles

- Substances extracted
 -
- Substances produced
 - Use pesticides
- Increasing degradation
 - Development
 - ATV use
- Meeting basic human needs
 - Many value nature – compromised with current development practices
 - Microbe impacts – food production
 - Not everyone can use the natural area

Dimensions

- Environment
 - Reduced
 - Natural areas promote relaxation and rest, sense of well being
- Culture
 - Cover wetlands
 - Cut the trees
 - Promote use of park/natural areas
 - Educate youth to be caretakers of nature
 - Cultivate the grasslands
- Economy
 - Make lots of money – nature's value is 0
 - How can we use the natural area to make money (e.g. parks)
 - Build facility to attract people
- Governance
 - Council meetings dominated by certain views
- Social
 - Not informed on policy in increasing natural areas
 - Promote family use of natural areas

Gaps

- Train links to natural areas

Descriptions of success

- Tree reserve included on train system
- Include existing wetlands and trees within new developments
- Include natural grass ecosystems in developments along with trees, wetlands
- Green belt walk-space/tree-space

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

Principles

- Substances extracted
 - Neutral
- Substances produced
 - Old and obsolete farm equipment and household items (photos, clothes, furniture)
- Increasing degradation
 - No realistic happy photos/art of destruction
- Meeting basic human needs
 - Cost to attend may be prohibitive

Dimensions

- Environment
 - Use of solar panels on building
 - Good air circulation – proper sound boards for acoustics
- Culture
 - Have a museum to display history
 - Have an Agricultural Society
 - Have Class “A” fair
 - OFC – heritage village
 - Radio is only for agriculture
- Economy
 - Affordability to general population
- Governance
 - Access to government funding
- Social
 -

Gaps

- No performing arts center in Olds for theater, music, etc
- Programming for art/theater
- Lack of historical media

Descriptions of success

- A performing arts center in Olds
- Larger, technology enable halls
- Theater, art shows increased
- Radio show on Olds history
- Ghost walk
- Documentaries on changing landscape
- Diversity radio programs

CURRENT REALITY (continued)

RECREATION AND LEISURE

Principles

- Substances extracted
 - Construction materials
 - Water, energy
 - Equipment materials (people want to upgrade their equipment often)
- Substances produced
 - Increased emissions
 - Increased spills
 - Increased contamination (e.g. salt water pool)
 - Air pollution
 - Land damage (trail systems, flora and fauna destroyed/moved out of natural area)
 - Golf courses + pesticides, herbicides
 - ATV emissions, RV's, etc.
- Increasing degradation
 - ATV and Motor RV for recreation
 - Salt water pool
 - Alter landscapes to facilitate recreation (e.g. golf courses, campgrounds)
 - Camping in uncontrolled areas (Provincial property)
- Meeting basic human needs
 - Cost
 - Limits on who can participate
 - Limited to demographic
 - Limited hours/schedules
 - Accessibility

Dimensions

- Environment
 - Arenas use lots of energy
 - Some activities negatively impact the environment
 - People “travel” distance to recreate using carbon fuels
- Culture
 - People of all ages are learning how to “play”
 - Everybody plays hockey with dollars
 - Youth appear to have better handle on work/life balance in life and therefore, recreation/culture activities are more important
 - Everyone is able to participate no matter of their barriers
- Economy
 - Not all activities require facilities and dollars
 - Some people have dollars
 - Recreation facilities are tourist and future resident attractions
 - Top class facilities and Olds prime location = tourism and growth

CURRENT REALITY (continued)

RECREATION AND LEISURE (continued)

Dimensions (continued)

- Governance
 - Government of Alberta leisure health and wellness benefit for government employees
 - Not involved
 - “Play around the world” (going to communities around the world and bring simple things like soccer balls – little cost)
 - Alberta child tax credit (\$500.00 for each child to participate in sport, recreation, leisure)
- Social
 - Some people have time
 - Community communication about leisure
 - Sense of community and community pride
 - Develop relationships/friendships unthought-of based on shared interests

Gaps

- Alternative recreation
- Hockey versus arts
- Communication
- Unequal (community) sharing CLC facilities
- Lack of low cost winter recreation in town
- Lack of enough facilities to cover our existing needs, never mind growth
- More facilities enable us to attract major events and tourism dollars. Creates sense of exciting community
- More kid facilities (e.g. BMX track)
- A variety of recreation and leisure needs to be explored – not just traditional sport

Descriptions of success

- 50% increase in activities not currently in community
- 50% increase in senior-esque activities
- 50% increase in age-mixed activities
- Increased cheaper activities (outdoor, running clubs, soccer)
- Increased spontaneous and casual activities
- Increased integration and communication between organizations
- Partnerships with youth and seniors
- Healthier, more active individuals

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

Principles

- Substances extracted
 - Fertilizer used on lawns or crops
 - Feedlots
- Substances produced
 - Plastics
 - Chemical treatments
 - General waste from materialism
 - Market economy encourages spending which leads to products purchased then simply thrown away when inadequate
 - Infrastructure/construction waste during economic boom
- Increasing degradation
 - Fill in wetlands
 - Interrupt creeks
 - Dump in sewage
 - Put chemicals/medications in sewage
 - Loss of trees, grass, ecosystems
 - Carbon dioxide into air
 - Economic boom = urban sprawl – wasted land use and wasted materials
- Meeting basic human needs
 - Work duties currently overwhelm social need
 - Homelessness due to housing costs
 - High skill jobs versus mental challenge
 - University grads obligated to locate in busy city centers due to lack of opportunities in rural communities

Dimensions

- Environment
 - Shortage of garbage/recycling mini centers and walking areas
 - Economic concerns tend to override environmental concerns
 - Environment second, economy first
- Culture
 - Technology allows/encourages in-home entertainment, cultural experiences
 - Less parents able to stay home with children, economy has driven us to double income households
 - Ethnic diversity of restaurants
 - Families having to relocate due to financial issues (housing, fuel, living costs)
 - Rich get richer, poor get poorer
 - Family demographics changing = smaller families (fewer children)

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT (continued)

Dimensions (continued)

- Economy
 - Technology has increased production (also in agriculture)
 - Rapid economic development has led to a huge deficit in skilled workers
 - Our population is skewed towards aged versus youth
 - Youth has “life” priorities versus “work” priorities (because parents have more disposable income to hand off and less time available)
 - Large chain stores are crushing some stores
 - Boom = bust!
- Governance
 - Minimum wage, labor standards
 - Starting to employ “process” versus “decision”
 - We live in a market economy instead of a governed economy
- Social
 - Business creates an environment for meeting new people
 - “Work ethic” has led to over-work and social problems such as family breakdown

Gaps

- Limited public washrooms downtown
- Aged workforce is challenged and stressed by technology
- Need downtown phone booth (not everyone has a cell phone)
- No jobs for university grads
- Tourist information
- Government needs to stop funding abusers of social support (i.e. those who just don't try for jobs and choose welfare)
- Tax the big oil pigs! – they impact the economy not just in good ways but also in bad
- Higher dollars to pay for oil industry regarding their environmental impact
- Have oil taxes go to smaller industries
- Highway advertising
- Increased services providing superior service
- Decreased image

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT (continued)

Descriptions of success

- Public washrooms in shopping core
- Technology would not “create” stress but would alleviate/lessen stress
- University graduates will live and work in Olds
- More young families will live in Olds if more “Education Required” jobs are available
- Midnight madness is a major uptown social, cultural, and economic success and it started here in Olds – has now spread to other towns
- Higher taxes for oil industry would reduce the environmental/ecological footprint
- Tax and control realtors
- Clean, fun, social shopping experience



CURRENT REALITY (continued)

TRANSPORTATION

Principles

- Substances extracted
 - We rely on oil for transport
 - We pave roads, parking lots
 - Transport food further and further
 - Drive “BIG” trucks
- Substances produced
 - We increasingly produce more carbon dioxide and therefore air quality decreases
- Increasing degradation
 - We contribute to take land out of production to build roads
- Meeting basic human needs
 - Transport allows people to shop, socialize, receive goods to meet their needs
 - Mental shift in society to sacrifice standard of living (i.e. eat fruits and vegetables in season locally)
 - Make each drive multi-task

Dimensions

- Environment
 - More roads = chopped trees, etc
 - A deteriorating environment
 - Air pollution from excess emissions
 - Roads are often in bad shape and need upgrades to surface – traffic flow concerns
 - Extracting too much oil and gas for transport
 - Public transportation not supported enough & insufficient
- Culture
 - An increasingly rich cultural scene
 - People want newer, nicer vehicles often – “consumption” culture
 - Fast & furious culture is out of control, roads becoming dangerous, too many people driving dangerously
 - Bigger truck is the way to go
- Economy
 - A very strong economy employing a big transport system
 - A viable (in Olds) bus system would assist retail in Olds instead of destination shopping in cities and facilitate seniors and the young
 - Increased transportation costs (including gas) are affecting costs of goods
- Governance
 - Town increasingly supporting cultural alternatives
 - Emissions are being taxed in some areas around the world
 - Fuel tax, registration
 - Need a driver’s license

CURRENT REALITY (continued)

TRANSPORTATION (continued)

Dimensions (continued)

- Social
 - Not enough time to socialize
 - Socialize on the bus – taking the school bus/city transit
 - Car pooling allows for interaction

Gaps

- No systematic, universally available public transport in Olds
- Steadily maintained roads needed
- Sidewalks with ramps
- Government needs stricter laws re: drunk driving, stunting, car theft, endangerment
- Have a “No car” day

Descriptions of success

- Public transportation in Olds
- Use of solar electric technology to power transportation vehicles
- Safer road conditions
- Bike paths/lanes with signage
- Increased non-energy use vehicles
- Road markings
- Promote small car driving
- Promote car pooling if driving to big city (Calgary or Red Deer)

ACTIONS FOR ACHIEVING SUCCESS

DEVELOP AND ENHANCE TRANSPORTATION OPTIONS

- Increase penalties for all polluters with dollars going to fund public transportation or to heal the environment
- Bike lanes with signage and enforcement
- Increase gasoline tax to fund public transportation
- Public transportation

CREATE AND PROMOTE ACTIVE CITIZENSHIP IN OLDS

- Develop and implement citizenship projects (for all ages)
- Engage the community (Know Your Neighbor, Block Party, Volunteer)
- Volunteer
- Welcome committee contacting newcomers
- Embrace strong sense of community – “Olds has it...Now hold it!”
- Increase cultural diversity awareness

DEVELOP AND ENHANCE ECOLOGICAL INTEGRITY WITHIN OLDS

- Aggressive tree planting campaign
- Think green (e.g. curbside recycling at home/business)
- Effective use of urban space (i.e. housing/business or nice landscaped picnic area)
- Be pedestrian friendly – build rest areas
- More community gardens
- Loca-vore (eat local food, promote farmer’s markets, CSA)
- Rain barrel campaign
- Green belt around town (trees and paths)
- Develop and create common landscape theme

UNCOVER CULTURE AND TOURISM

- Encourage low cost tourism, festivals, and activities
- Develop arts facilities
- Partnership with industry for cultural initiatives
- Support first ever Art Walk (expand into nature-scaping)
- Newsletter promoting cultural social events

COMMUNITY EDUCATION

- Build and grow sustainability programs around (e.g. composting) for all ages
- Sponsor a series of educational events to teach: sustainability, materialism, credit uses (and the inter-relationship between them)
- Educate yourself and others
- Hire educated individuals

ACTIONS FOR ACHIEVING SUCCESS (continued)

ENCOURAGE SUSTAINABILITY AWARENESS, FUNDING AND IMPLEMENTATION

- Mandate sustainability group to advise council on decisions at council meetings (i.e. path development)
- Establish a foundation under Olds Institute to fund sustainability projects
- Town of Olds and Mountain View County review legislation to determine effects (impact) on sustainability – change as required
- Olds Institute to study sustainable communities in the world – copy as applicable
- Change electoral system to have more equal representation in Government
- Endues income and wealth is more fairly distributed
- Encourage town of Olds and Mountain View County to work together

ENHANCE LOCAL BUSINESS

- Sighing for uptown Olds – the heart of our community – keep uptown vital
- Tourism and Chamber of Commerce partnership (and building)
- Downtown (uptown) revitalization (garbage cans, benches, trees, bigger streets)
- Highlight and promote farmer’s market
- Local currency
- Encourage “buy/shop locally”, consume local produce
- Enhance uptown Olds
- Keep it local (Farmer’s market, support locally)
- Welcome signs for events (replaceable letters to match group)



EVALUATIONS (8 RECEIVED)

5. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied

Very satisfied					
1	2	3	4	5 (X2)	
6 (X6)					

2. What was the most effective and/or beneficial part of the seminar for you?

- Social aspects
- Identifying actions
- The summary on cards of action items
- Being able to work from the visioning through to the action statements and seeing how everyone's thought processes work
- Seeing the Town of Olds get active and interested
- Breaking everything down into specific categories through principles and dimensions
- Action plan development and sorting and condensation

3. What was the least effective and/or beneficial part of the seminar for you?

- The "principles" were rather difficult to think of examples for and most of the "four squares" weren't very full
- Hearing vies from citizens of Olds
- All parts worked in the process so all were effective

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- Very rushed day and not much of a break and mentally very tiring
- Show a diagram (or diagrams) of maps – talk a bit earlier about the process
- Kept having difficulty with the 4 groups – needed an example for reference under each to better get across the statements purpose
- Time for project to take flight was quick; therefore facilitators weren't able to hold it during the winter when more people would likely attend. But was an excellent experience. Next time there will be more people
- It was perfect
- Don't know

5. What new insights do you have as a result of today's discussions?

- Who lives in Olds
- How complex sustainability is
- How similar we are in our visions

APPENDIX I
OLDS PUBLIC INPUT REPORTS

- We have more cultural undertones in town than I knew existed. We have a dedicated group of volunteers that put their all into these workshops
- Sustainability is a topic that is going to explode across the nation!
- This topic is much more complex than I first anticipated
- An emphasis and renewed respect for the complexity of the situation
- Learn new information, and bring new perspective to my life

EVALUATIONS (8 RECEIVED) (continued)

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

- The long term implications
- This is very important and needs to engage the community as a whole
- Dog park, film festival
- Keep on it and follow through with information gathered in a timely manner, all ideas were fantastic; beneficial but only great if implemented
- Building a sense of community is very important. Be sure that Olds' citizens understand what a community actually is
- Thank you!

7. Given the day's discussions, how would you rate your own personal level of understanding of sustainability planning?

Not very high

Very high

1	2	3	4 (X2)	5 (X3)
6 (X3)				

MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #6 (TOWN STAFF)

REPORT



JUNE 12, 2007

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – TOWN STAFF INPUT SESSION JUNE 12 - REPORT

PREFERRED FUTURE #1



Key words from presentation:

- Trees, flowers
- Walking paths
- Recycled rubber and plastic
- Communities in Bloom
- Cultural scene (performing arts)
- Solar panels
- Public input, an engaged community
- Diversity, cultural awareness
- Organic clothing
- Cloth bags
- Bio-fuel
- Health care
- Diversity – business
- Diversity – spiritual
- Rainwater capture
- Sustainable, organic farms

PREFERRED FUTURE #2



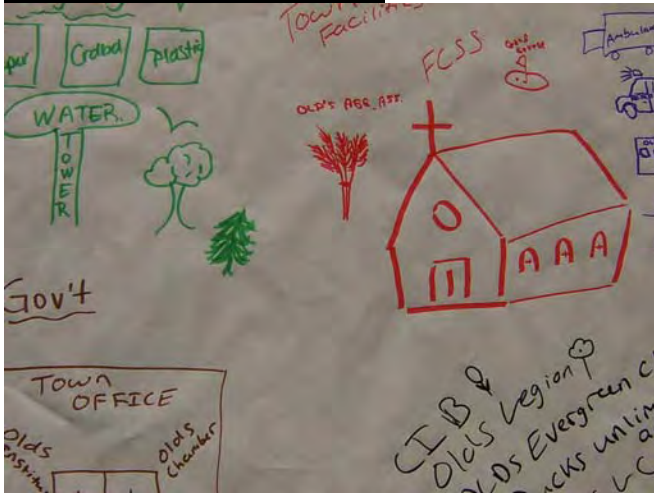
Key words from presentation:

- Wind and solar power
- Busing – hybrid, bio-fuel
- Pathways
- Wetlands
- Capturing and reusing storm water (rainwater)
- Greenhouses
- Restaurants with outdoor patios
- Water park (recycled)
- Tree nurseries
- Off-leash area
- Ethnic diversity

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – TOWN STAFF INPUT SESSION JUNE 12 - REPORT

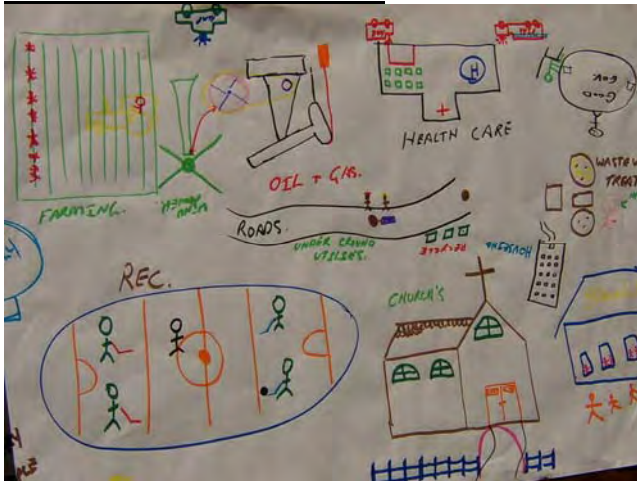
PREFERRED FUTURE #3



Key words from presentation:

- Recycling
- Toilet exchange
- Clean water – wildlife
- Trees
- Functional town office including Institute, Chamber of Commerce
- Pool, arena
- Agricultural Society
- Churches
- Golf course – recreation
- Springwood Development
- Olds College
- RCMP, Hospital
- Communities in Bloom
- Evergreen Club

PREFERRED FUTURE #4



Key words from presentation:

- Well rounded community
- Oil and Gas – sustainable
- Wind power
- Tri-Services Building based out of the hospital
- 2 councilors and Dale
- Secure water supply, waste water treatment
- Roads, utilities
- Recreation
- Multiculturalism, spirituality
- Housing, density
- Good schools
- recycling

CURRENT REALITY

LEARNING

Principles

- Substances extracted
 - Oil & gas to heat
 - Drive to and from
- Substances produced
 - Facility overuse of paper & plastic
 - Wastewater
- Increasing degradation
 - Planting around learning facilities
 - Facilities too big, wasted space
- Meeting basic human needs
 - Too small schools, classes too big – survival of the fittest
 - Not enough opportunities for life long learning

Dimensions

- Environment
 - Old, ugly buildings, weeds, cracks
 - Incorporating green spaces
 - Education about composting and recycling programs
- Culture
 - Immersion programs?
 - Not enough opportunity for lifelong learning
 - Band programs
 - High school play, Grad play fund-raiser
- Economy
 - Purchases done locally
 - Partner with Olds Neighborhood Place or Food Bank to provide free bio-bags and composting technology for low income families
- Governance
 - Too many committees
 - Lack of discipline
 - Regional school boards
- Social
 - School is used for socializing, less learning

Gaps

- Lack of college housing
- Lack of awareness
- People doing separate programs

CURRENT REALITY (continued)

LEARNING (continued)

Descriptions of success

- New high school
- Growing college
- Hot spot
- New library
- Continued exchange programs
- Recycling and composting continues
- Continuing education (adults)
- Rooftop gardens
- Separate school
- Partnerships with Health, Cultural, and public services to provide programs jointly at central locations (e.g. library) – saving money

CURRENT REALITY (continued)

COMMUNICATIONS

Principles

- Substances extracted
 - Tools used in communications often come from the earth's crust
- Substances produced
 - Radio waves
- Increasing degradation
 - Aesthetics of towers
- Meeting basic human needs
 - Cell phones, always available (quality of life)

Dimensions

- Environment
 - Equipment (cells, computers, etc) being recycled
- Culture
 - Better advertising
 - Dependency on cell phones
- Economy
 - Cost of cell phones
 - Unlimited access to goods and services (world wide)
- Governance
 - Better information
 - FOIPP
- Social
 - Meetings round table
 - Town newsletter
 - Personal communication skills declining
 - Access dial communications

Gaps

- Ours is 8:30 to 4:30
- Ugly cell phone towers
- More local stat.
- Brain fart
- Hair pollution
- We still talk and talk and yet we still don't understand one another
- Computer access to high-speed
- Access of Information act

CURRENT REALITY (continued)

COMMUNICATIONS (continued)

Descriptions of success

- 24 hour tourist stop/info
- Hot spot
- More pay phones (we disagree – another group)
- Signs
- Radio
- Town newsletter – electronic format
- Unlimited access to broadband
- Service available on line
 - Sign up for dog license
 - Utilities
 - Taxes
- It's hard to request information from government



CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

Principles

- Substances extracted
 - Building materials from the earth's crust
- Substances produced
 - Waste generated from house building
- Increasing degradation
 - Changing shape of landscape
- Meeting basic human needs
 - More demand than supply
 - No affordable housing (rental and buying)

Dimensions

- Environment
 - Affecting the environment for housing
- Culture
 - We want our own BIG house
 - Two people per house
- Economy
 - Prices rising faster than inflation
- Governance
 - There is none!
 - Provincial versus local government responsibility
 - Requiring developers to provide a certain number of affordable homes
- Social
 - Keeping up with the Jones'

Gaps

- Not recycling waste materials from building houses
- Living with your means and environmental footprint
- More multi-family housing
- Revenue balanced with cost of living
- No continuity, commitment to positive outcomes
- Lack of understandable definition of "affordable"

Descriptions of success

- Introduce recycle programs to reuse materials
- Comfortable, sustainable large enough to fill needs
- Use of less materials and skilled labor to reduce costs
- Revenues and cost of living match
- They make it possible

CURRENT REALITY (continued)

BUILT ENVIRONMENT

Principles

- Substances extracted
 - Building material from earth's crust
- Substances produced
 - More buildings lead to more waste
- Increasing degradation
 - Changing shape of landscapes
- Meeting basic human needs
 - More demand for facilities but not enough supplies – not everyone has access to them
 - Better use of existing space

Dimensions

- Environment
 - Changing the landscape
 - Messing with Mother Nature
- Culture
 - Not losing sight of our history
 - Build cultural facilities
- Economy
 - Job creation
- Governance
 - Preserving historic sites
- Social
 - Renovate/rebuild historical buildings

Gaps

- Using too much material from earth's crust to built environment
- Not all build environments are community and socially oriented
- Demand for manpower is greater than supply
- Need policies/programs to encourage renewing of buildings

Descriptions of success

- Use more recycled and recyclable materials
- Put community and social back in planning
- Incentives for making your housing and buildings sustainable (decreased taxes)
- Push people to be innovative in building design (artistic and environmental)
- Slower growth

CURRENT REALITY (continued)

FOOD

Principles

- Substances extracted
 - Decrease in farmland, increase in population
- Substances produced
 - Pesticides
 - Preservatives
 - Pre-packaged foods – not as healthy
- Increasing degradation
 - Land destruction to produce farmland (filling in water areas, etc)
- Meeting basic human needs
 - No land – no food
 - Good food – more dollars
 - Land worth more for construction than for farming

Dimensions

- Environment
 - Organically grown food – but expensive and hard to find clean locals
 - Preservatives
 - Genetically modified foods
 - Roof-top gardens
- Culture
 - Food involved in almost all get-togethers
 - Vibrant “fast food” culture
- Economy
 - Eating healthy is expensive
 - Sustainable and organic foods expensive
- Governance
 - Advertising to eat healthier/organically
 - Canada Food Guide
- Social
 - Balance diet
 - Busy lifestyles = no time for proper eating

Gaps

- Money is the driving force – expensive for consumers and producers
- Won't change if there is not dollars in it for them
- People do not understand where their food comes from

CURRENT REALITY (continued)

FOOD (continued)

Descriptions of success

- Protect green spaces
- More national parks
- No resource extraction from natural areas
- You can grow your own
- Product your own healthy food – less expensive

CURRENT REALITY (continued)

HEALTH AND SOCIAL

Principles

- Substances extracted
 - Decrease in green space to compensate for industry and housing
- Substances produced
 - Pollution from industry
 - People filling landfills
- Increasing degradation
 - See above
- Meeting basic human needs
 - Using more water than we “need” which will ultimately run out and decrease health
 - Few social spaces for people to ‘hang out’

Dimensions

- Environment
 - Clean industry is healthier for people
 - Encouragement to walk/ride instead of drive
 - Our environment is designed for drivers, not walkers
- Culture
 - Hospitals, churches, training through seminars, making people aware
 - Culture of driving
- Economy
 - Clean industry
 - More money
 - Yes, economy is first, health and social second
- Governance
 - More money for health care
 - Lack of education funding on promoting health
- Social
 - Educating people on how sustainability affects health and well-being
 - We have a variety of physical activities available

Gaps

- Not enough people making positive lifestyle changes
- Not enough doctors
- Too expensive for low income families to make healthy/sustainable choices
- Lack of continuity of care for seniors – ‘assisted living’
- Lack of facilities/services for physically challenged under 65
- Lack of doctors
- Lack of education on naturopathic medicine

CURRENT REALITY (continued)

HEALTH AND SOCIAL (continued)

Descriptions of success

- Ride for Sight
- MS Bike Tour – promotes healthy lifestyle and gives better social awareness
- Workout facilities (cheaper) available and natural areas
- Not forgetting about the low income and homeless community
- Fitness education and programs in schools and businesses
- Increase fitness levels and reduce medical/hospital costs
- Will not need as many doctors

CURRENT REALITY (continued)

WATER

Principles

- Substances extracted
 - Pollution causing global warming which causes a decrease in lakes, rivers, and glaciers
 - Using substances to create plastic bottles
- Substances produced
 - Chemical runoff seeping into rivers and ground water
- Increasing degradation
 - Overuse, pollution, waste
- Meeting basic human needs
 - Using more water than is sustainable
 - Bottled water costs more than gas

Dimensions

- Environment
 - Using water at a higher rate than is sustainable
 - Fresh water used in mining, oil extraction
 - Pesticides in water sources
 - Watershed preservation
 - Catching rain water for gardens and toilets
- Culture
 - Better ways to use water for facilities
- Economy
 - Oil and gas industry using fresh water at an alarming rate
- Governance
 - Water restrictions when water is low
 - Lack of planning for increased population growth
- Social
 - Social responsibility to conserve water needs to increase
 - Education needed

Gaps

- Lack of accountability to big business
- Ignorance to the problem
- Programs for the population to dispose of chemicals instead of down the drain
- Technology can't filter out pesticides

CURRENT REALITY (continued)

WATER (continued)

Descriptions of success

- Regulations on water consumption
- Education of population
- Low water appliances
- Appreciation of water
- Eliminate pesticides that accumulate in the environment
- Technology that takes our all contaminants
- Better use of natural filtration
- Capture rain water
- Dual system for grey water and fresh water



CURRENT REALITY (continued)

ENERGY

Principles

- Substances extracted
 - Using faster than produced
 - Most stored in the earth
- Substances produced
 - Need energy for living in this climate
- Increasing degradation
 - Changing the landscape (power lines, poles, windmills, oil and gas). Solar power (panels)
- Meeting basic human needs
 - Our greed is causing the energy shortage and distribution

Dimensions

- Environment
 - Non-renewable resources
 - Solar, wind, geo-thermal heating
- Culture
 - Taken for granted
- Economy
 - Based on non-renewable energy
 - Monopoly businesses – lack of alternative sources due to big business not willing to let us use
- Governance
 - Governed by world
 - Policies and programs to foster energy efficient and renewable resources
 - President Bush (the leader of a free world)
- Social
 - No energy, no social life
 - Lack of non-energy using activities

Gaps

- More renewable energy and use of
- Not enough re-use
- Lack of appreciation, understanding
- Local level – average person does not have direct control
- Too high gas prices. Can't drive my big truck

CURRENT REALITY (continued)

ENERGY (continued)

Descriptions of success

- Supply of energy (renewable) exceeds demand
 - Sold truck for moped, or
 - Cut gasoline tax, or
 - Tax oil companies and give the money back to us
 - Steal gas from town vehicles
- Lower cost = affordability
- Incentives to make home energy efficient (i.e. use less energy, get rebate or grants for solar power)
- Society overall knows and practices sustainable use of energy
- All use based on renewable energy (long lasting, efficient light bulbs, heat recycling, bio fuels, hybrid cars)

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

Principles

- Substances extracted
 - Don't use energy efficient equipment
- Substances produced
 - Too much paper usage and red tape
- Increasing degradation
 -
- Meeting basic human needs
 - Unequal access to government
 - Duplication

Dimensions

- Environment
 - For protection
- Culture
 - Differences in religion, ethnic diversity
- Economy
 - Sharing financial resources
 - Economy ahead of anything else
- Governance
 - Local, provincial, regional, federal, international
- Social
 - Lack of participation

Gaps

- Electoral system
- Not all on the same page
- Lack of policy on public input and participation
- Lack of policy and action on environment
- Not getting along
- Not everywhere
- Not where we want to be – more to do
- Level of commitment and involvement

Descriptions of success

- Better system of representation
- Agree and cooperate on environment
- Acceptance, understanding
- Share local, provincial, national, the world
- All working together
- One government for all of Mountain View County
- Involved and participating citizens

CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

Principles

- Substances extracted
 - Materials are extracted from the earth's crust
- Substances produced
 - People's wastefulness generates unnecessary garbage
- Increasing degradation
 - Put things in landfills – produces greenhouse gas emissions
 - Truck traffic degrades physical environment
 - Big companies wasteful packaging – make more enviro-friendly
 - Dumping – disobeying signs
 - Throw away society
- Meeting basic human needs
 - Substances as result of landfills contaminating food chain and lakes

Dimensions

- Environment
 - Contamination
 - Re-use of materials
 - Have too much waste to handle
 - Compost program available
- Culture
 - Not accepted by all (baby boomers, generation X)
 - Quantity in waste (i.e. grocery bags – packaging)
- Economy
 - Economically viable options
 - Cheaper
- Governance
 - Education/legal requirements
 - Institutionalized into doing things we always did
 - Stricter recycle rules – “You must”
- Social
 - Lack of understanding
 - Some awareness of impact of waste on others, still a ways to go

Gaps

- Supply before demand materials (i.e. we have lots of waste but not enough demand for recycled materials)
- Social and generational acceptance
- Education/enforcement
- Incentive dollars/punishment dollars
- Commitment to action

CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE (continued)

Descriptions of success

- All waste going back to Earth is absorbed at natural rates. All other stuff is reused or recycled
- We are all on the same page
- 80% of households recycle all possible materials
- 80% of businesses recycle all aggregate waste
- Architectural recycling available (salvage)
- Self-sustainable
- Everything produced is brought into the recycle system (contiguous cycles)
- Coordinated, effective and efficient handling of all reusable products
- Live in a sustainable manner

CURRENT REALITY (continued)

NATURAL AREAS

Principles

- Substances extracted
 - Extract more water than we recycle
- Substances produced
 - Pesticides and herbicides
- Increasing degradation
 - Concrete surrounding natural areas
 - pathways
- Meeting basic human needs
 - Possibility of products uses in parks could be affecting other people's ability to meet their needs if not paid fairly

Dimensions

- Environment
 - Destroy natural areas to build houses
 - Create artificial natural areas
- Culture
 - Cultural representation in natural areas (e.g. Japanese Gardens in Lethbridge)
- Economy
 - Natural areas generate tourism
- Governance
 - Communities set aside land for natural areas
 - Policies/legislation for natural landscaping of yards
- Social
 - Gathering, loitering, vandalism

Gaps

- Use too much water to maintain our own lawns
- Lack of broad acceptance of native culture and cultural practices
- Overuse leading to decreased quality
- Incentives for developers to retain natural areas
- Too rapid development taking away from nature
- Areas not reaching full potential

CURRENT REALITY (continued)

NATURAL AREAS (continued)

Descriptions of success

- Recycle rain water
- Don't plant lawns – biodiversity
- Need to be aware of natural issues like bark beetles (so we don't contribute)
- Living together with Mother Nature
- Increase industry that embraces natural areas (new businesses for tourism)
- Use = capacity to recover
- Built up areas maximized and natural areas are preserved forever
- Appreciation of Mother Nature and the cycle of life

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

Principles

- Substances extracted
 - Oil, gas to heat buildings
- Substances produced
 - Creates waste (i.e. Cow Palace, Calgary Stampede)
- Increasing degradation
 - Demolishing heritage buildings
- Meeting basic human needs
 - Lack of facilities

Dimensions

- Environment
 - Preserve heritage buildings
- Culture
 - Lots of western and cowboy culture
 - Museum is too small
 - Lack of arts facilities (plays, galleries, studios)
 - Library expanding
- Economy
 - Turn poop into dollars
 - Local public support lacking
 - People leaving to attend higher performing arts
- Governance
 - Lack of council policies for preserving heritage buildings
- Social
 - Strong Ag Society = stronger heritage
 - Positive moves in the increase of cultural facilities

Gaps

- Alternative energy sources
- Need to be a welcoming community for other cultures
- Pride in heritage
- Preserve our heritage
- Facilities
- Marketing
- Policy is coming to next council meeting (June 23) around preserving heritage buildings

CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE (continued)

Descriptions of success

- Alternative energy sources save money
- Education, support, and opportunities for immigrant through libraries and other service organizations
- Priority from business, town, education, and libraries to increase awareness (have a festival)
- Overflow crowds
- Extra performances needed
- Able to preserve heritage buildings



CURRENT REALITY (continued)

RECREATION AND LEISURE

Principles

- Substances extracted
 - Oil, gas to heat
 - Oil, gas to transport to and from
 - Water
- Substances produced
 - Air quality (CO2)
 - Waste water
- Increasing degradation
 - Changes landscape
- Meeting basic human needs
 - To build them is expensive so need to charge more dollars for people to use or

Dimensions

- Environment
 - Unsightly buildings
 - Weeds
 - Parks and green spaces – don't always need a new facility
- Culture
 - Sports oriented culture
 - Need to pay attention to recreation needs for other cultures
 - Running of buildings
- Economy
 - Hotels, restaurants, shopping
 - Recreational vehicle centers
- Governance
 - Lottery funds
- Social
 - Vandalism of facilities

Gaps

- Dollars
- Abuse of facilities (vandalism)
- Integrated pathways to connect facilities
- Alternative energy sources
- No off-leash dog parks

Descriptions of success

- Energy efficient facilities
- More (variety & easier maintained (green space, paths, trees)
- Parking for recreation facilities
- Reuse steam (arena) for greenhouse
- More people walking, riding bikes to recreation and leisure events & facilities

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

Principles

- Substances extracted
 - Water
 - Land
 - Wood, concrete, steel
 - Gas, oil
- Substances produced
 - Waste
 - Waste water
 - Natural reserves
 - Storm water
- Increasing degradation
 - Trees knocked down
 - Loss of animal shelter
 - Loss of farm land
 - Natural water courses
- Meeting basic human needs
 - Affordable living
 - Affordable housing
 - Water supply – partner with community

Dimensions

- Environment
 - Water
 - Waste water
- Culture
 - Friendly community
 - Safe community
 - Spiritual community
 - Performing arts center
 - Community services
- Economy
 - Diverse economy
 - Olds college
 - Retirement community
 - Cost is the bottom line in choices businesses make
- Governance
 - Policy and legislation – poor to deal with growth
 - RCMP, Fire
 - Recreational services
- Social
 - Ag Society
 - Olds college
 - Chamber of Commerce

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT (continued)

Gaps

- Capacity to provide high quality of water
- Keeping up with infrastructure
- No incentives
- Continual growth
- Need more sports fields
- Better planning of safe community
- Transport of products
- Needs of diverse population
- Housing
- Medical services
- Affordable recreation
- Lack some policies around development
- Land Use Bylaw
- Needing additional members
- New fire hall, volunteer/paid firefighters, equipment

Descriptions of success

- Continue high quality of water
- Create incentive to use green solutions in building (new developments)
- Good balance between sports and performing/visual arts
- Low cost, sustainable transport solutions
- Stay diverse with growing population
- Trails, low cost sports, etc will bring people into the community to work
- Streamline the development process – less administrative work than more
- Full compliment of members of fire department to maintain a safe community
- Fully resourced fire department
- Educated public

CURRENT REALITY (continued)

TRANSPORTATION

Principles

- Substances extracted
 - Gas, oil
 - Materials to make the vehicles
- Substances produced
 - Pollution
 - Green house emissions
- Increasing degradation
 - Amount of land being used to build roads
 - Bow to the roads
- Meeting basic human needs
 - Affordable alternatives for transportation
 - Too convenient to drive

Dimensions

- Environment
 - Creating a healthy environment
 - Pathway network
 - People drive 5 blocks to work instead of walking
- Culture
 - People driving long distances to attend cultural events
 - Not as much car pooling as needed
- Economy
 - Rely on transportation
 - Good roads to get people to our community to shop/live
- Governance
 - Do not have policies to promote alternative transportation modes
 - Highway 2A and 27 governed by the Province
- Social
 - Brings people together/community

Gaps

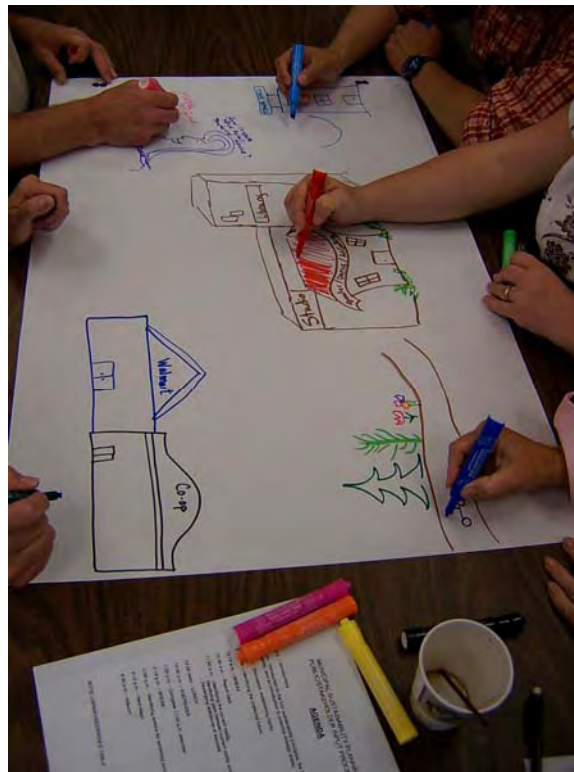
- Need more pathways
- Too convenient to drive
- Facilities to house cultural events
- Not enough cultural events IN town
- Alternative transportation
- Town input in maintenance and funding/upgrades
- Good roads, pathways

CURRENT REALITY (continued)

TRANSPORTATION (continued)

Descriptions of success

- Integrated pathways that connect people and services
- Create downtown core that people have to walk down
- With a performing arts center, we will be able to attract cultural events to our community
- More events = less driving to the city
- Carpool lanes (for city), carpooling
- Bus system
- Balance of different transportation means
- Increased town input regarding highways 2A and 27 with adequate funding from the Province
- Communicate and interact on the pathway system



ACTIONS FOR ACHIEVING SUCCESS

**OVER-ARCHING PRINCIPLES
- MAKE IT FUN AND CELEBRATE YOUR SUCCESS**

FAIR TRADE

- Demand fair trade products

SHOP LOCALLY AND PRODUCE LOCALLY

- Grow your own
- Buy local products
- Rooftop veggie garden on every house
- Make healthy food more affordable than fast food!
- Make it interesting

USE RESOURCES WISELY

- If it's yellow, let it mellow; if it's brown, flush it down
- Let's use it wisely
- Reuse heat from all facilities
- Capture and reuse storm water
- Turn it off – decrease none use electricity
- Paperless office

EDUCATE

- Educate!
- More awareness of planet earth's present state
- Lead by example
- Solar, wind, water power to operate all facilities
- Live in a sustainable manner
- Educate the masses
- Education on xero-scape in yards (native plants, low water requirement)
- Dollars and volunteers put into environmental initiatives
- Convert all town facilities utilizing low water appliances and fixtures
- Take on and beat the "One Tonne Challenge"
- Training and education through cross section of community
- Educate more on water use

ACTIONS FOR ACHIEVING SUCCESS (continued)

GOVERNMENT ACCESS PROGRAMS

- Community support
- Local, provincial, and federal government buy-in
- Get on board with MHPP
- Mandatory sustainability requirements for building permits
- Mandatory recycling and resources to enforce it
- Complete pathway system by 2008
- Pooling resources
- More affordable housing for everyone!
- More affordable housing
- Community involvement in “Pitch In Canada”
- Proportional representation

INCENTIVES TO PROMOTE SUSTAINABLE USE OF ENERGY

- Decrease water use by increasing the cost of water then lowering property taxes
- Incentive programs for low energy products
- Energy efficient buildings and lighting
- Implement the “Porch Light” program
- Step rate for utility billing
- Incentive program for homes and businesses who reduce water use over a one year period – penalty for those who increase
- Energy efficient buildings
- Higher penalty rates for sump pumps in sanitary system
- Photo cells on lights
- Incentive programs
- Maintenance-free buildings

REDUCE, REUSE, AND RECYCLE

- Make it easy to recycle (walking, shopping)
- Buy less – stuff, packaging
- Better recycling
- More recycling

ACTIONS FOR ACHIEVING SUCCESS (continued)

IF IT IS SHORT, WALK! IF IT IS LONG, HYBRID IT!

- Purchase hybrid vehicles or get off your butt and walk!
- Walk, don't drive
- Keep equipment up-to-date
- Hybrid vehicles
- Walk-able community – charge for parking, see others associated
- Charge for parking
- “Park your Car” day

CREATE AND MAINTAIN GREEN AND NATURAL SPACES

- Create/preserve natural wet lands
- Preserve green space, create more focal points
- Increased green spaces, parks



EVALUATIONS (16 RECEIVED)

6. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied

Very satisfied				
1	2	3 (X2)	4 (X0)	5 (X10)
6 (X4)				

2. What was the most effective and/or beneficial part of the seminar for you?

- Interact with others
- Learning of the components of sustainability
- Making the cards to put on the wall and discussion
- Identifying the current reality of the sustainability principles
- Giving my email to get a copy of the final thingy
- Group discussions and sharing activities
- Explanation of sustainability. Common sense for the common man
- Identifying actions for achieving success
- Brainstorming in small groups
- Understanding what sustainability means
- Learned a few things and refreshed on others
- Everyone is on the same page
- The group interaction
- Working with my fellow employees
- Participation and input
- The section we divide up everything

3. What was the least effective and/or beneficial part of the seminar for you?

- Too much paper work
- Working with others, hearing their ideas
- Filling in the information on the walls all over the room
- I should have been out in the parks working, all my time out there is invaluable
- It would be better to have the local council at each seminar
- Too much paper usage
- Writing on the walls was a little long

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- Small Power Point for introduction
- Give more of an explanation of the reality that we are living in
- I think presentation was great
- Less teamwork, more individual (for me personally)

APPENDIX I
OLDS PUBLIC INPUT REPORTS

- Like the format and the pace of the seminar – wouldn't change anything
- Given material on what was to take place beforehand
- Nothing to add
- I have nothing to add. Job well done

EVALUATIONS (16 RECEIVED) - continued

5. What new insights do you have as a result of today's discussions?

- An appreciation of the work to come
- Better environmental awareness
- Programs are out there (the one tonne challenge)
- New ways to improve sustainability (i.e. hybrid vehicles)
- Sustainability is more complicated than I thought and very expensive to achieve
- That we all need to work together to make it happen
- I came away with a better understanding of this process
- Broad number of categories to apply sustainability
- Realizing how much work is involved
- More interested in participating
- We are doing parts of this now. We have to expand
- Reaffirmed knowledge base
- Clear understanding of what sustainability is

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

- Good luck!
- 'Star' the free stuff
- It's all talk, no action!!
- Make it easier for the common man to fully understand and buy into
- Everybody can make a difference
- No
- Best of luck with pulling this all together
- What can be done in reality?

7. Given the day's discussions, how would you rate your own personal level of understanding of sustainability planning?

Not very high

Very high

1	2	3 (X2)	4 (X3)	5 (X8)
6(X3)				

MUNICIPAL SUSTAINABILITY PLANNING

PUBLIC INPUT SESSION #7 (TOWN STAFF)

REPORT

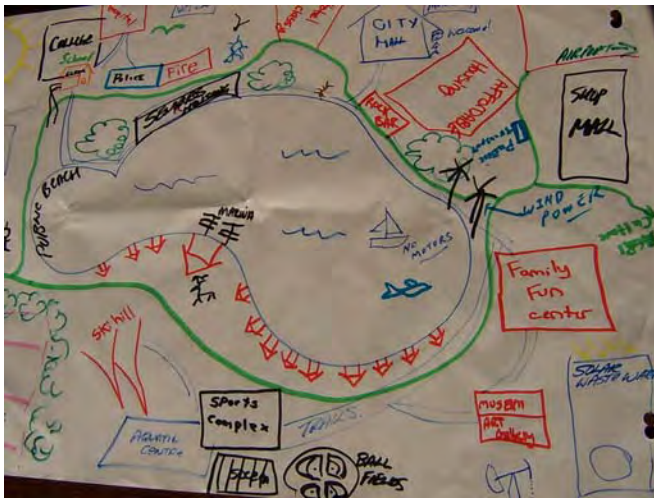


JUNE 14, 2007

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

MSP – TOWN STAFF INPUT SESSION JUNE 14 - REPORT

PREFERRED FUTURE #1



Key words from presentation:

- 100% sustainable community
- LEED certified buildings
- Arts and culture
- Ball fields
- Welcoming community
- Lake
- Affordable housing
- Community Learning Campus
- Vet clinic
- Happy families
- Recycling
- Family fun center
- Rock bar
- Ski hill
- Train network – you can walk anywhere
- Wildlife

PREFERRED FUTURE #2



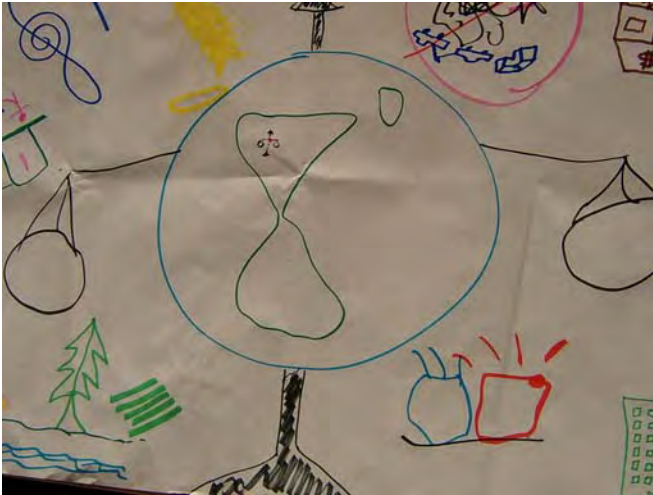
Key words from presentation:

- As much solar and wind power as possible
- Rain collection
- Home and community gardens
- Internet business (less travel)
- More “community” businesses
- More walking
- Grow our own produce
- Bio-plant – generate electricity
- Bio fuel
- Cultural festival
- Solar/LED street lights
- Recycling
- No disposable diapers
- Community pride
- Mixed dwellings/densities
- Granny suites
- Fish ponds
- Less meat consumption
- A sustainability filter for all community decisions

APPENDIX I
OLDS PUBLIC INPUT REPORTS

MSP – TOWN STAFF INPUT SESSION JUNE 14 - REPORT

PREFERRED FUTURE #3



Key words from presentation:

- Olds – a model of the new balanced global system
- Proper growing techniques
- Balanced work, life, culture
- Caring for the sick and elderly

PREFERRED FUTURE #4



Key words from presentation:

- Solar and wind energy
- A growing community
- Bio-electric transportation
- Water – recycling
- Diversity
- Solar panels everywhere

**APPENDIX I
OLDS PUBLIC INPUT REPORTS**

CURRENT REALITY

LEARNING

Principles

- Substances extracted
 - Energy efficient HS
- Substances produced
 - Computers, paper, desks etc. into landfill
- Increasing degradation
 - More paperless learning and e-teaching methods
- Meeting basic human needs
 - Sustainability education has been offered to all
 - Broad range of learning opportunities available for all

Dimensions

- Environment
 - Environment is sacrificed for buildings and teaching tools
 - Growing awareness of/study of environment at elementary
- Culture
 - Lack of ESL classes
 - Awareness of cultural diversity experience growing
- Economy
 - Huge \$\$\$ spent for CLC
 - Education = more pay, etc.
 - Smaller schools cannot offer the same programs that larger schools can because of \$\$
- Governance
 - Support for public education of sustainability
 - Lack of collaboration between local government and places of learning
 - Government recognizes need for lifelong learning
- Social
 - Lack of language interpreters
 - Older generations are recognizing that post secondary education is necessary for success

Gaps

- Mountain View County lifelong learning has just shut down

CURRENT REALITY

LEARNING

Descriptions of success

- Their purpose is fulfilled by existing or new organization
- All people being literate
- Less paper being used
- Passing on skills through apprenticeship and work experience
- Holding young kids in school longer (mandatory until age 18)
- Equity in school programming no matter what the school size
- Shared programming between schools
- Universal recognition that society is a better place when people are educated



CURRENT REALITY (continued)

COMMUNICATIONS

Principles

- Substances extracted
 - Cell phone towers
- Substances produced
 - Tons of electronics in the landfill
- Increasing degradation
 - Environmental impact of underground fibre optic cable
- Meeting basic human needs
 - Advertising pressures us into buying things we don't need and can't afford

Dimensions

- Environment
 - Society does not understand impact of technology on environment
 - Electronic recycling is catching on
 - Newspapers still end up in the landfill
- Culture
 - Multiculturalism not accommodated
 - Attitude that technology is disposable
 - Ubiquitous
 - Information overload
- Economy
 - Electronic recycle can be costly
 - Poor job can beyond our country, tourism \$\$\$, business \$\$\$ etc.
 - Consumer overwhelmed with technology
- Governance
 - Good communication of emergency preparedness
 - Playing catch up re: development and good communication
 - Public expectations greater than we can supply
- Social
 - Lack of awareness of electronic recycling
 - People made to feel they "need" all available technology

Gaps

- Lack of ESL programs
- Inefficient communication between town and residents
- Not everyone speaks or understands the technology language
- Technology is expensive

Descriptions of success

- Broad range of language classes available
- Multimedia used to disseminate information
- Access to technology for communication

CURRENT REALITY (continued)

AFFORDABILITY AND HOUSING

Principles

- Substances extracted
 - Harvest of trees for lumber
- Substances produced
 - Fiberglass installation
- Increasing degradation
 - Huge demand on building products
 - Need for alternative building methods/recycled products
- Meeting basic human needs
 - Expansion of total population requiring affordable housing
 - Problem expanding into middle class
 - 40/50 year mortgages
 - Decrease in financial capacity later on

Dimensions

- Environment
 - Huge pressure for materials (lumber, steel, concrete)
- Culture
 - Loss of single family homes
 - More pressure on multi-family dwellings
 - Traditional family changing
- Economy
 - No housing – people can't come to work
 - Less disposable income to spend in other areas
 - Too many apartments being converted to condos
 - Environmentally friendly buildings are expensive ownership
- Governance
 - More tax breaks needed to offset interest
 - Excessive bank profits
 - More support for secondary suites needed
 - Being addressed by council
- Social
 - Wage structure not meeting needs COL
 - Poverty shift to young families away from baby boomers
 - Homelessness is a hidden reality

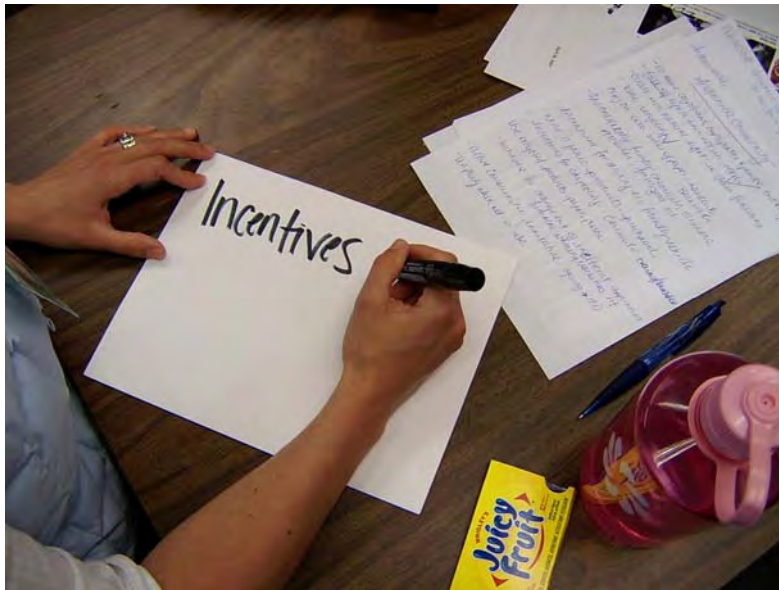
Gaps

- Huge gap in affordable housing
- Gap between have versus have-nots increasing
- Single seniors living in huge homes by themselves
- Marketplace supply and demand creates price
- Jobs all in one area creating massive shortage in other areas

Descriptions of success

APPENDIX I OLDS PUBLIC INPUT REPORTS

- Housing for all (no barriers)
- Program to match seniors with safe tenants so seniors can remain in their homes longer
- Homes that produce as much NRG that it uses – solar panels and skylights



CURRENT REALITY (continued)

BUILT ENVIRONMENT

Principles

- Substances extracted
 - More built, more needed
 - Huge pressure for materials (at any cost)
- Substances produced
 - More buildings more CO₂
- Increasing degradation
 - Loss of natural areas
- Meeting basic human needs
 - Aging infrastructure with intense pressure to replace
 - All this asphalt means more run off and over loading storm sewer system

Dimensions

- Environment
 - Losing natural areas
 - Higher industry standards not in place
- Culture
 - Demands - the more you have the more you want
 - Buildings being used as a canvas for local artists – cool!
- Economy
 - BOOM
 - Big box stores are now here
- Governance
 - Public funds to meet challenges of infrastructure needs
 - Left of centre vs. right of centre
- Social
 - Demands for public facilities, CLC, Gateway, track, theater
 - Creates opportunities for integration of generations

Gaps

- Non sustainable boom

Descriptions of success

- Infill redevelopment vs. urban sprawl
- “LEED” design the norm
- Mandatory environmental stewardship
- Design building to fit landscape, not the other way around
- Paradigm shift of thought to future generation
- Planned, managed, sustainable growth
- Adequate funding from higher government
- Opportunities for integration
- Balanced mix of big boya plus small business

CURRENT REALITY (continued)

FOOD

Principles

- Substances extracted
 - Upsetting natural growing cycles
- Substances produced
 - Genetically modified seeds
 - Pesticide use in food production
 - Carcon fuel use to transport food
- Increasing degradation
 - Fishing methods destroy seabed
 - Deforestation make farm land
 - Creates alkaline patches
 - Freezing mediums (Freon) release to atomosphere
- Meeting basic human needs
 - Haves and have-nots
 - Not sure what you are eating
 - Potential disease “mad caw”
 - Heavy metal accumulation in food chain

Dimensions

- Environment
 - Agriculture heavily relies on chemicals , hormonal, and genetic modifications
 - Food packaging
 - Imports affects environment in other countries
 - Over fishing and destructive methods
 - Fish farms destroy native stocks
- Culture
 - Quick cooking methods
 - Processed
 - Lots of fast food and eating out
 - Overeating and poor nutrition
 - More variety
- Economy
 - Middle man getting rich not producers
 - Depleted stocks (fish) Loss of industry & jobs
 - Not enough workers to work in food industry
 - Farm wives often need to work in town for family to survive
- Governance
 - Lack of law to protect food production methods
- Social
 - Overweight society – inactive
 - Impact due to loss of farming way of life

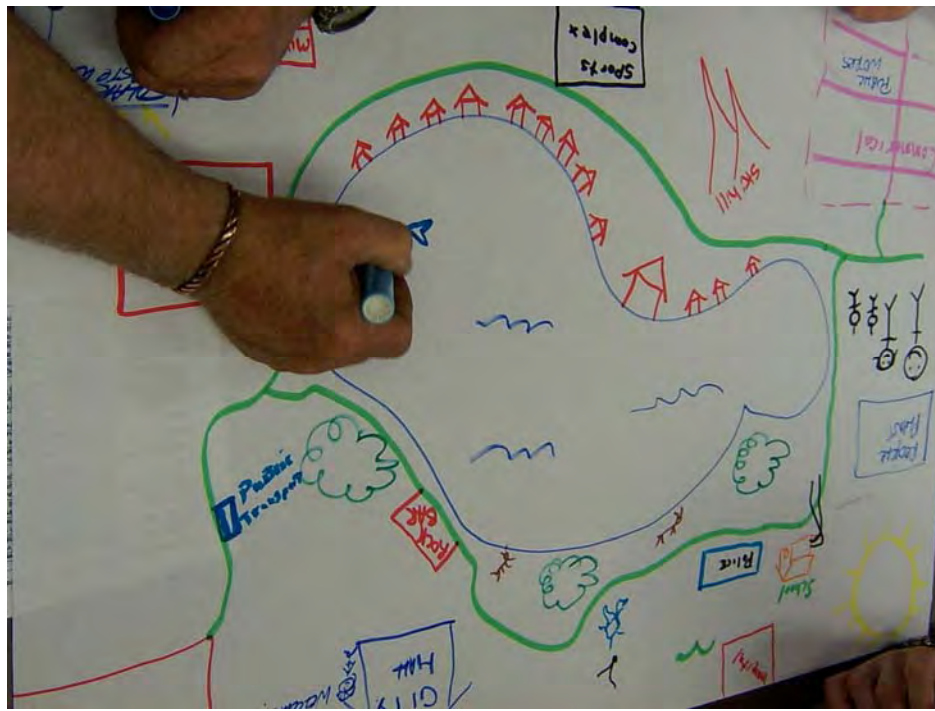
CURRENT REALITY (continued)

Gaps

- Education as to where food comes from
- Present fishing methods
- Fast food culture
- No time/stressed
- Not enough education

Descriptions of success

- Lots of safe food supply
- Home grown organic foods ie. Meats
- Less fast food, healthier
- Change to environmentally friendly packaging
- Sustainable seafood stocks
- Health conscious/knowledge/awareness
- NO junk food schools and recreation centres
- Community gardens



CURRENT REALITY (continued)

HEALTH AND SOCIAL

Principles

- Substances extracted
 - Drug production
- Substances produced
 - Biowaste
 - Drugs move through biological cycles
 - Super bugs
- Increasing degradation
 - Pressure on healthcare means more carbon based fuel
 - Water pollution causes illness
- Meeting basic human needs
 - Longer life – advances in research
 - More boomers put pressure on health care

Dimensions

- Environment
 - Water and air pollution causing problems
 - Salt water from pool released into sanitary system into rivers
- Culture
 - A lot of people rely on social programs without taking responsibility for themselves
 - Instant gratification
 - Everyone so busy less time for family
 - Culture of e-relationships
- Economy
 - Public funding not necessarily the most efficient cost effective use of resources
 - Lack of doctors and nurses
- Governance
 - Immigration policy inadequate
 - Environmental standards inadequate
 - Turning point – baby boom affect concerns for health services and accommodation for aging population
- Social
 - Blurred distinction between want and need
 - Obesity
 - Stem cell research
 - Changing definition of family

CURRENT REALITY (continued)

Gaps

- Lack of medical staffing
- Smaller population to provide tax base to provide the services
- Planned parenthood and teenage pregnancy
- Over use of antibiotics

Descriptions of success

- Enable quality of life to elderly by enabling access to reasonable accommodations and facilities
- Strong social safety net
- Holistic healing options
- Universal healthcare with inclusion of suitable alternatives
- Link local recreation centres with health care
- Hospital with recreation facilities and green spaces
- Affordable drugs
- User pay system – reduce doctor visits
- Incentive for medical personnel
- Healthy food is affordable
- No wait lists for surgery
- Adequate home care and hospice facilities
- Active communities/living initiatives
- “Walkable” communities
- Everyone should have basic health/medical training so they can look after themselves (to a point) and reduce unnecessary doctor visits

CURRENT REALITY (continued)

WATER

Principles

- Substances extracted
 - Oil companies extracting H₂O, polluting it and rendering it useless to potable supply
- Substances produced
 - Terrorism
 - Pollution
 - 24-D, Dicamba, mecoprop in Alberta rivers
- Increasing degradation
 - Depleting supply
- Meeting basic human needs
 - Must have green lawns
 - Killing marine life and fish for human consumption

Dimensions

- Environment
 - Destroying water shed
 - Industrial usage and loss
 - Global warming and excessive water (floods) costs huge coin
 - Infiltration of ground water into sanitary system
- Culture
 - Unrealistic expectation of clean and abundant H₂O
 - Heavy consumers compared to other countries
 - Under estimate the importance of H₂O
 - Tap water has a bad rap
- Economy
 - Inexpensive/unrealistic
- Governance
 - No government responsibility
 - Water conservation restrictions only come with crisis
- Social
 - Overusing – extra showers/baths
 - Green lawns

Gaps

- NO incentives to conserve H₂O or protect
- Lack of education
- Unwillingness to make personal sacrifice
- Need to harness rainwater for reuse

CURRENT REALITY (continued)

Descriptions of success

- Safe clean and abundant
- Minimize water loss
- Access to natural water areas
- Water conservation increased
- Common practice to reuse rain water
- Collection of rain water
- Address global warming
- Good community planning re food zones
- Public acceptance that its ok if tap water doesn't taste like bottled water – still clean and safe



CURRENT REALITY (continued)

ENERGY

Principles

- Substances extracted
 - Still relying on fossil fuels for production of energy
- Substances produced
 - Coal generation still a popular method for energy generation (more releases into the atmosphere)
- Increasing degradation
 - New transition lines still being proposed and considered which will degrade large areas of land
- Meeting basic human needs
 - Energy is still affordable so people do not practice conservation as much as they should
 - crisis with respect to electrical supply as prices are about to increase

Dimensions

- Environment
 - High efficiency town buildings
 - Municipal buildings not as efficient as they could be
- Culture
 - Truck driving/RV culture
 - The car is King
 - More square foot per person in housing
- Economy
 - Town still depends on energy sector as part of economy
 - High incomes cause no incentive to save \$\$\$ and energy
 - Oil is king in Alberta
- Governance
 - Council/Staff support retrofitting of facilities
 - Leading by example, bringing initiatives forward
 - Understanding the need to change NDW
 - No LEED design consideration
- Social
 - Wealthy community
 - Starting to understand that resources are finite/some non-renewable
 - Energy is taken for granted - ignorance

CURRENT REALITY (continued)

Gaps

- Using more renewable energy
- Education about energy efficient products
- No solar, wind, or geothermal
- Lack of public education on simple conservation tips
- No research into alternative affordable energy sources
- Price/availability of alternatives
- More education about energy use and resulting CO₂

Descriptions of success

- More renewable energy
- Less energy per capita than used now
- Legislated energy efficiency
- Wind power
- Solar power heat recovery
- Natural lighting
- Town Hall takes lead role in providing info to the public
- LEED community
- More options developed and become readily available
- LED street lights
- Ethanol fuels
- Get out of the Middle East and reduce reliance on foreign oil

CURRENT REALITY (continued)

GOVERNANCE AND PARTNERSHIPS

Principles

- Substances extracted
 - Organization that is using less paper and doing more e-business
 - Too much discussing? to attend partnership meetings
- Substances produced
 - Olds taking the lead on many initiatives , but most regional partners not participating
- Increasing degradation
 - Energy conservation being practiced and being encouraged in community
- Meeting basic human needs
 - Affordable housing at the forefront of council agenda
 - Need smaller governance region? Or bigger?

Dimensions

- Environment
 - Roll out bin schedule
 - Environment directly related to community health
- Culture
 - CLC, Communities in Bloom, Olds Fashioned Christmas> arms length from administration
- Economy
 - Olds Institute, P2P – Tourism, Town attracting new business
- Governance
 - Regional water and waste water commissions, solid waste as well
- Social
 - Affordable housing task force
 - All community service groups are county and regional
 - Partnerships now accepted/the norm

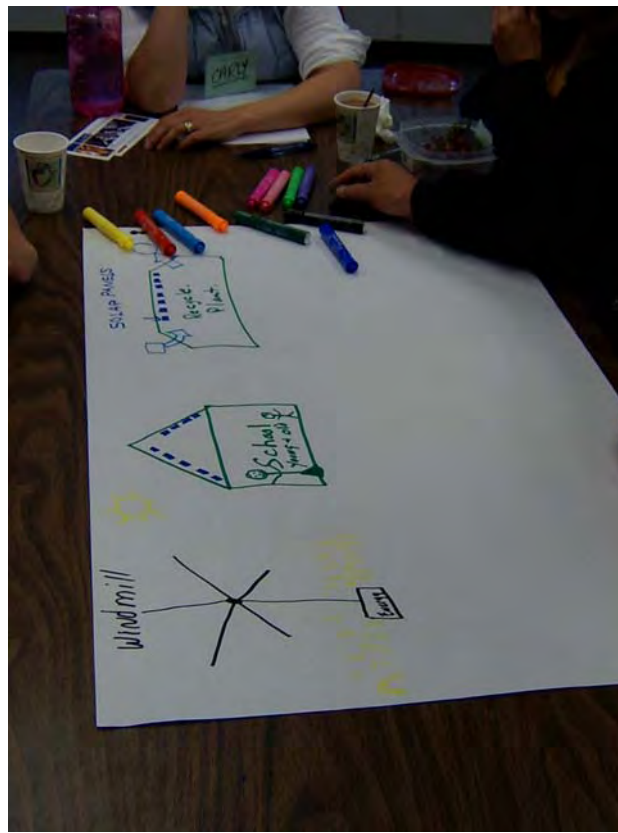
Gaps

- Toilet recycling not regional
- Where to recycle the toilet?
- Subsidy program for parents of young children, for childcare, recreation and sports
- Not for profits don't seek self sufficiency
- Lack of collaboration or assignment of responsibility among 3 levels of government

CURRENT REALITY (continued)

Descriptions of success

- Larger Recycle program
- Decrease natural; gas usage
- Zero waste of resources
- More www use and decrease pf paper usage/driving to city hall for info
- NFP strive for some sort of financial independence
- Partnership/sponsorship of non-profits by business/large industry
- Corporate responsibility
- More public involvement ie. More people voting



CURRENT REALITY (continued)

MATERIALS AND SOLID WASTE

Principles

- Substances extracted
 - More products produced by recycled items, plastic or cardboard
- Substances produced
 - Too much waste being buried in the landfill
- Increasing degradation
 - Not enough recycling
 - New landfills being created all the time
- Meeting basic human needs
 - Doing well compared to the third world countries
 -

Dimensions

- Environment
 - All garbage goes to Didsbury landfill
 - Not my problem
- Culture
 - Proliferation of plastic shopping bags which is still acceptable
 - Buy, buy, buy! Materialism run amok
- Economy
 - Handling of solid waste still inexpensive
- Governance
 - Town is an environmental leader ie. biobags
- Social
 - Household recycling socially acceptable and demanded by community
 - People will meet the maximum allowed amount for garbage

Gaps

- People don't want to do the work involved with recycling
- Mandatory tours of landfills
- Lack of sustainability planning on an individual basis
- Packaging of consumer products in non recyclable containers
- Reduce maximum garbage allowed

Descriptions of success

- 0% hauled to landfill
- 100% recycling/composting
- Some SW used in production of energy/heating/fuel
- More recycle stations around Town of Olds Plastic shopping bag free community
- Individuals will recognize the collective impact of thinking and acting sustainably

CURRENT REALITY (continued)

NATURAL AREAS

Principles

- Substances extracted
- Using environmentally safe pesticides
- Using mulch to stop grass growth instead of pesticides and grass killer
- Substances produced
 - Too much pesticides
 - Too much chemical fertilizers
 - Over use of existing areas cause devastating effects
- Increasing degradation
 - Olds sprawl into agricultural lands
 - Lack of forested areas, canopy
 - Ducks unlimited west pond
- Meeting basic human needs
 - More ties between development and green space needed

Dimensions

- Environment
 - Lack of environmental education opportunities
 - Lack of sufficient forested areas (O₂ –CO₂ issues)
- Culture
 - Lack of natural areas
 - Agricultural roots of community lost
 - Urban society that is where most things are, no real use of the natural areas
- Economy
 - Lack of green space may deter new residents and business
 - Big box stores came at the expense of Ag land
 - College building botanic garden
- Governance
 - Slow action to protect
 - Lack of collaboration between Town and Olds College to protect and maintain
 - Tree- protection bylaw
- Social
 - Weak support to maintain i.e adopt-a-park
 - Too many expectations to manicure use chemicals etc.

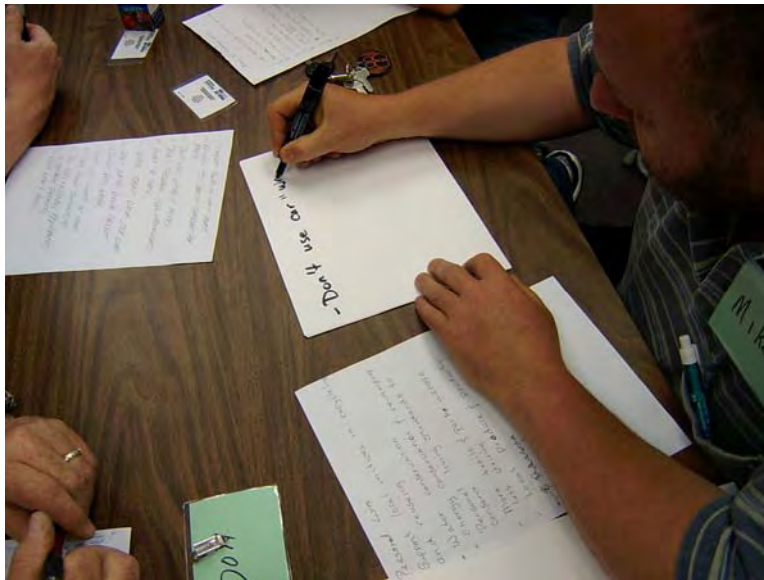
Gaps

- Wet lands decreasing management between development and natural areas balance
- Loss of natural corridor preventing movement of wildlife, causing them to be in populated areas eg coyote that was living in Calgary under the deck

CURRENT REALITY (continued)

Descriptions of success

- Ban on herbicides/chemicals
- Well established education and guidelines
- Adequate policy for protection and preservation of natural areas
- More than 10% being allocated to the parks in new subdivisions
- Plant more trees
- Use of compost
- Government realizes that it does not have to “manage” everything in nature ie. Noise from crows, etc.
- Marnie wants “Butterfly and Water Gardens”
- People accept that nature is “natural” not pristine and contained



CURRENT REALITY (continued)

ARTS/CULTURE/HERITAGE

Principles

- Substances extracted
 - Museum Shows local heritage
 - Agriculture
 - Building new buildings instead of reusing/preserving old
- Substances produced
 - Creating a “global culture” losing our own cultural identity
- Increasing degradation
 - Losing our farmland to development
- Meeting basic human needs
 - Healthy community culture allows us to notice when needs are not being met
 - Not meeting the needs of multicultural population
 - Music and arts contribute to mental and educational development

Dimensions

- Environment
 - Mural by the pool done by a bunch of different artists
 - Herb Samis garden (Communities In Bloom)
- Culture
 - High concentration of local artists in community
 - Organized farmers market
 - Lack of – need more
 - Communities in Bloom good
 - Excellent volunteer base
- Economy
 - Olds Fair and Rodeo
 - Box stores threatening our uptown history
 - Olds Ag society (50 out of 52 weekends per year something happening)
- Governance
 - Support for uptown revitalization
 - Not funding enough
 - Arts low priority
- Social
 - Music festivals
 - Existance of some ethnic groups
 - Canada Day celebrations
 - Olds fashioned X-mas
 - Communities in Bloom

Gaps

- No planning presently
- Lack of diversity in art types

APPENDIX I OLDS PUBLIC INPUT REPORTS

- Not enough promotion externally
- Too much red tape to access funding
- Not broad enough spectrum of arts
- Not enough people involved from society groups/strata

Descriptions of success

- Music festivals (monthly?) (Jamming etc.)
- Preserve or enhance historic buildings
- Fully functional performing arts centre
- Drive ins
- Traveling groups come here regularly
- Festivals and arts attract business and visitors
- Long term sustainable sources of funding
- Citizens involved in some form of arts



CURRENT REALITY (continued)

RECREATION AND LEISURE

Principles

- Substances extracted
 - Most facilities are not energy efficient
- Substances produced
 -
- Increasing degradation
 -
- Meeting basic human needs
 - Facilities meet recreation needs of current population
 - Town does not provide programs (accept at aquatic centre)

Dimensions

- Environment
 - Arena not environmentally sustainable
 - Poor public perception of what is involved in recreation facilities
- Culture
 - Meets needs of current population
 - Too focused on “ice” sports not broad enough
 - Emphasis on competition not participation
 - All organized sports
 - Not enough time for activities
- Economy
 - Grizzlies bringing in money
 - Not hosting enough recreation and leisure opportunities to attract tourist \$\$\$
- Governance
 - Lack of understanding ie. the benefits of recreation
 - Under-funded
 - Not thinking of future expansion or future population increases
- Social
 - Not enough annual events to bring citizens together
 - Under use of recreation facilities

Gaps

- Not hosting enough events
- Not enough for the youth
- Lack of promotion of recreation opportunities within town and beyond

Descriptions of success

- Self-sufficient funding
- Recreation and leisure opportunities will be marketed to target residents and tourists
- Skateboard park will be built
- Olds will be destination/host of choice for visitors to attend special events

CURRENT REALITY (continued)

ECONOMIC DEVELOPMENT

Principles

- Substances extracted
 - No strong legislation to ensure environment not being hurt
 - Deal with it later mentality eg. Using too much water
 - Development “crazy”
- Substances produced
 - Blind eye to environmental degradation eg. Allowing dumping too much garbage, not recycling in name of economic development
- Increasing degradation
 - Using non- recyclable supplies and equipment
- Meeting basic human needs
 - Lack of housing for workers even though lots of jobs
 - Loss of wetlands, agricultural lands, forests

Dimensions

- Environment
 - Lack of environmental concern
 - Not attracting business that it should or could
- Culture
 - Pretty diverse not sure if have enough attractions to attract businesses and residents
 - College helping with multiculturalism with international programs
- Economy
 - Not moderate, we are not in control of it (it is driving us)
 - Olds Institute has a good handle on this
- Governance
 - Have Olds Institute
 - Town on board re: sustainability
 - College
 - Too much red tape for home business
- Social
 - CLC
 - Schools to stand alone
 - Horizon school good

Gaps

- Develop and promote environmental sustainability
- Laws and processes that protect environmental resources
- Could become more world view/multicultural
- Lack of long term planning for the community
- No plan for bust or cool economy (when boom slows)
- NO continuity in governance
- More doctors and hospital capacity needed

APPENDIX I
OLDS PUBLIC INPUT REPORTS

Descriptions of success

- Industry that uses environmentally friendly technology and processes
- Partnerships at public agencies
- Public input as to what industry comes to Town of Olds
- Strong economy will enhance attractions and culture
- Green or LEED business or buildings
- Tree preservation
- Strong governance attracts economic development which helps economy
- Mandatory trails/parks/etc. with development plans and must demonstrate sustainability
- Governance with strong plans in place to deal with the 5 dimensions attracts economic development
- Social diversity and acceptance
- Services available regardless of socioeconomic status

CURRENT REALITY (continued)

TRANSPORTATION

Principles

- Substances extracted
 - Depletion of nonrenewable resources unchecked
- Substances produced
 - Emissions, smog, traffic congestions
 - Road rage too much traffic to meet supply of goods
- Increasing degradation
 - Increased commuting contributes to social, economic and environment
- Meeting basic human needs
 - Urban sprawl/increasing distances = must have vehicle
 - Too far to walk to most places
 - People that can't afford to live in Olds must commute from other communities

Dimensions

- Environment
 - Depletion of irreplaceable fossil fuels
 - Too much idling in traffic = emissions
- Culture
 - Lack of public transportation
 - One person, one car!
 - Drive not walk, or ride a bike
- Economy
 - If transportation not easy accessible people won't go out as much socially, spend \$\$
 - Expensive infrastructure deficit
 - Use of ambulance for transportation to medical appointments in cities
- Governance
 - Not even an issue/no discussion
 - Emission controls on cars not strong enough
- Social
 - Contact/friendships cannot be established if can't get around
 - Sunshine bus good but does not meet volume

Gaps

- Not investigating alternate fuel sources
- Enhance road system
- Is no/little public transportation or incentive not to drive
- Need to create bike lanes and trails
- Enhance sidewalks
- Lack of efficient delivery systems
- Too reactive not proactive – need to get on radar
- More of everything, roads, buses, parking

APPENDIX I OLDS PUBLIC INPUT REPORTS

Descriptions of success

- Using fuel efficient /alternate sources for vehicles
- More working out of home to reduce driving
- LRT's
- Bus lanes
- Some shopping districts all on foot
- Pedestrian and bike friendly community
- Interconnected community transportation systems
- More electric/hydrogen vehicles
- Easy access to shopping and services (no difficulty travel, park pedestrian areas)
- Action plan in place for transportation
- More local manufacturing so less transportation of goods
- More local trades people or craftsmen
- All of the above

ACTIONS FOR ACHIEVING SUCCESS

CONSERVE & RECYCLE H2O

- Collect Rain Water
- Rain barrel at every house
- Tiered water rate structure
- Grey H2O in toilets
- Water conservation, low flush toilets, shower with a friend, water lawn restrictions
- Find and reduce infiltration into sanitary system

CONSERVE ELECTRICITY – TURN THINGS OFF

- Flick off lights when not in room
- Use clotheslines to dry clothes
- Investigate energy efficient grants for home appliances, etc.
- Incentives for energy efficient homes and businesses
- Buy eco-friendly appliances and products, programmable thermostats
- LEED design for new municipal buildings
- Turn off not log off
- Upgrade homes to be energy efficient, streamline grants available
- Work with developers on a net zero community
- Unplug appliances when they are not in use
- Energy conservation, use compact florescent light bulbs, shut lights off

RECYCLE YOU STUPID BL__ ?!

- Recycle bins beside public garbage bins
- Recycling programs, more efficient, less packaging, support local initiatives
- No Styrofoam cups, plates, or plastic cutlery, all staff have personal coffee cup and town provide set of dishes and cutlery for use
- Use reusable cups & cutlery rather than disposable
- Ban plastic shopping bags
- Recycle as much as possible

PLAN YOUR ROUTE DON'T IDLE OUT

- Idle free community, internal combustion engine
- Shop locally to reduce car fuel use
- Public transportation system, commuter bus, carpooling
- Carpooling
- Shorter workweek – work from home
- “Bike Only” road lanes
- Don't leave cars idling
- More walking, less driving
- New development include mini-commercial as a requirement
- Don't use car – walk, public transit

APPENDIX I OLDS PUBLIC INPUT REPORTS

- Use local produce and products, biodegradable or reuse bags

DEVELOP A COMMUNITY SUSTAINABILITY EDUCATION PROGRAM

- Educate yourself to environmental concerns and readiness
- Private/public partnerships towards sustainability projects
- Public education on sustainability tips
- Increase education recycling and places to recycle
- Issue awareness throughout community
- Support local cultural events
- Sustainability training honors principles of sustainability (walk the talk)

TOWN TO BECOME MORE INVOLVED IN ACTIVE LIFESTYLES PROGRAMS

- More direct programming for community services department
- Active community initiatives, younger generations to become and stay active
- MRI clinic in Olds (reduce travel)

REDUCE OUR RELIANCE ON PAPER

- Make photocopies on both sides of paper, handouts, brochures, reports
- System for paperless work orders and purchase orders

ENVIRONMENTAL STEWARDSHIP @ HOME (TREE HUGGER)

- Plant gardens and preserve produce
- Plant a tree or garden
- No weed and feed, no pesticide/herbicide use on residential property
- Reduce lawn and garden maintenance
- Plant trees through the "Trees" program
- Plant and maintain trees on private and public property

ATTITUDE ADJUSTMENT

- Complain less accept that the world is not perfect
- Take care of property/pride in neighbourhoods so infrastructure lasts longer
- Become more self-sufficient in everyday things

EVALUATIONS (RECEIVED)

7. Overall, how satisfied are you that you had a meaningful opportunity to participate in sustainability planning for the community?

Not satisfied					Very satisfied
1	2	3 (X1)	4 (X3)	5 (X5)	6 (X5)

2. What was the most effective and/or beneficial part of the seminar for you?

- Group activity on understanding principles
- Last part – sharing our ideas and categorizing them
- Identifying actions
- Group sharing
- Sharing of ideas & initiatives among co-workers
- Hearing other peoples ideas
- A few good original ideas were shown
- Sharing ideas on the wall
- Different stations and analyze the problems
- Education on what we can do as a community
- Practical definition of sustainability
- Writing all the ideas under the headings on the walls
- David

3. What was the least effective and/or beneficial part of the seminar for you?

- Having to do 15 potential areas was too much – by end I was too tired to think of any more ideas
- None
- Lunch
- The pizza sucked
- Lack of original ideas was disappointing
- Writing on windows dividing, current reality/gaps/descriptions of success
- Lunch
- None
- Switching groups
- N/A

4. How might we have done this differently to get better information or give you a better opportunity to participate?

- Process worked for me
- ½ day session would have been better (lots of “work” stuff put on back burner)
- Make a TV program
- Make it shorter
- More outlines
- Smaller class sizes
- N/A
- Encourage participation early
- I think if I had stayed with the group I first sat with, I think I would have been more comfortable

- Don't change

5. What new insights do you have as a result of today's discussions?

- Easy to do changes
- It all starts with the small things
- How fast we are using up our resources
- Eyes wide open – lead by example – walk the talk
- Awareness
- None this is old news
- Better understanding of sustainability
- Practical global awareness now
- Little things matter
- The earth has a parasite called the human race
- Council will need to address needs not just \$\$\$
- That the world is listening. Hope maybe the world will start acting instead of taking
- Too many

6. Do you have any additional comments you want the writers of the Sustainability Plan to take into consideration?

- Make the document accessible – not too technical
- Seminar was well done by David
- Actually do it
- Nice job David and Thank you
- Be practical and easy to understand, make it accessible to large numbers
- No

7. Given the day's discussions, how would you rate your own personal level of understanding of sustainability planning?

Not very high					Very high
1	2	3 (X)	4 (X5)	5 (X6)	6(X3)

One person who circled 4 added that they had zero knowledge of sustainability planning at the start of the day.

One person commented that we should “walk the talk” as we used styrofoam plates & plastic cutlery to eat a “fast food” meal



**Town of Olds
Review and Feedback on Public
Consultation Sessions**

Submitted to:

**Nina Gales,
Town of Olds**

September 7, 2007

Prepared By:

The Natural Step Canada

www.naturalstep.ca

Background

The output of the six community sessions held in May and June will be submitted to the Citizens Advisory Group (CAG) to be used as input in the development of the Municipal Sustainability Plan (MSP). TNS Canada has been asked to review the various pieces of community input and offer some overall reflections on it for consideration by the CAG as they move into their planning process. This written feedback, therefore, is intended to include reflections on key sustainability challenges and opportunities, as well as inconsistencies and/or errors that may have arisen as a result of misinterpretation of the sustainability principles (given the short introduction provided and the fact that not all participants completed the e-learning course before providing their input).

We are pleased to submit this review and would be more than happy to discuss any of the comments in more detail.

Comments

Engaging community members in sustainability planning is extremely valuable as it begins to focus the community's mindset on the imperative of sustainability. Further it emphasizes that sustainability planning is about focusing, not on short term fixes to emerging issues, but rather on long-term integrated visions for the community that proactively avoids problems before they occur. The implementation of solutions is done not as one giant leap but rather strategically, step-by-step making wise investments that provide flexible platforms from which to launch subsequent investments until the sustainable visions are realized.

And you have begun playing the game of sustainability. This is also extremely valuable as it begins to build capacity amongst the participants.

It was apparent from the feedback from the public consultation sessions however, that a number of participants had difficulty grasping the sustainability principles. And understandably so, we find that on first, second and third reading people have a hard time grasping the principles. As written, they communicate their underlying science clearly but there is just something about the "not being subject to systematically increasing" language that takes some getting used to. Most people do however become very comfortable and ever more competent with them after working with them a bit.

It is difficult at this time, therefore to provide you with observations on the overall sustainability challenges and opportunities for the Town of Olds.

The following provides a brief elaboration on each of the principles to help address some of the common challenges that participants seemed to face as

they began working with the principles (please also see appendix A for additional explanations and guiding questions for each sustainability principle):

- *Sustainability Principle #1: In a sustainable society, nature is not subject to systematically increasing concentrations of substances extracted from the Earth's crust.*

The first sustainability principle refers to the use of mined metals, minerals, and fossil fuels and other such substances found within the earth's crust. So, anything that does not refer to these substances, as was the case with some input, probably relates to one of the other principles. The concern is not so much with the fact that the metals, minerals and fossil fuels have been extracted; but more with how they are being used. Are they allowed to dissipate and cause a systematic increase in concentrations of these substances in nature? They can dissipate in so many ways, such as leaching out of products, during extraction and manufacturing processes, through burning (as is the case with fossil fuels), and even unintentionally such as through accidental spills, etc. So we must take a whole systems perspective and think of the full life cycle and supply chain of these substances and then take strategic actions to reduce and eliminate our contribution to such systematic increases. Interestingly most substances from the earth's crust are elements and as such, can be used over and over again without losing quality (i.e. metals). So, they are not inherently unsustainable, and in fact can be important materials for a sustainable society.

- *Sustainability Principle #2: In a sustainable society, nature is not subject to systematically increasing concentrations of substances produced by society.*

It appeared that a number of people viewed the second sustainability principle to mean "stuff" produced by society as opposed to "substances". We find that many people initially view SP 2 in this way. By "substances" the principle refers to human made chemicals; all 70,000 – 100,000 of them, most of which nature has never before experienced nor adapted to. It is the persistent substances that we really need to be careful with not allowing them to dissipate, because they will continually increase in concentrations until they become a problem given that they take such a long time to break down.

- *Sustainability Principle #3: In a sustainable society, nature is not subject to systematically increasing degradation by physical means.*

This one was probably the easiest for participants to grasp. Natural systems process waste and break it down. However, two things are happening; natural systems are receiving more waste (as noted in the first 2 principles) than they are able to process and at the same time they are physically being removed or degraded. For example at the same time that we are adding

more CO₂ to the atmosphere, forests that would help sequester some of the CO₂ are systematically being removed.

Physical degradation can occur in 3 ways – one is by taking more on an annual basis than nature is able to replenish or in other words drawing down the capital rather than living off the interest. This applies to forests, fishery, water extraction, collecting plants etc.

The second way we can physically damage nature is by displacing it (i.e. paving over it, clear cutting), altering it (damming rivers or channelling streams into culverts etc.) or other forms of manipulation (such as agricultural practices that allow losses of top soil, salination, compaction etc.) The third way is through the loss of biodiversity (for example replacing forests with monocultures).

- *Sustainability Principle #4: In a sustainable society, people are not subject to conditions that undermine their ability to meet their needs.*

While the first 3 sustainability principles address ecological mechanisms, the 4th principle is more of a socio-economic principle that relates to how we interact with each other. By “needs”, we mean the generic inborn needs that all humans seem to share all around the world. How these needs are satisfied differ from place to place – but nevertheless, we all seem to share these same needs. The needs that we all share are subsistence, freedom, identity, creation, idleness, participation, understanding, protection and affection. And interestingly, if any of these needs go unmet for long periods of time, we become ill - physically, mentally, or emotionally. A lack of any of them represents a poverty of some kind. So the question is: Are we, in any way, contributing to or putting up barriers to people’s capacity to meet their needs? Please see Appendix A for examples of what is meant by barriers.

This means that all of our systems, interactions, processes, products etc. need to be aligned with these principles for society to be sustainable. This requires us to look at the entire life cycle and supply chain of our products and practices and to begin implementing changes in order to align with the sustainability principles.

The principles are not prescriptive in terms of solutions; they simply establish the basic requirements for the design of solutions. And they cover all aspects of sustainability where the ultimate goals are social and ecological sustainability and a vibrant economy is the means to ensure that the goals are achieved.

Further, the concept of the funnel suggests that if our practices continue to contribute to violations of the principles then we will be increasingly faced with challenges such as increased operational costs (i.e. for energy, waste disposal, infrastructure and building maintenance, health care, policing, water treatment,

insurance, etc.), increased demand for social services, regulations and compliance challenges, public health issues, etc.

The sustainability principles are designed to be used in a process referred to as backcasting from principles. A generic strategic planning model that is used to frame this process is the ABCD model which is illustrated and described in Appendix B.

The public consultation sessions began to focus participants thinking about the future of their community and about some of the sustainability challenges and opportunities for the various community focus areas. And although the output from the sessions was not very rigorous given the challenges that participants had with understanding the sustainability principles it provides valuable information that can be fed into the CAG process.

The backcasting from principles process is intended to “A” - build awareness amongst participants and create a shared understanding and language for sustainability; “B” - understand the community’s **current reality** with respect to each focus area from the perspective of the **sustainability principles**. This is done by listing all of the flows and practices that are problematic from a sustainability perspective as well as considering all of the assets that are in place to deal with the problems. Appendix A provides sample questions that can be used to help guide participants through this process.

The **current reality** analysis is also intended to understand where the community is currently at for each focus area from the perspective of the goals it has identified for each of its five **dimensions**. It is therefore desirable for the community to establish high level goals that describe where the community aims to be with respect to its social, cultural, environmental, economic, and governance aspects. Please see top of page 29 of the Municipal Sustainability Planning Guide and the “5 Dimensions of MSP” guide provided in the MSP binder (tab #3) for a more elaborate description of the dimension goals.

The **Descriptions of Success** (“C”) are intended to identify desirable and sustainable characteristics (visions) for each focus area. This is a visioning exercise where we focus our thinking - not on the kinds of incremental improvements that could be made to our present focus areas - rather we look long-term and identify characteristics of desirable focus areas that meet human needs (such as the need for freedom, protection, identity idleness etc.) and align with all 4 sustainability principles. Using transportation as an example, characteristics might include statements such as: it is fossil fuel free, all metals are recycled, it is convenient and seamless, safe and enjoyable, it respects and mimics the natural flow of water, it is affordable, etc.

The characteristics are created and listed by applying the constraints of the sustainability principles to trigger creativity and to scrutinize suggestions. By

identifying principle based characteristics, we are able to design problems out of the system before they occur and avoid otherwise unforeseen challenges and costs. This will also help with identifying new business opportunities that can support the transition towards sustainability and with identifying desirable characteristics of companies that we would like to attract to our communities.

The descriptions of success developed through the public consultation sessions identify some good examples of characteristics (as well as action ideas) for the Citizens Advisory Group to consider in its creation of desirable visions for each focus area.

Once we have a clear idea of where we want to go with respect to each focus area and an understanding of how the focus area is contributing to unsustainability we can then brainstorm actions, investments, initiatives, etc. to “bridge the **gap**” (also part of the “C” step). The public consultation sessions identified a number of possible initiatives, investments etc. that could be considered through the “prioritizing actions” exercise (“D” step) that the CAG will eventually undertake.

Appendix B provides background information on the Natural Step Framework and on the generic strategic planning model (referred to as the ABCD process) that can be used for any sustainability planning endeavour.

Appendix A – Guiding Questions for the Sustainability Principles

Sustainability Principle #1: In a sustainable society, nature is not subject to systematically increasing concentrations of substances extracted from the Earth's crust.

The fundamental current reality question with the first sustainability principle is **“how is the focus area contributing to the systematic accumulation in nature of substances extracted from the Earth's crust?”** In order to answer this fundamental question, consider the following guiding questions:

1a) Does the focus area rely on processes that use trace metals and minerals (e.g. mercury in electronics, cadmium in batteries or paint-dyes, etc...)? What ultimately happens to these metals and minerals?

Rationale: Trace metals exist in low concentrations in nature, and therefore even if a small amount gets into nature, their concentration can increase very quickly. Trace metals can enter nature by leakages during the mining or production process, dissipative uses of products that contain trace metals (e.g. paints) and/or disposal of products that contain trace metals (e.g. electronics and batteries to landfill/incineration)

1b) Does the focus area rely on fossil-fuel based energy for operations (e.g. coal-fired electricity, gas-fired electricity, gas for heating, etc...)?

Rationale: When fossil fuels are combusted for energy, substances such as carbon dioxide and sulphur oxides are formed and released into the atmosphere. These substances accumulate and increase in concentration. This increase in concentration leads to problems such as climate change, poor air quality, and acid rain.

1c) Does the focus area rely on fossil-fuel based transportation to move people and things (e.g. vehicle fleets, flights for business trips, commuting of employees, collection of garbage, transport of products and supplies, etc...)?

Rationale: The vast majority of transportation modes today use fossil fuels such as diesel and gasoline. When fossil fuels are combusted for energy, substances such as carbon dioxide and sulphur oxides are formed and released into the atmosphere. These substances accumulate and increase in concentration. This increase in concentration leads to problems such as climate change, poor air quality, and acid rain.

Sustainability Principle #2: In a sustainable society, nature is not subject to systematically increasing concentrations of substances produced by society.

The fundamental current reality question related to the second sustainability principle is: **how is the focus area contributing to the accumulation in nature of substances produced by society?** In order to answer this fundamental question, consider the following guiding questions:

2a) Does the focus area use or produce synthetic substances that contain persistent compounds (e.g. PVC in piping, volatile organic compounds in cleaners, paints and adhesives, CFCs in refrigerants, brominated fire-retardants in electronics and furniture, etc...)?

Rationale: The appearance of these substances in products means that they must be used and disposed of in a manner that does not allow them to leak into nature. For example, they may leak into nature through dissipative uses (e.g. off-gassing paints, aerosol sprays, storm water run-off, etc), landfills or incineration. If they leak, persistent compounds will accumulate and, eventually, reach a toxic or harmful threshold. For example, although CFCs were considered a "miracle" substance when they were invented, due to their complex nature, they were not broken down easily and accumulated in the earth's atmosphere. As a consequence of this accumulation, CFCs interacted with ozone and began to break down the ozone layer.

2b) Does the focus area rely on production processes that use synthetic substances that contain persistent compounds (e.g. dioxins or furans in the pulp and paper process)?

Rationale: The use of these substances during production processes means that there is a risk that they will leak into nature, either through accidental spills or production processes that allow them to leak (e.g. carried out through effluent water). As these substances dissipate in nature, they will accumulate in concentration and eventually reach a toxic or harmful threshold.

Sustainability Principle #3: In a sustainable society, nature is not subject to systematically increasing degradation by physical means.

The third sustainability principle addresses the direct degradation and modification of the biosphere, and, consequently, the physical effect society has on the services nature provides to society (such as clean air, clean water, quality topsoil, etc...). The fundamental current reality question related to the third sustainability principle is: **how is the focus area contributing to the physical degradation of nature?** In order to answer this fundamental question, consider the following guiding questions:

3a) Does the focus area use or produce food and fibre from unsustainably harvested renewable resources¹ (e.g. lumber from non-certified forests, food from farming practices that result in loss of biodiversity and topsoil)?

Rationale: A dependence on food and fibre procured from unsustainably harvested renewable resources results in a physical degradation of nature. This physical degradation can take the form of modifying areas of relatively high biodiversity into monocultures and/or over-harvesting (e.g. clear-cutting, over-fishing).

3b) Does the focus area rely on processes that require continuous direct encroachment into natural areas (e.g. urban design practices that result in urban sprawl)?

Rationale: A dependence on more and more encroachment into natural areas results in more and more loss of productive ecosystems.

3c) Does the focus area rely on processes that introduce foreign and invasive species into an ecosystem?

Rationale: The biodiversity and productivity of an ecosystem can be degraded if an invasive species is introduced, causing more common local species to die off.

3d) Does the focus area rely on processes that modify ecosystems in such a way as to reduce their biodiversity and productivity? (e.g. clearing land for monocultures, channeling water courses and diverting water away as surface water rather than letting it seep back in to the ground.

Rationale: The biodiversity and productivity of an ecosystem can be degraded if it is modified from its natural state, for example if certain species are physically removed in favour of other species.

3e) Does the focus area rely on products or processes that use mined metals, minerals or fossil fuels (e.g. virgin metals, virgin plastics)?

Rationale: A dependence on virgin metals and petrochemicals means a systemic dependence on mining (i.e. mining will never stop as long as we depend on it), which can result in a direct physical degradation of nature, especially in cases where the proper reclamation of land is not performed.

3f) Does the focus area rely on landfills to manage waste and/or as the ultimate fate of its products?

Rationale: A dependence on landfills to manage waste will result in more and more landfills needing to be created. The increasing amounts of land required for this purpose represents a systematic physical encroachment into nature.

3g) Does the focus area rely on processes that use water? Is the draw on water systems larger than the natural flow in the watershed where the water is sourced?

Rationale: If water is drawn at a rate that is faster than it is replenished, there is a systematic decline and an associated degradation of related ecosystems.

¹ Unsustainably harvested renewable resources: renewable resources harvested at a rate faster than natural processes can replenish them.

Sustainability Principle #4: In a sustainable society, people are not subject to conditions that undermine their ability to meet their needs.

The fundamental current reality question related to the fourth sustainability principle is: **how is the focus area contributing to conditions that undermine people's ability to meet their needs?** In order to answer this fundamental question, consider the following guiding questions:

4a) Does the focus area rely on inputs that come from regions or companies where authorities create obstacles for people to meet their needs? Does the focus area have any practices itself that do so?

Rationale: People can be restricted from meeting their needs by authorities. Examples include: (i) punishments and humiliating treatment; (ii) enforced labour; (ii) exploitive supply contracts; (iv) discrimination; (v) prohibiting people to organize themselves in unions; (vi) restriction on access to information

4b) Does the focus area rely on processes that create economic conditions that hinder people from meeting their needs?

Rationale: Individuals require economic resources to meet many of their most fundamental needs. Organizations can purposefully or inadvertently reinforce practices and systems that limit or restrict people's economic ability to meet their needs. Examples include: (i) child labour; (ii) low salaries; (iii) neglecting to pay social costs for employees in local communities or in developing countries or indigenous communities; (iv) wasting resources; (v) consolidation of finances and power without reinvestment in communities; (vi) marketing that is insensitive to cultural diversity.

4c) Does the focus area rely on processes with unsafe and unhealthy work environments and/or that contribute to unsafe and unhealthy living environments for people in local communities?

Rationale: People lose the capacity to meet their needs if their working or living conditions are unhealthy. Examples include (i) overly long working hours; (ii) work place hazards such as chemical exposure and accidents; (iii) local water and air pollution (iv) urban planning that makes it harder to develop healthy social bonds, earn an income, and gain access to nature.

Appendix B – The Natural Step

The Natural Step Canada is part of an international non-profit research, education and advisory organization. Founded in 1989 in Sweden by Dr. Karl-Henrik Robèrt, the organization now has offices in twelve countries. TNS has received numerous awards from around the world for its work in sustainability including Mikhail Gorbachev's Millennium Award in 1999 and The Blue Planet Award in 2000 – considered the "Nobel Prize of the Environment".

The Natural Step Framework is now being used internationally by hundreds of organizations, including Fortune 500 companies, municipalities, government departments, universities, NGO's, and small- and medium-sized businesses in their respective journeys to sustainability.

The Framework has the following main components:

- The Funnel as a Metaphor
- The System Conditions for a Sustainable Society
- Backcasting from Principles
- A Four-stage "ABCD" strategic planning process

The Funnel as a Metaphor

In the quest for good health, welfare and economic prosperity, we are systematically destroying the system that we, as humans, are completely dependent upon -- nature. Life-sustaining natural resources, such as clean air and clean water, are subject to increasing deterioration due to human activity. Forests are being lost and species extinction is gathering pace. At the same time, nature's long-term productive capacity is being degraded in fields, forests and oceans. The reason for nature's reduced productive potential is that we are polluting and displacing nature in various ways. Renewable resources are being used up at such a rate that nature does not have time to build new ones. At the same time, there are more and more people on earth in need of these resources, and per-capita consumption is increasing. It's as if all of civilization is moving deeper into a *funnel* (Figure 1) whose narrowing walls demonstrate that there is less and less room to manoeuvre, in order to avoid "hitting the wall."

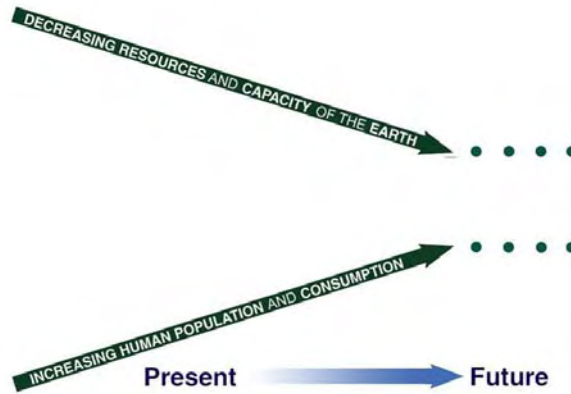


Figure 1: The "Funnel"

The Natural Step's Four System Conditions

The earth is a sustainable system. Scientists agree that human society is capable of damaging nature and altering life-supporting ecological structures and functions in only three major ways. Based on this scientific understanding, The Natural Step has defined three basic system conditions for maintaining essential ecological processes. In addition, The Natural Step recognizes that social and economic dynamics fundamentally drive the actions that lead to ecosystem changes. Therefore, the fourth system condition focuses on socio-economic dynamics and affirms that meeting human needs worldwide is an integral and essential part of sustainability.

In a sustainable society, nature is not subject to systematically increasing:

- concentrations of substances from the earth's crust;
- concentrations of substances produced by society;
- degradation of nature by physical means;

and, in that society people are not subject to conditions that systematically

- ...undermine their capacity to meet their needs.

Backcasting from Principles

The TNS Framework uses a planning approach called "Backcasting from principles." *Backcasting* is a methodology for planning that involves starting from a description of a successful outcome, then linking today with that successful outcome in a strategic way: what shall we do today to get there?

The TNS Framework uses the scientifically rigorous system conditions described above as the basis for its definition of success from which to backcast. It

translates the system conditions for a sustainable society into ultimate *sustainability objectives* for an organization or community, namely to:

- *...eliminate our contribution to systematic increases in concentrations of substances extracted from the Earth's crust.*
- *...eliminate our contribution to systematic increases in concentrations of substances produced by society.*
- *...eliminate our contribution to systematic physical degradation of nature through over-harvesting, introductions and other forms of modification.*
- *...eliminate our contribution to conditions that undermine people's capacity to meet their needs.*

The ABCD Planning Process

The System Conditions describe the basic requirements that must be met in a sustainable society. How can these System Conditions be applied to an organization's everyday operations? Each individual organization must draw its own conclusions from the sustainability objectives as regards to problems, solutions, and goals. The Natural Step has developed and tested an approach to help organizations incorporate sustainability into their core strategies. The four-step "A-B-C-D" process (Figure 2) provides a systematic way of guiding this process:

(A)wareness: Understanding sustainability and the TNS Framework as a shared mental model.

(B)aseline: An assessment of "today" is conducted by listing all current flows and practices that are contributions to violations of the four System Conditions, as well as considering all the assets that are in place to deal with the problems.

(C)ompelling Vision - Opportunities for Innovation: Possible solutions and innovations for the future are generated and listed by applying the constraints of the System Conditions to trigger creativity and scrutinize the suggested solutions.

(D)own to Action: Priorities from the C-list are made, and smart early moves and concrete programs for change are launched. Innovative actions are prioritized by screening them through the following three questions:

- Does it move us in the right direction with regards to the four System Conditions?
- Is it a flexible platform, i.e. a stepping stone toward future improvements?
- Does it provide an adequate return on investment to seed future investments?

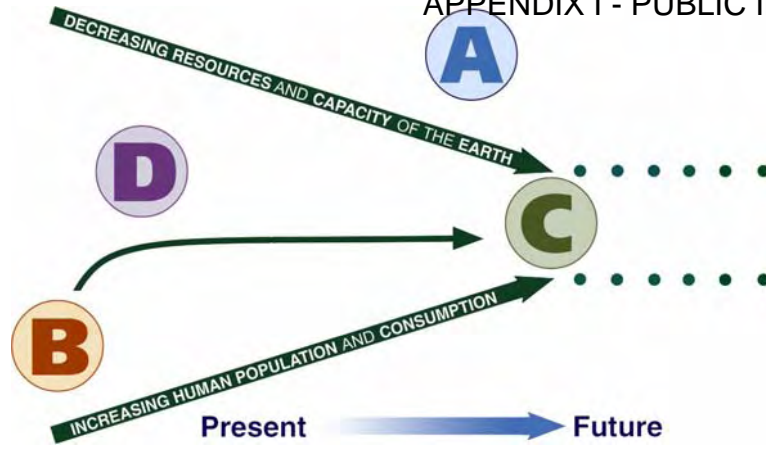


Figure 2: The ABCD Process

For more information on The Natural Step Framework, please visit our website at www.naturalstep.ca.



Town of Olds Affordable Housing Task Force

Affordable Housing Strategy

Presented to Council on June 11, 2007

Town of Olds

Affordable Housing Strategy

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1. Introduction

The Town of Olds, like many other Alberta communities, has been experiencing a dramatic decline in available housing and, at the same time, a sharp increase in housing costs. At the same time, the labour force demands, especially in the lower paying service sector, have continued to grow. This has created challenges in attracting new employees in a market where affordable housing is becoming less available. The housing availability and cost is a deterrent to moving to Olds for all sectors including trades and professionals.

To address this issue, in October of 2006, the Town of Olds Council formed an Affordable Housing Task Force in order to study this critical issue and to report back to Council with strategic recommendations. This document represents the culmination of the Task Force's work since the first meeting in November of 2006.

2. Background

The Town of Olds entered the affordable housing arena in the summer of 2005 when surplus federal lands became available, through the Surplus Federal Property for Homelessness Initiative, giving the Town the opportunity to acquire and develop affordable housing units on those properties. A working committee was formed who, with the assistance of an architectural firm, developed concept plans for a twenty unit apartment building. With these concept plans in hand, a grant application was prepared and land rezoning was sought in order to situate this building on those surplus properties. The rezoning was unsuccessful when local area residents expressed grave concerns about the proposed development and the application was withdrawn in favour of a scaled down development administered by Habitat For Humanity.

During this process the issue of affordable housing continued to grow exponentially. Town Council began hearing about families who were living in the local campground because housing was not available or, if it was available, was not affordable based on their incomes. Local social and employment agencies were also beginning to field more and more housing inquiries from individuals looking at moving to Olds for employment purposes. In many cases those individuals were passing up on those employment opportunities or moving to communities such as Sundre, Didsbury or Bowden where affordable housing options were still available.

In September of 2006, Olds Town Council decided to explore the option of forming an Affordable Housing Task Force and the call went out to the community for volunteers to sit on this committee. A terms of reference document was prepared which was adopted by Council on October 23 where formal appointments were made to the task force. After input from the Task

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OLDS AFFORDABLE HOUSING STRATEGY

Force the terms of reference was subsequently amended in February of 2007 as follows:

2.1 Affordable Housing Task Force Terms of Reference

- * Define affordable housing for the Town of Olds.
- * Conduct a review of all existing service providers and what services they provide (owners/managers of existing low income and affordable housing).
- * Research what other communities, organizations and government agencies do for affordable housing.
- * Prepare a report on their findings and recommendations (strengths, weaknesses, opportunities and obstacles).
- * Present the report to Olds Town Council for the April 23, 2007 meeting.
- * In partnership with Town Council, present the approved report to the community and interested community organizations.

2.2 Housing Challenges

For several meetings, the Task Force wrestled with the concept of affordable housing and what that meant in the community. A formal needs assessment was not undertaken; however, data gathered led each task force member to the same conclusion that there were significant signs that confirmed a considerable affordable housing crisis was occurring in the Town of Olds. These signs included:

- * Based on a dwelling price of \$189,000 (much lower than today's average price), an on-line calculator determined a family would need a combined income of \$7,500 per month to pay for housing costs including utilities. A person would need to earn at least \$16 per hour at a job to afford rental accommodation of \$800 per month. Many jobs in the retail and food service industry pay less than \$16 per hour and students typically earn less per hour than non-students. When calculating income threshold, financial institutions include costs for heating.
- * Olds College will not be constructing any more onsite residences due to the escalating per unit construction costs. This will present more challenges to the existing rental inventory as college registrations increase.
- * Olds Neighborhood Place is receiving an increasing number of housing referrals. In the first ten months of 2006, the agency received 47 referrals or inquiries. In the first two months of 2007 it has already fielded 20 requests.
- * Mountain View Seniors' Housing has a waiting list of 30 families looking for housing in Olds as their first or second choice. This agency has

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indicated the lodges and seniors' apartment buildings also have a waiting list; however, the need is greater for those on AISH who are under 65 and lower income families.

- * O.R. Hedges Campground has a number of seasonal residents with the longest having stayed two months last summer.

2.3 Focus of the Affordable Housing Task Force

Early on, in the process, the Task Force conducted a visioning exercise that resulted in the following guiding principles:

The Vision

Improved affordable housing for the residents and potential residents of the Town of Olds.

The Goal

To improve short and long term housing affordability by ensuring the availability of a reasonable choice of housing by type, tenure, price and location, especially for low and moderate-income households, the elderly, the youth, the homeless, and those with special health and other needs.

The Strategic Principles

Community based
Sustainable
Flexible
Inclusive
Choice
Educative & Informative
Creative

The Objectives

- * To create a policy and regulatory environment that will increase the supply of more-affordable housing.
- * To increase the availability of funds for more-affordable housing.
- * To promote and facilitate community partnerships and individual support that will improve housing affordability.
- * To focus on meeting the needs of those in need, especially those whose housing costs exceed 30% of their income.
- * To reduce homelessness and support the transition out of homelessness.

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- * To collect ongoing demographic trends in the community which will assist in planning.

From these guiding principles the Task Force has developed a list of strategic recommendations for Council's consideration and implementation.

3. Strategic Recommendations

A wide range of strategies have been reviewed and discussed by the task force and have been grouped into three recommendations for Council consideration:

1. Forming an affordable housing authority/commission to address the affordable housing needs of the community in the short and long term.
2. Utilizing the Town's existing housing inventory and residential land more effectively for affordable housing.
3. Encouraging, through a variety of options including a strong regulatory environment, the construction of more affordable housing units in the Town of Olds.

3.1 Affordable Housing Authority

The Task Force recommends a separate and independent housing body be formed with the main purpose of administering the Town's affordable housing program and implementing the following strategies:

- a) Build and maintain community partnerships with a housing focus.
- b) Collaborate with Mountain View Seniors' Housing.
- c) Create partnerships at Municipal/Provincial/Federal levels in order to access grants and other forms of support.
- d) Create and maintain community housing statistics in order to continually monitor housing needs including an ongoing means of having up to date demographics (including age, income and family composition) that can be used in planning.
- e) Complete a survey of vacant properties and homes in the community.
- f) Utilize existing provincially owned property.
- g) Develop a process of consultation between Town Council and the Affordable Housing Authority when Town Council makes decisions on development standards.

3.2 Existing Inventories

The Task Force feels there could be much better use of existing housing to address the affordable housing needs in the community. Strategies include:

- a) Encourage more secondary suites and/or granny suites within existing residential properties.
- b) Encourage more room & board situations within existing residential properties.
- c) Make greater use of existing housing; i.e., basement suites, renting out rooms, converting unused space into habitable space.
- d) Raise community awareness of the need for affordable housing accommodation.
- e) Encourage infilling in an orderly and planned manner.
- f) Review the possible renovation of the old seniors' lodge when the new lodge is built. (e.g. single, double, studio rooms for AISH)

3.3 New Housing Construction

The Task Force believes a climate needs to be established to encourage and support the construction of a variety of housing options, within the community, for a variety of incomes. Strategies include:

- a) Encourage suites above commercial properties.
- b) Encourage existing one-story commercial buildings to construct second levels for housing.
- c) Ask the town to relax fees/charges for multi-option housing.
- d) In emergent situations, use undeveloped industrial lands for camp development (i.e. ATCO trailers).
- e) Require that each new development donate one or two lots to be used at Town's discretion.
- f) Ask the Town to encourage the construction of more rental suites in the community by providing incentives.
- g) Encourage proposed new business ventures to plan for housing.
- h) Regulate the percentage of new developments that must be "affordable".
- i) Plan for the community to start banking land to ensure lots will be developed per community needs.
- j) Create a reserve accumulation over time; i.e. buy land when markets low.
- k) Build a financial reserve for future land purchases.

**APPENDIX K
WATER USE IN TOWN OF OLDS FACILITIES 2006**

Cross Section of Water Users in Olds		
Type of User		Average Consumption (m³)
Town Office		25.8
North Garage		0.9
Arena		256.8
Sewage Treatment Headwork's		378.3
Library		17.7
Home on Shannon Dr. (older home)		13.5
Uptowne Business		2.7
Home around the Lake		27.9
Home in central Olds		9.6
Large Water User		3010.2
Water Usage Per Month 2006		
Month		Total (m³)
January		101256
February		92517
March		102851
April		102396
May		110113
June		106622
July		118146
August		106895
September		96600
October		102632
November		97716
December		97004
	Average	102895.67
Per Capita Water Usage (m³)	14.20	

Natural Gas Consumption

	1996		2002			2005-2006 Monitoring Period			2002 to 2005/6 Change				
	Gj Used	CO ₂ e	Gj Used	YTD	CO ₂ e	Gj Used	YTD	CO ₂ e	Gj	CO ₂ e	% Change	\$/Gj	Savings
September	274	13,949	541	541	27,591	371	371	18,921	-170	-8,670	-31%	10.6551	1,811.37
October	811	41,381	1,010	1,551	51,510	640	1,011	32,640	-370	-18,870	-37%	11.9164	4,409.07
November	1,381	70,426	1,223	2,774	62,373	863	1,503	44,013	-360	-18,360	-29%	8.8302	3,178.87
December	1,589	81,014	1,370	4,144	69,870	979	2,853	49,929	-391	-19,941	-29%	11.9459	4,670.85
January	1,290	65,765	1,858	6,002	94,763	864	3,717	44,064	-994	-50,699	-54%	8.2945	8,245.56
February	1,290	65,765	1,721	7,723	87,756	948	4,665	48,348	-773	-39,408	-45%	7.1096	5,493.59
March	992	50,592	1,587	9,310	80,937	973	5,638	49,623	-614	-31,314	-39%	6.3974	3,928.00
April	961	48,986	658	9,968	33,558	641	6,279	32,691	-17	-867	-3%	6.414	109.04
May	455	23,210	475	10,443	24,225	156	6,435	7,956	-319	-16,269	-67%	5.4571	1,740.81
June	69	3,499	294	10,737	14,994	44	6,479	2,244	-250	-12,750	-85%	5.6936	1,423.40
July	73	3,713	232	10,969	11,832	36	6,515	1,836	-196	-9,996	-84%	5.5904	1,095.72
August	117	5,972	261	11,230	13,311	154	6,669	7,854	-107	-5,457	-41%	6.2476	668.49
Totals	9,299	474,272	11,230	11,230	572,720	6,669	6,669	340,119	-4,561	-232,601	-41%		\$36,774.77

Conversion Factor: 1 gj = 51 kg/gj CO₂e

Electrical Consumption

	1996		2002			2005-2006 Monitoring Period			2002 to 2005/6 Change				
	kWh Used	CO ₂ e	kWh Used	YTD	CO ₂ e	kWh Used	YTD	CO ₂ e	kWh	CO ₂ e	% Change	\$/kWh	Savings
September	163,920	152,446	114,960	114,960	106,913	72,772	79,595	67,678	-42,188	-39,235	-37%	0.0525	2,217.87
October	121,680	113,162	156,720	271,680	145,750	91,685	171,280	85,267	-65,035	-60,483	-41%	0.0525	3,414.34
November	129,360	120,305	137,040	408,720	127,447	111,399	282,679	103,601	-25,641	-23,846	-19%	0.0525	1,251.92
December	143,280	133,250	156,480	565,200	145,526	107,876	390,555	100,325	-48,604	-45,202	-31%	0.0525	2,551.71
January	129,840	120,751	145,920	711,120	135,706	107,734	498,135	100,193	-38,186	-35,513	-26%	0.0525	2,055.80
February	140,160	130,349	134,640	845,760	125,215	111,175	602,641	103,393	-23,465	-21,822	-17%	0.0525	1,231.91
March	133,920	124,546	129,120	974,880	120,082	110,986	329,895	103,217	-18,134	-16,865	-14%	0.0525	952.04
April	76,560	71,201	91,440	1,066,320	85,039	80,102	409,997	74,495	-11,338	-10,544	-12%	0.0525	595.25
May	29,280	27,230	18,480	1,084,800	17,186	21,675	431,672	20,158	3,195	2,971	17%	0.0525	167.74
June	16,560	15,401	18,720	1,103,520	17,410	16,313	447,985	15,171	-2,407	-2,239	-13%	0.0525	126.11
July	11,280	10,490	53,040	1,156,560	49,327	11,606	459,591	10,794	-41,434	-38,534	-78%	0.0525	1,706.46
August	10,080	9,374	76,320	1,232,880	70,978	54,067	513,658	50,282	-22,253	-20,695	-29%	0.0525	1,262.21
Totals	1,105,920	1,028,505	1,232,880	1,232,880	1,146,578	897,390		834,573	-335,490	-312,006	-27%		\$17,197.88

Conversion Factor: 1 kWh = .93 kg/kWh CO₂e

	1996	2,002	2005-06
Total CO₂e YTD	1,502,777	1,719,298	1,174,692

Total Gj Saved YTD	-5,768
NRCAN Grant (Gj saved x \$7.50)*	\$43,263.51 * To a maximum of \$10,957
Total CO₂e Saved YTD	-544,607
Total Dollars Savings (2005/6 Pricing)	\$53,972.65

2007 Greenhouse Gas Emissions - Town of Olds Buildings

APPENDIX M - ENERGY CONSUMPTION

Natural Gas Consumption

	2007		
	Gj Used	YTD	CO ₂ e
January	3,773	3,773	192,403
February	3,715	7,488	189,461
March	4,181	11,668	213,216
April	1,696	13,365	86,512
May	1,644	15,009	83,856
June	1,203	16,212	61,359
July	933	17,145	47,597
August	1,236	18,382	63,054
September	1,530	19,912	78,046
October	2,457	22,369	125,326
November	2,936	25,306	149,754
December	3,297	28,603	168,150
Totals	28,603	199,229	1,458,734

Conversion Factor: 1 gj = 51 kg/gj CO₂e

Electrical Consumption

	2007		
	kWh Used	YTD	CO ₂ e
January	432,030	432,030	401,788
February	381,650	813,680	354,935
March	409,347	1,223,027	380,693
April	365,279	1,588,306	339,709
May	331,568	1,919,874	308,358
June	302,619	2,222,493	281,436
July	350,139	2,572,632	325,629
August	250,430	2,823,062	232,900
September	347,792	3,170,854	323,447
October	410,470	3,581,324	381,737
November	444,352	4,025,676	413,247
December	416,049	4,441,725	386,926
Totals	4,441,725	28,814,683	4,130,804

Conversion Factor: 1 kWh = .93 kg/kWh CO₂e

Total Combined GHG Emissions

5,589,538
kg/kWh CO₂e

APPENDIX N – FUNDAMENTAL HUMAN NEEDS

Fundamental Human Needs	Being (qualities)	Having (things)	Doing (actions)	Interacting (settings)
Subsistence	physical and mental health	food, shelter work	feed, clothe, rest, work	living environment, social setting
Protection	care, adaptability autonomy	social security, health systems, work	co-operate, plan, take care of, help	social environment, dwelling
Affection	respect, sense of humour, generosity, sensuality	friendships, family, relationships with nature	share, take care of, make love, express emotions	privacy, intimate spaces of togetherness
Understanding	critical capacity, curiosity, intuition	literature, teachers, policies educational	analyse, study, meditate investigate,	schools, families universities, communities,
Participation	receptiveness, dedication, sense of humour	responsibilities, duties, work, rights	cooperate, dissent, express opinions	associations, parties, churches, neighbourhoods
Leisure	imagination, tranquillity spontaneity	games, parties, peace of mind	day-dream, remember, relax, have fun	landscapes, intimate spaces, places to be alone
Creation	imagination, boldness, inventiveness, curiosity	abilities, skills, work, techniques	invent, build, design, work, compose, interpret	spaces for expression, workshops, audiences
Identity	sense of belonging, self-esteem, consistency	language, religions, work, customs, values, norms	get to know oneself, grow, commit oneself	places one belongs to, everyday settings
Freedom	autonomy, passion, self-esteem, open-mindedness	equal rights	dissent, choose, run risks, develop awareness	anywhere

There have been many excellent attempts to understand human needs. Manfred Max-Neef, a Chilean economist who has contributed much to the dialogue of development and human needs, has identified these nine fundamental human needs. They are inborn needs that must be met if people are to remain physically, mentally and socially healthy. The needs are considered to be universal, but the ways and means by which they are

APPENDIX N – FUNDAMENTAL HUMAN NEEDS

satisfied change over time and through cultures. **It is important to note that a need is not synonymous with a want or a desire.**

With respect to sustainability, it is not so important to come to a consensus over the actual list of human needs. Rather, it is important to understand that a sustainable society does not create conditions that systematically undermine its people's capacity to meet their needs (regardless of the classification of needs). So the larger question has to do with understanding the mechanisms that undermine people's capacity to meet their needs: political, or policy abuses; economic abuses; environmental abuses.

Abuse of political power

- For example: Policy restrictions on access to information, humiliating punishment or treatment, exploitative supply contracts, etc.

Abuse of economic power

- For example: Use of child labour, ongoing consolidation of finances and power without re-investment in communities, exploitive practices and marketing that is insensitive to cultural diversity, etc.

Abuse of the environment

- For example: Pollution of communities, unsafe working conditions, time pressure or urban planning that makes it harder to develop healthy social bonds, earn an income, gain access to nature, etc.

Text provided by the Natural Step Canada.



Town of Olds Request for Decision (RFD)

Meeting: Regular Council
Meeting Date: , 2008

Title:

Originated By: Director Approval:

Agenda Item No: C. A. O. Approval:

LEGISLATIVE REQUIREMENT / AUTHORITY:

MUNICIPAL SUSTAINABILITY:

Council has adopted the following Principles and Dimensions of Municipal Sustainability for the Town of Olds and agreed to make decisions based on these Principles and Dimensions:

Principles:

In our preferred future, sustainability means:

1. Nature is not subject to systematically increasing concentrations of substances extracted from the earth's crust.
2. Nature is not subject to systematically increasing concentrations of substances produced by society.
3. Nature is not subject to systematically increasing degradation by physical means.
4. People are not subject to conditions that systematically undermine their capacity to meet their basic human needs.

Dimensions:

1. A healthy Environment
2. A strong Economy
3. A vibrant Cultural Scene
4. Good Governance
5. A strong Social Network

BACKGROUND / PROPOSAL:

ALTERNATIVES / BENEFITS / DISADVANTAGES:

RECOMMENDED ALTERNATIVE:

FINANCIAL IMPLICATIONS / SOURCE OF FUNDING:

INTERDEPARTMENTAL INVOLVEMENT / IMPLICATIONS:

INTERGOVERNMENTAL INVOLVEMENT / IMPLICATIONS:

RECOMMENDED ACTIONS:

Recycling & Waste Management in Olds

On average, every Albertan recycles 430 beverage containers each year. Based on our population, Olds should recycle around 3.1 million containers.

In 2006, Olds residents recycled 6,660,016 containers – more than TWICE the provincial average!

The Municipal Recycling Program in Olds diverted 337 tonnes of waste from landfills in 2004, and in 2006 we diverted 2309 tonnes of waste. This dramatic increase was achieved through various recycling initiatives including cardboard and newspaper recycling, milk jug recycling, waxed carton recycling, metal, plastics and wood recycling.

How much is recycled?

- 190 tonnes of paper
- 136 tonnes of corrugated cardboard
- 154 tonnes of scrap metal
- 2.3 tonnes of plastic milk jugs
- 1.6 tonnes of mixed plastics
- 7 tonnes of tires
- 4.8 tonnes of glass

In May 2006 Olds introduced the new BioBag Kitchen Composting program. Olds residents have demonstrated a steady interest in the program – 1023 rolls of BioBags have been purchased since the program started.

Waste Disposition 2007

APPENDIX P WASTE MANAGEMENT

Commodity	MVRWMC		Dairy Council	Town of Olds Carstairs Lions Total			Carstairs Lions	
	Tonnes	\$		Tonnes	Tonnes	Tonnes		
Scap metal	450.0	\$7,579.03				450.0	OCC	142
Milk Jugs	23.2	\$1,762.00	\$5,567.35		32.0	55.2	ONP	69
Mixed Plastic	162.1	\$2,351.60				162.1	White paper	5
Newsprint	163.1	\$13,882.98			69.0	232.1	color paper	3
Mixed Paper	527.3	\$9,113.43			24.0	551.3	mix paper	5
Cardboard	663.3	\$43,707.84			142.0	805.3	Catalogues/directories	11
Electronics	71.8	\$7,179.00				71.8	#2 HDPE	32
Oil	48.0	\$9,599.16						
Glass	46.7	\$0.00				46.7		267
Concrete	805.8	\$9,695.76				805.8		
Ashpalt	48.2	\$578.48				48.2		
Compost	1052.6	\$31,867.62		186.25		1238.8		
Wire	54.9	\$5,562.00						
Propane Tanks	7.9	\$1,115.00						
Wood	169.1	\$7,425.45				169.1		
Tires	15.5	\$342.50				15.5		
	4309.4	\$142,884.25		186.3	267.0	4651.9		

MSW	Tonnes	Total to Dids Landfill	Transfer Dids Landfill	% Recycle
Transfer Sites - Class II	1180.0		1180.0	
Transfer Sites - Class III	2532.7		2532.7	
Landfill Class II	11511.3	12691.3		
Landfill Class III	6329.1	8861.8		
Total County MSW	21553.1	21553.1	3712.6	17.8%

County Population	29730	
	MSW	Recycle
Kgs/capita	725.0	156.5

Municipality	MSW Year End	Population 2007	Kgs MSW per Capita	Compost Year End	Kgs Compost per Capita	% Compost
Olds	1402.88	7248	193.55	735.78	101.51	34%
Sundre	400.65	2518	159.11	192.46	76.43	32%
Didsbury	1080.39	4275	252.72	310.57	72.65	22%
Carstairs	752.74	2656	283.41	0	0.00	
Cremona	112.00	463	241.90	0	0.00	
Total	3748.66	17160	218.45	1238.81	72.19	25%



David Thompson Health Region

COMMUNITY



Profiles

APPENDIX Q - HEALTH PROFILE

Community Profile of Olds

APPENDIX Q - HEALTH PROFILE

For the purpose of this profile, the community of Olds includes the town of Olds. These profiles were produced by the David Thompson Health Region, Information Management. Please contact us at (780) 361-4344 with feedback or questions.



Introduction

Our intention in preparing these profiles was to bring together in one place a range of information about communities in the David Thompson Health Region (DTHR).

For the most part, this information comes from the 2001 Census (Statistics Canada). The profiles highlight population characteristics as well information about many health determinants --- things that influence our wellbeing. Income, employment, education levels, family type, social support, housing and the lifestyle and behaviours of individuals are all health determinants. Although it is not clear how health determinants interact to make us healthy, it is known that they affect how healthy we are.

The community information is compared with the rest of the DTHR on each category (higher, similar, or below), as well as to the province as a whole (where possible). These comparisons need to be considered in the context of every thing known about a community, so individual categories should not be seen as positives or negatives for a community but as one piece of information about a community.

All survey data has some limitations and/or cautions. The information for the full DTHR used in this report is based on the Regional Health Authority April 1, 2003 boundaries and so includes Didsbury, Cremona and Carstairs who were transferred to Calgary Health Region in December 2003. As a result of these boundary changes, comparison data from the 1996 Census for the DTHR is not available. All income data reported in a census is actually based on income during the previous year, for example, any income data reported from the 2001 Census is actually 2000 income data. Statistics Canada takes a number of steps to protect the privacy of individuals, among them are random rounding (values are randomly rounded to end in either a 0 or a 5) and area suppression (no data is released for areas with fewer than 40 people and no income related data is released for areas with fewer than 250 people). For these reasons, and others, a census value of 0 does not necessarily reflect a community value of 0. Additional information and data from the 2001 census is available from the Statistics Canada website at www.statcan.ca.

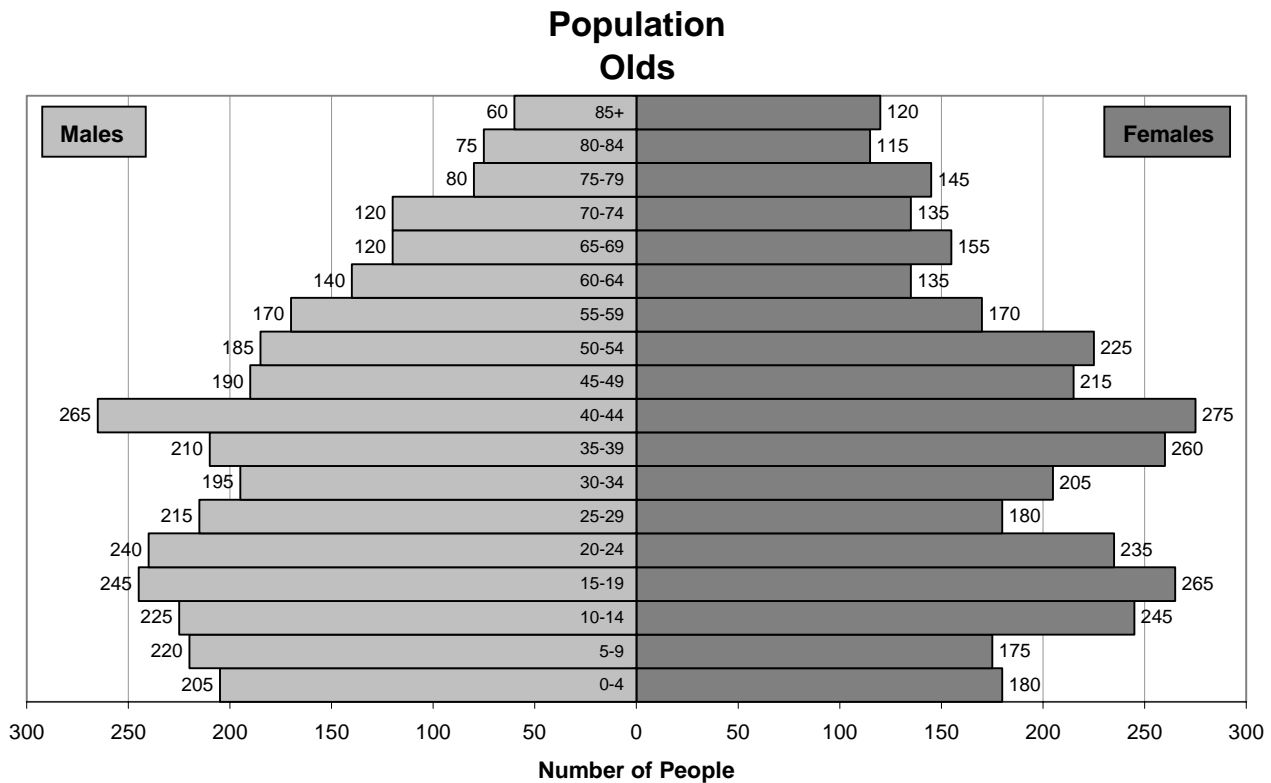
Population

APPENDIX Q - HEALTH PROFILE

Population of Olds			
	1996	2001	Percent Change 1996 to 2001
Male	2,765	3,170	
Female	3,050	3,440	
TOTAL	5,815	6,610	13.6 %

Source: Statistics Canada, 1996 and 2001 Censuses

Between 1996 and 2001 DTHR and Alberta had population growths of 9.6% and 10.3%, respectively. From 1996 to 2001 Olds showed rapid growth.¹ In rapidly growing communities, it may be hard to provide access to appropriate programs and services; while in some cases long-time residents might find their familiar community being transformed by 'new-comers.' Where populations are declining, the community may realize fewer opportunities for youth and young adults, and a declining ability to sustain retail business and services like schools or health facilities.



Source: Statistics Canada, 2001 Census

The median age, that is, the age at which ½ of the population is older and ½ is younger, for DTHR is 35.9 and for the province is 35.0. The median age for the population of Olds is 38.0.

¹ The following describes the terms used to identify growth rates of communities: Decline (Very Rapid 25% or more, Rapid 10 to 24.9%, Moderate 3% to 9.9%) Steady (Down 2.9% to up 2.9%) Growth (3% to 9.9%, Rapid 10% to 24.9%, Very Rapid 25% or more)

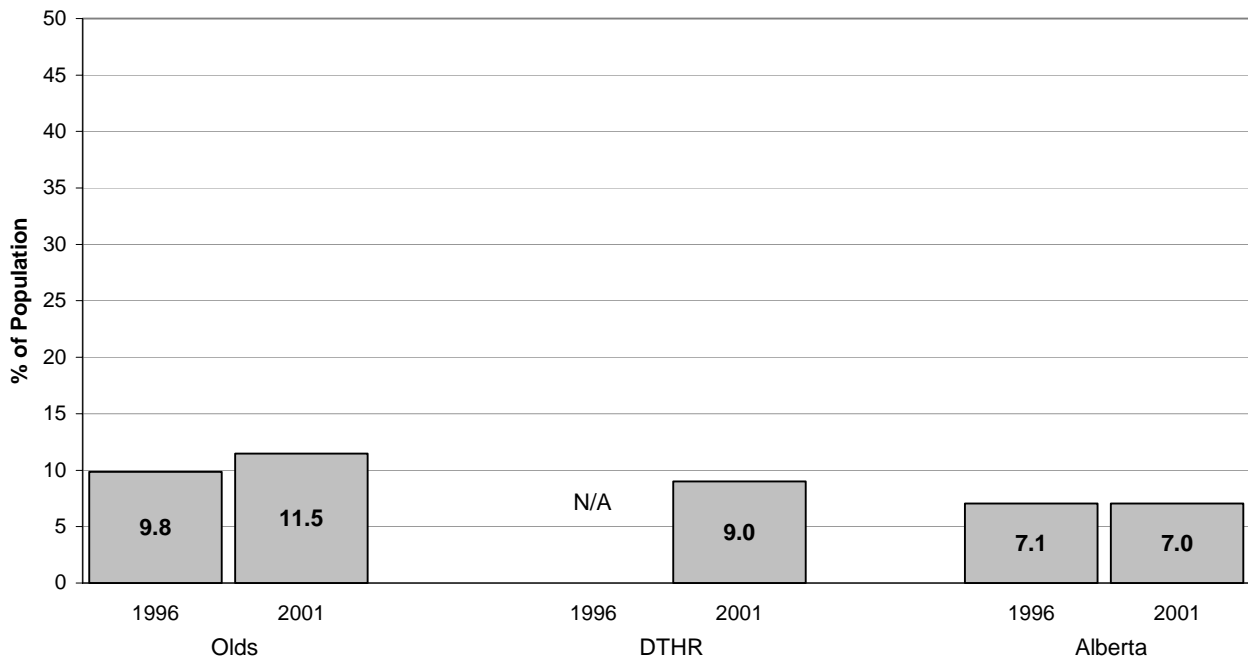
Population in Different Age Groups (2001)			
	Olds		DTHR
Infants and Children (ages 0-14)	1250	19.0 %	22.4 %
Adolescents (ages 15-19)	510	7.7 %	8.0 %
Younger Adults (ages 20-39)	1740	26.4 %	27.0 %
Older Adults (ages 40-64)	1970	29.9 %	31.4 %
Younger Seniors (ages 65-74)	530	8.0 %	6.6 %
Older Seniors (ages 75+)	595	9.0 %	4.6 %

Source: Statistics Canada, 2001 Census

APPENDIX Q - HEALTH PROFILE
 Compared to the DTHR as a whole, Olds has a lower proportion of children and adolescents, and a higher proportion of seniors. Communities with a high proportion of seniors may have increased needs for home support and home care, chronic disease management services, access to long term care facilities, and transportation options, while communities with high proportions of young adults and children will need different community supports such as access to primary health care, schools, recreation facilities and day cares.

Mobility

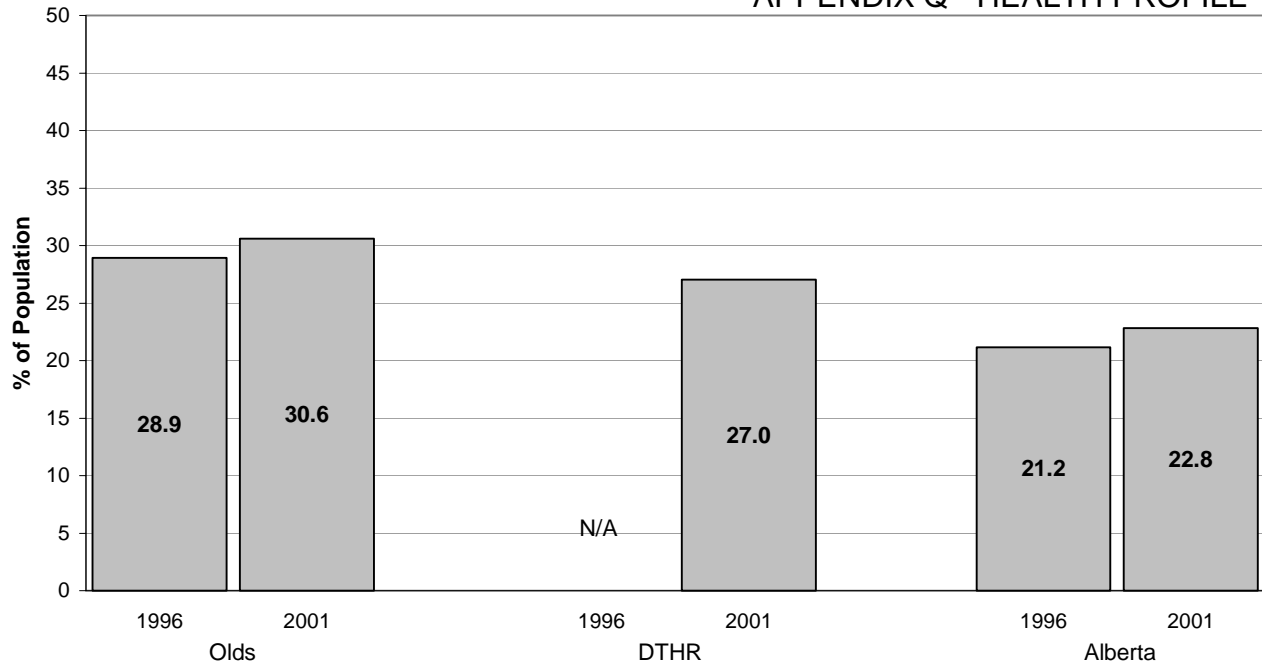
Migrated to Their Community in the Previous Year



Migrated to Their Community in the Previous Year - persons (1 year and older) currently residing in a community who, one year earlier, resided in a different community (either in Alberta, or a different province or in a different country)
 Source: Statistics Canada, 1996 and 2001 Censuses

Compared to other communities within the DTHR, Olds had a higher proportion of new arrivals during the period 1996 to 2001. Not surprisingly, higher proportions of newcomers are found in communities that have the greatest population growth, but even towns with stable or declining populations are seeing new arrivals. Larger communities may be able to absorb significant numbers of new residents easier than smaller areas as more community support options, a larger volunteer base and program staff will be available. In communities with high mobility, ensuring that residents are aware of the programs and services, have good social support networks, and have a chance to become connected to and part of community life presents an ongoing challenge.

Migrated to Their Community in the Previous 5 Years
 APPENDIX Q - HEALTH PROFILE



Migrated to Their Community in the Previous 5 Years - persons (5 years and older) currently residing in a community who, five years earlier, resided in a different community (either in Alberta, or a different province or in a different country)
 Source: Statistics Canada, 1996 and 2001 Censuses

Diversity: Immigration, Ethnicity and Language

Compared to other parts of Alberta and Canada, there is little diversity – in terms of visible minority, foreign born, and non-anglophone residents – in central Alberta. Although this means that language may not be a barrier, residents from non-traditional populations (as well as people of First Nations' ancestry) may feel themselves to 'stand out' in uncomfortable ways.

In Olds, a total of 20 reported in the 2001 census that they had arrived from outside of Canada during the 1996-2001 period.

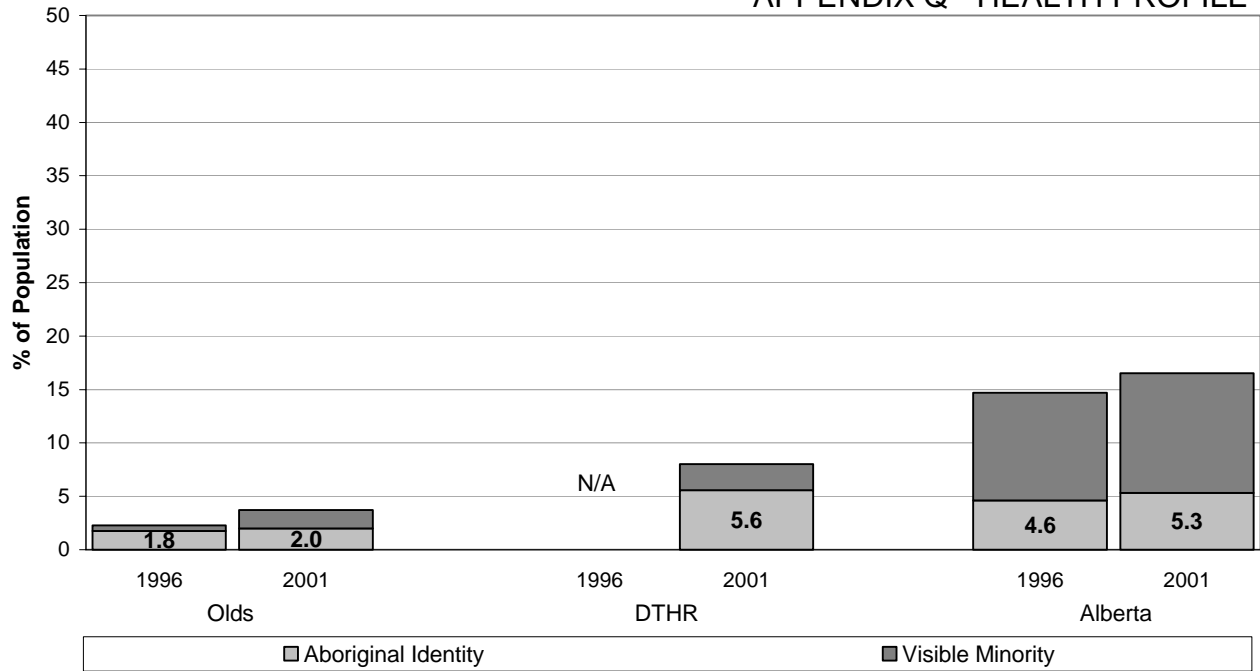
In Olds 25 people reported no knowledge of English.

The largest numbers of off-reserve First Nations populations are found in the Wetaskiwin, Ponoka, Red Deer and the Rocky Mountain House areas.

The highest proportions of visible minorities are found in the DTHR's two cities – Red Deer and Wetaskiwin.

Aboriginal Identity and Visible Minorities

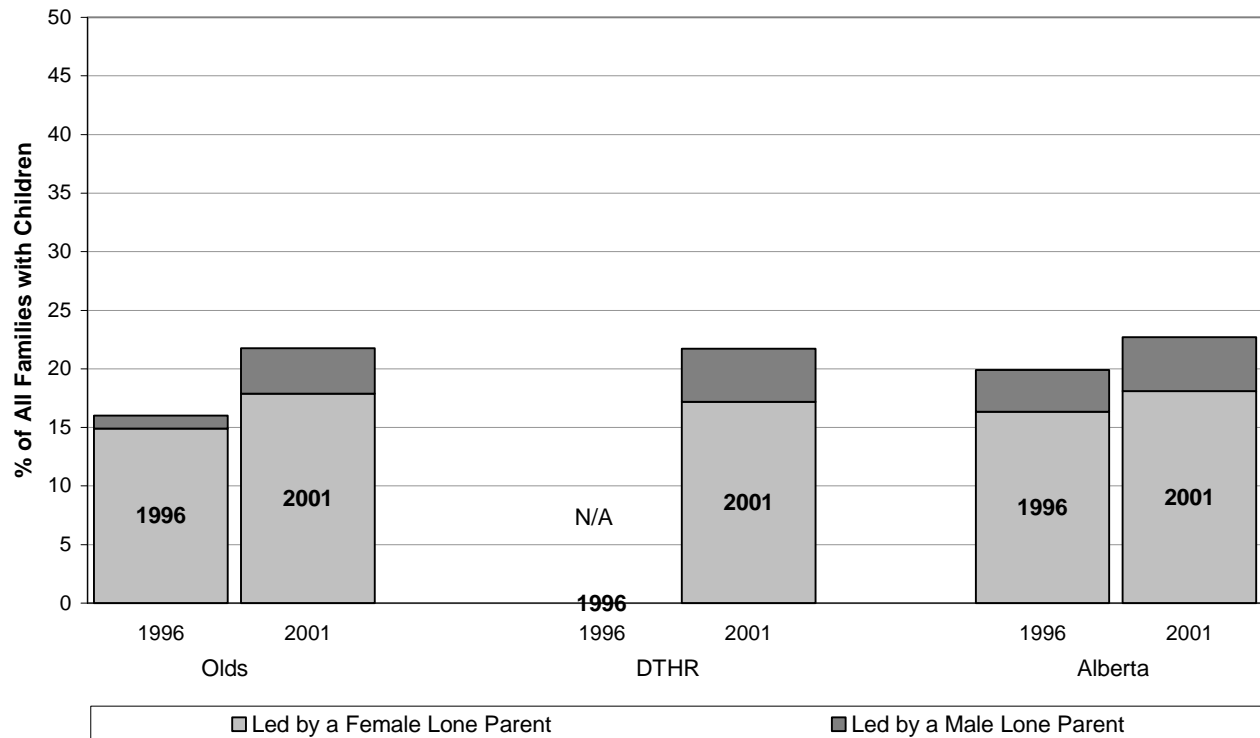
APPENDIX Q - HEALTH PROFILE



Aboriginal Identity - persons who reported identifying with at least one Aboriginal group (i.e. North American Indian, Metis, or Inuit/Eskimo), or who reported being a Treaty Indian or a Registered Indian, or who were members of an Indian Band or First Nation.
Visible Minority - persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour
 Source: Statistics Canada, 1996 and 2001 Censuses

Families

Lone Parent Families



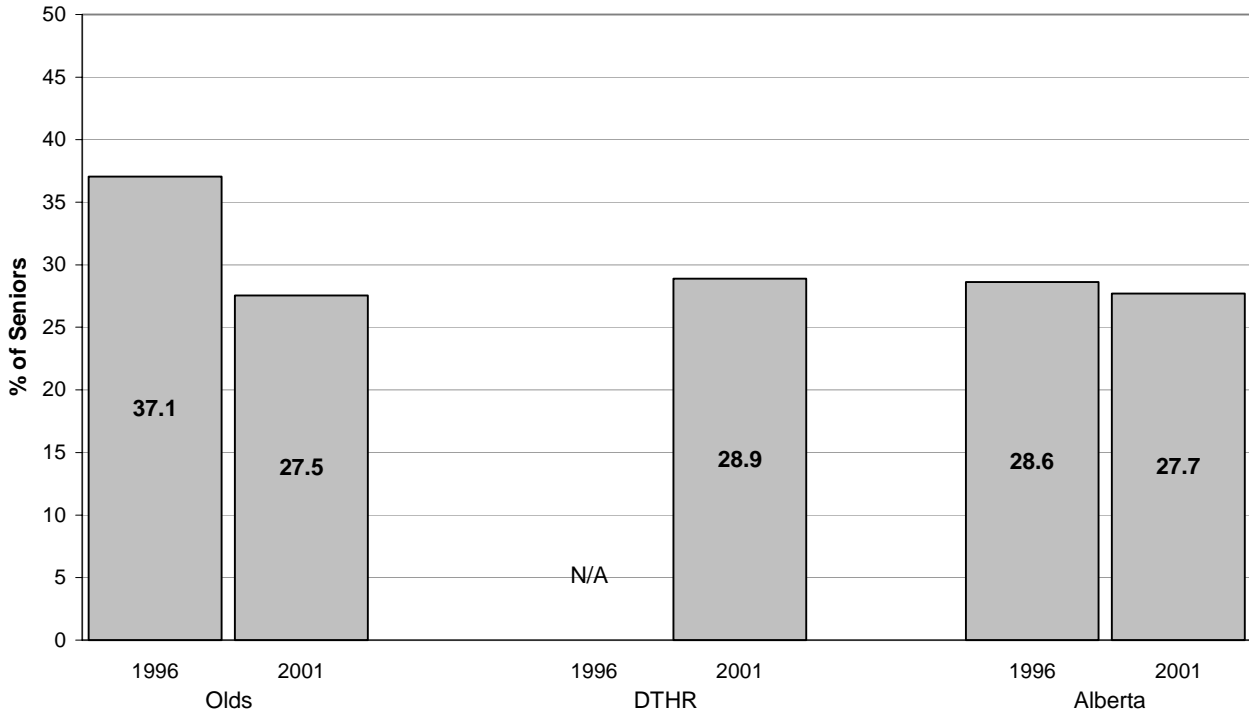
Source: Statistics Canada, 1996 and 2001 Censuses

There is substantial research evidence that lone parent families (though certainly not all) are more likely to experience economic, social, and child-rearing difficulties. It is also the case that lone-parent families are more likely to be headed by women than men.

APPENDIX Q - HEALTH PROFILE

The proportion of families with children in Olds being led by a lone-parent is the same (21.7%) as the proportion in the DTHR.. In the DTHR , 17.1% of the lone-parent families are led by females and the proportion in Olds is about the same (17.8 %). There are 225 lone-parent families living in Olds.

Seniors Living Alone



Source: Statistics Canada, 1996 and 2001 Censuses

Seniors living alone are a potentially vulnerable population, as they may not have a support system to provide social support or assist them with home, shopping, transportation or health needs. There are 285 seniors (65 years and older) living alone in Olds.

Care Giver Burden:

If a community has both a large proportion of children and a large proportion of seniors, there will be fewer individuals in the middle age groups to support a young and an aging population. The age dependency ratio – the number of children (ages 0-14) and the number of seniors (ages 65+) over the number of people ages 15-64 – provides some indication of how many people might be available to act as caregivers for both children and the elderly. The age dependency ratios of DTHR and Alberta are 50.7 and 44.3, respectively. In comparison, the age dependency ratio of Olds is 56.3. An interpretation of the age dependency ratio in Olds is that for every 100 people 15-64 there are 56.3 children and seniors.

In Olds 3.2 % of adults reported that they spent at least 10 hours a week providing unpaid care to elderly family members and/or neighbours. This compares to 2.7 % for the DTHR as a whole and 2.7 % of all Albertans.

Employment

APPENDIX Q - HEALTH PROFILE

Most Common Industry Classifications in Olds (2001)		
	Industry	Percent Employed in this Industry
Most Common	Retail trade	14.2 %
2 nd Most Common	Construction	10.1 %
3 rd Most Common	Health care and social assistance	9.6 %

Industry Classification – the general nature of the business carried out in the establishment where the person works, classified using the North American Industry Classification System (NAICS) 1997 – Canada, for more information see www.statcan.ca/english/Subjects/Standard/naics/1997/naics97-menu.htm

Source: Statistics Canada, 2001 Census

In the DTHR as a whole, 33.0 % of respondents worked in the three most common industries, in comparison Olds has about the same amount of industrial diversity. Communities where most of the jobs are concentrated within a small number of industries may be particularly vulnerable to economic disruption. This may be particularly true where a single employer is the source of many jobs.

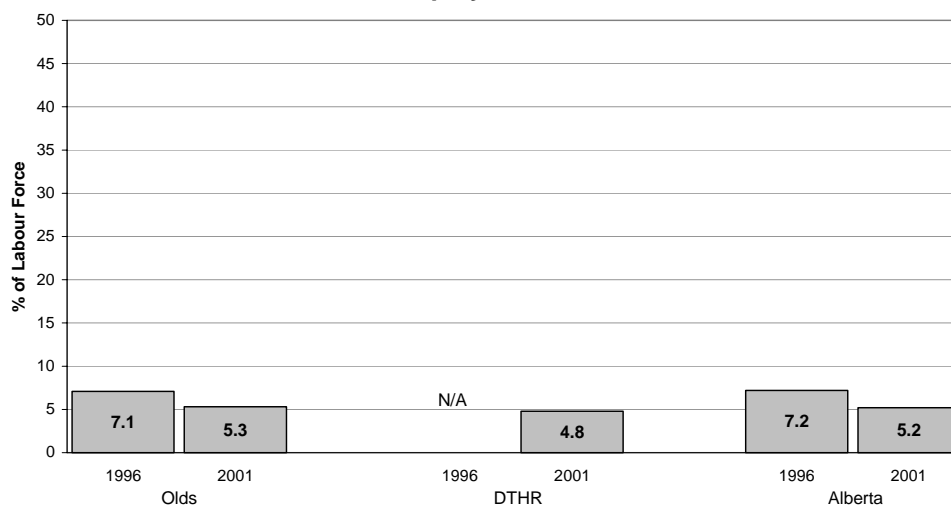
Unemployment

Unemployment is a known risk factor for poor health. While the census is not the best source of data about unemployment, comparing the two census years can give us some sense of the persistence over time of unemployment rates (though not whether it is the same individuals who remain jobless).

The 2001 reported unemployment rate (the percent of the labour force who are unemployed) for DTHR was 4.8 % and for Alberta as a whole it was 5.2 %. In comparison with other communities in the DTHR, unemployment in Olds is about the same.

The employment rate (the percent of the population 15 years and over who are employed) is 64.8 % for Olds, compared with an employment rate of 68.9 % in the DTHR and 69.3 % in Alberta.

Unemployment Rate



Unemployed - persons 15 years and older who, in the previous week, were without paid work or without self-employment work, and were available for work and either had actively looked for paid work in the last 4 weeks, or were on temporary lay-off and expected to return to work, or had made definite arrangements to start a new job in 4 weeks or less

Labour Force - persons 15 years and older who were either employed or unemployed

Source: Statistics Canada, 1996 and 2001 Censuses

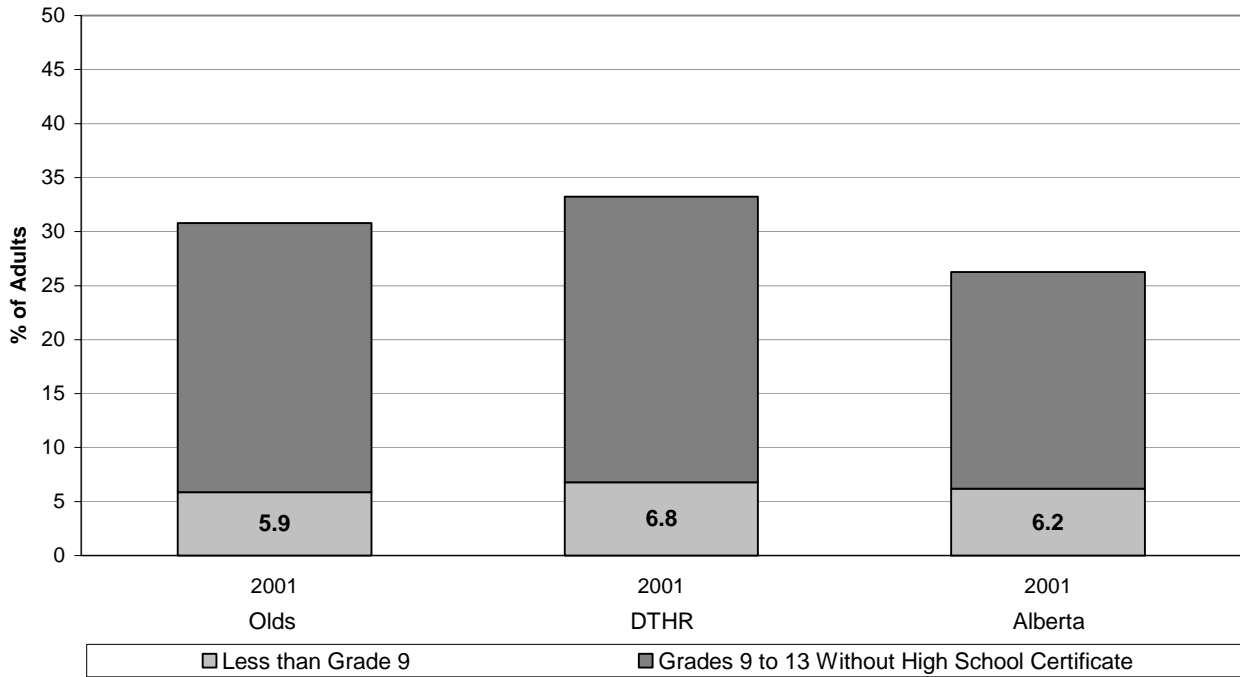
Education

APPENDIX Q - HEALTH PROFILE

Compared to the DTHR, Olds has a lower proportion of people who have not completed high school.

Research literature suggests that individuals with higher levels of education tend to have healthier behaviours i.e. participate in health screening programs, exercise regularly, and smoke less. Individuals with lower levels of education may also have difficulty understanding written health, employment and other information that is important to their well being.

Adults with Less than High School Education



Adults - Persons 20 years and older

Less than High School Education - includes only persons who have not completed high school and have not attempted or completed any education considered to be 'above' high school, for example a trades course or a college program

Source: Statistics Canada, 2001 Census

Income

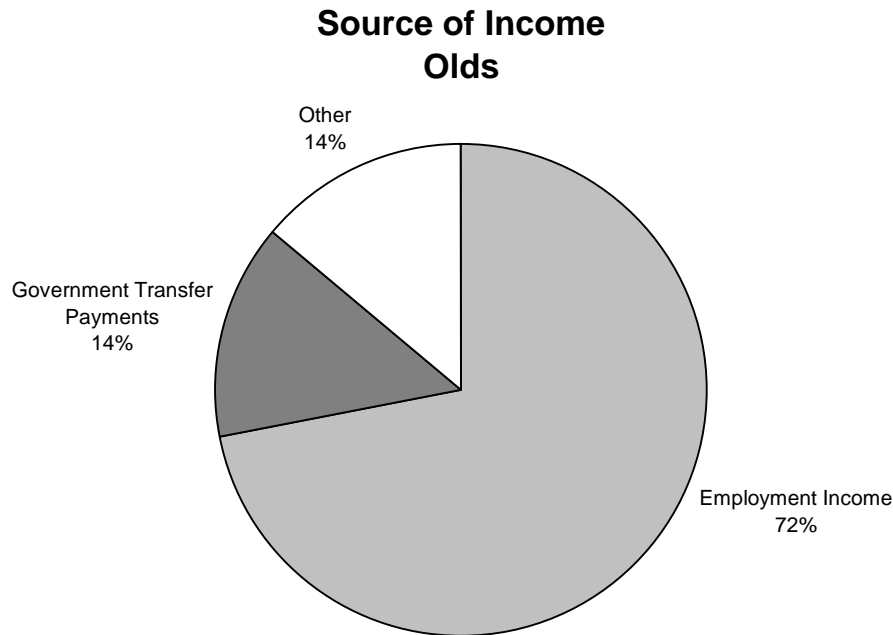
	Average	Median	Percent of Individuals with Incomes ...	
			Less than \$15,000	More than \$60,000
1996	\$ 25,061	\$ 18,284	43.3 %	8.5 %
2001	\$ 27,584	\$ 21,367	34.5 %	8.7 %

	Average	Median	Percent of Households with Incomes ...	
			Less than \$20,000	More than \$70,000
1996	\$ 47,342	\$ 41,583	24.9 %	20.8 %
2001	\$ 54,272	\$ 45,966	15.3 %	26.1 %

Median – the median income is the \$ amount which divides the households into halves, with half the households earning more and half less. Source: Statistics Canada, 1996 and 2001 Censuses

By looking at both the average and the median incomes of a community a clearer understanding of the diversity of incomes as well as the level of income is possible. The average income can be skewed, especially in smaller communities, by the presence of a few people or families whose incomes are extremely high or low. Household incomes are generally higher than individual incomes because many households contain more than one income earner.

Source of Income



Employment Income - includes income from wages and salaries, net income from a non-farm unincorporated business and/or professional practice and net farm self-employment income

Government Transfer Payments - includes income from federal, provincial and/or municipal government, for example, Old Age Security Pension, Guaranteed Income Supplement, Canada Pension Plan, Employment Insurance benefits, Child Tax benefits and Social Assistance Payments received by persons in need

Other - includes, for example, alimony, child support, periodic support from persons not in the household, income from abroad, nonrefundable scholarships and bursaries, severance pay, royalties

Source: Statistics Canada, 2001 Census

Compared to other communities in the DTHR, Olds has a lower proportion of income that is employment-based. The 2001 share of income generated by employment for the DTHR as a whole was 78.1% and for Alberta, 81.1%. The age structure of the population and unemployment rates discussed earlier could decrease the percentage of a community's income from employment (for example a greater number of seniors who are receiving pension not employment income).

Low Income

Income of Lone-Parent Families in Olds				
	Female led		Male led	
	Average	Median	Average	Median
1996	\$ 31,051	N/A		
2001	\$ 26,797	\$ 24,548	\$ 40,040	\$ 35,454

Median – the median income is the \$ amount which divides the lone-parent families into halves, with half the lone-parent families earning more and half less.

Source: Statistics Canada, 1996 and 2001 Censuses

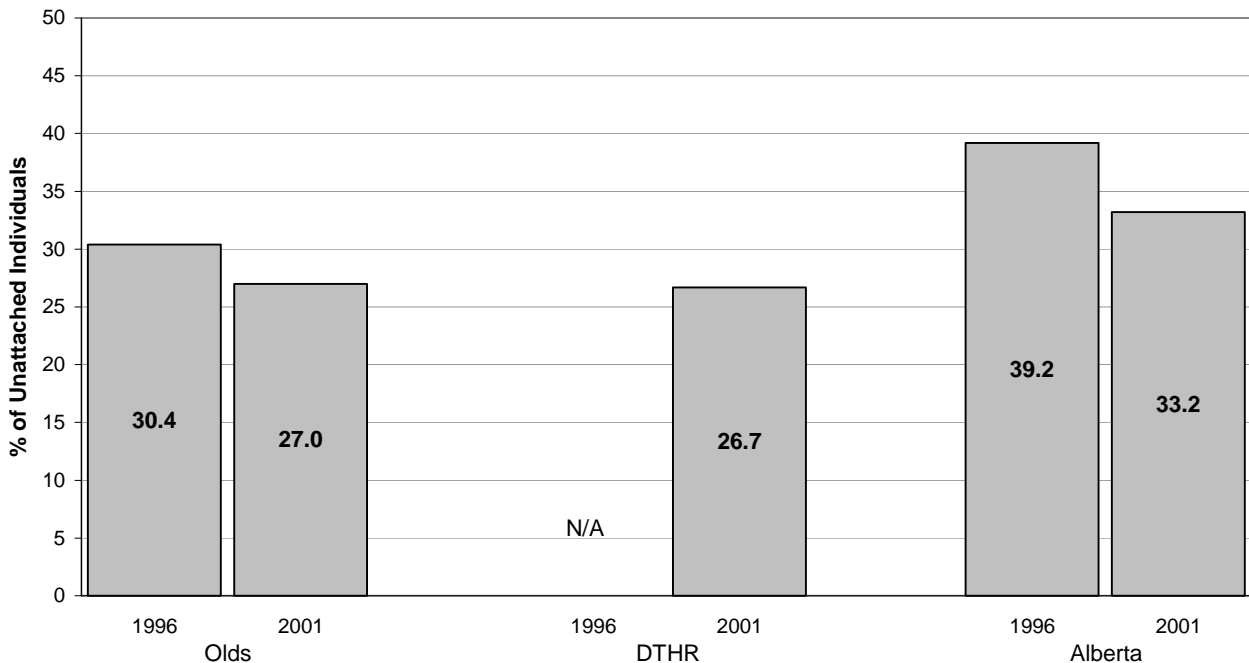
In Olds the average income of all families in 2001 is \$60,128, and the median income is \$52,927. In comparison, the female led lone-parent and the male led lone-parent families have lower average incomes.

Family Size	30,000 to 99,999	Small Urban Regions	Rural (farm and non-farm)
1	\$ 15,648	\$ 14,561	\$ 12,696
2	\$ 19,561	\$ 18,201	\$ 15,870
3	\$ 24,326	\$ 22,635	\$ 19,738
4	\$ 29,448	\$ 27,401	\$ 23,892
5	\$ 32,917	\$ 30,629	\$ 26,708
6	\$ 36,387	\$ 33,857	\$ 29,524
7 +	\$ 39,857	\$ 37,085	\$ 32,340

APPENDIX Q - HEALTH PROFILE

The Low Income Cut-Off (LICO) is the income level at which families or unattached individuals spend 20% more than average on food, shelter and clothing. Several different LICOs are set to reflect both family size and the size of the community. *Source: 2001 Census Dictionary, Statistics Canada website*

Unattached Individuals Below the Low Income Cut-offs

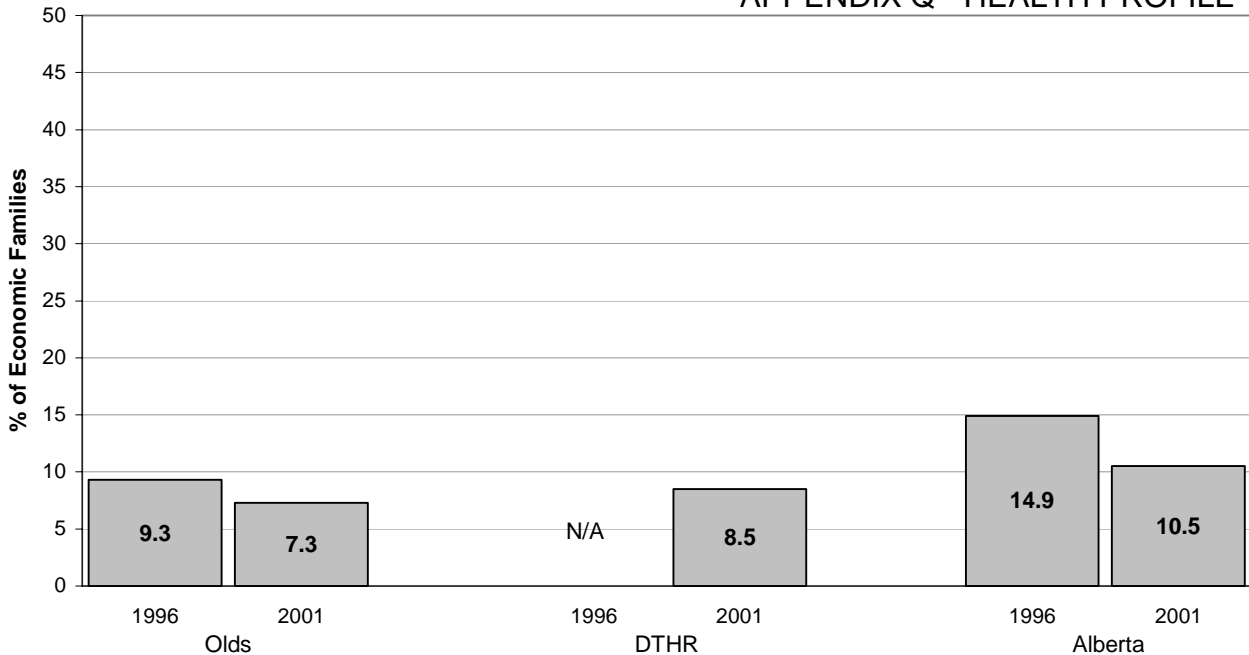


Unattached Individuals - household members who are not members of an economic family, including persons living alone
Low Income Cut-offs (LICOs) - the income level at which an unattached individual spends 20% more than average (for their community size) on food, shelter and clothing
Source: Statistics Canada, 1996 and 2001 Censuses

Compared with other communities in the DTHR, Olds has about the same proportion of unattached individuals and a lower proportion of economic families whose incomes are considered to be low according to the LICO chart.

Economic Families Below the Low Income Cut-offs

APPENDIX Q - HEALTH PROFILE



Economic Family - a group of two or more persons who live in the same dwelling and are related to each other by blood, marriage, common-law or adoption

Low Income Cut-offs (LICO) - the income level at which an economic family spends 20% more than average (for their family size and community size) on food, shelter and clothing

Source: Statistics Canada, 1996 and 2001 Censuses

Dwellings

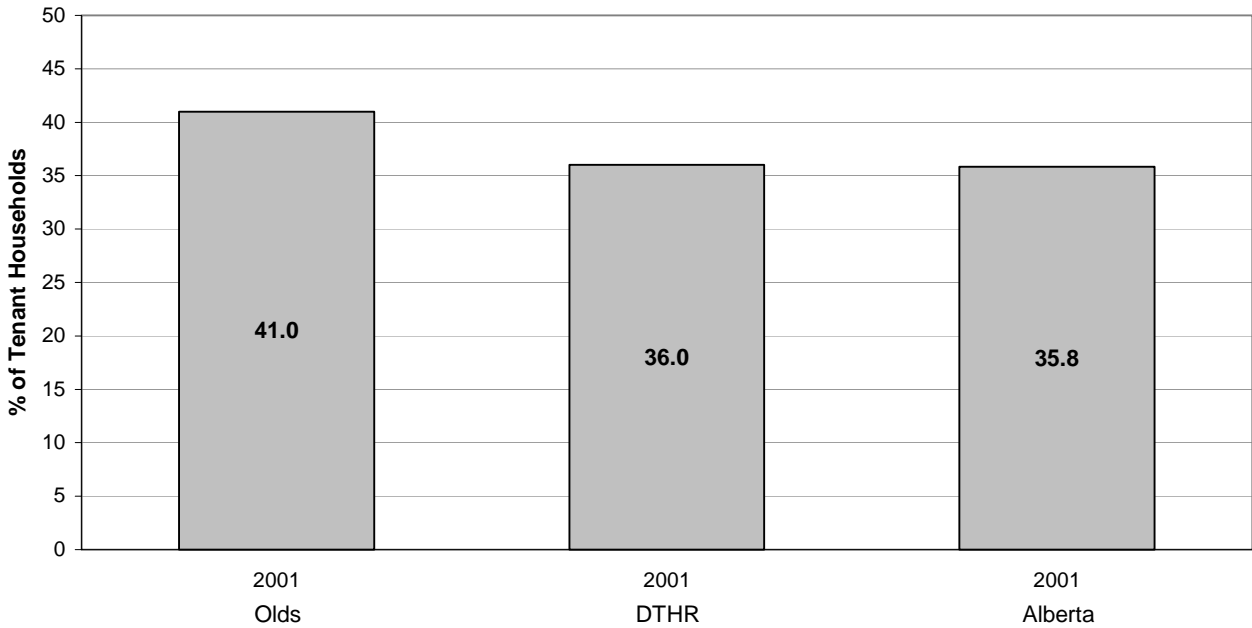
Dwellings in Olds (2001)		
	Rented	Owned
Olds	27.7 %	72.3 %
DTHR	24.8 %	73.7 %
AB	28.9 %	70.4 %

Rented or Owned – refers to whether some member of the household rents or owns (even if not fully paid for) the dwelling

Source: Statistics Canada, 2001 Census

In communities with few rental dwellings, individuals and families with low incomes might find it more difficult to find housing. The percent of renters or owners spending more than 30% of their income on shelter costs provides information about the availability of affordable housing.

Tenant Households Spending More than 30% of Income on Rent APPENDIX Q - HEALTH PROFILE

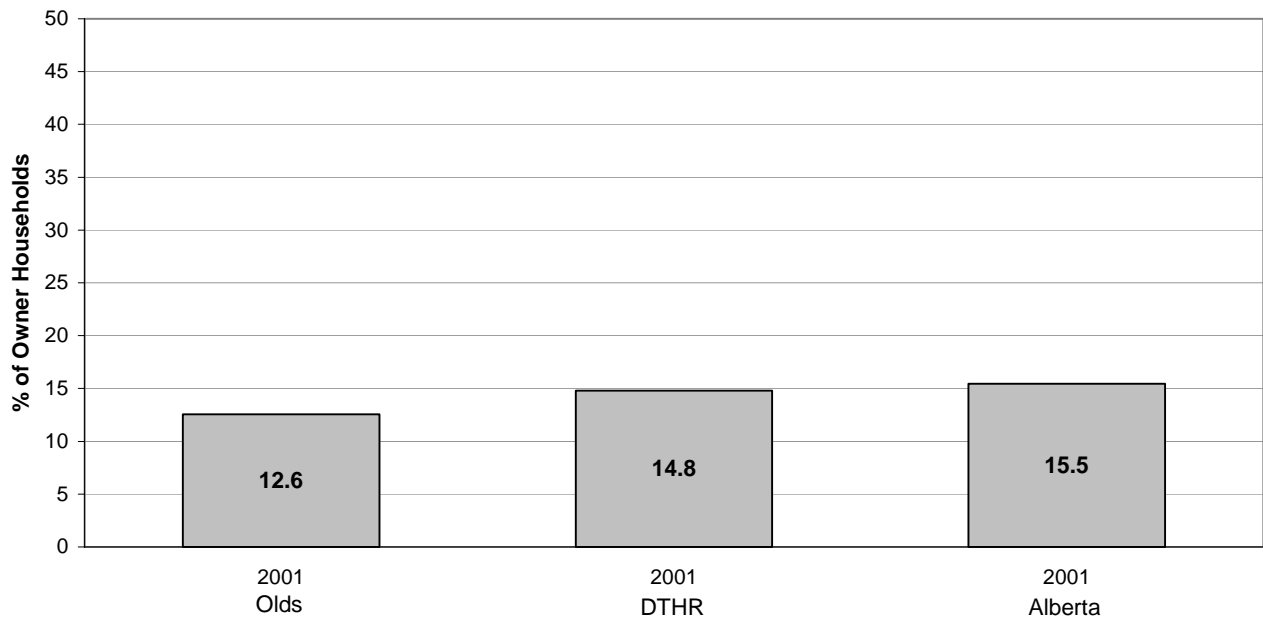


Tenant Households - a person or group of persons occupying the same dwelling that is rented (even if it is provided without cash rent) by a member of the household. Note that a cooperative is considered to be rented

Rent - includes rent, parking, electricity, heat (oil, gas, coal, wood or other fuels), water and other municipal services

Source: Statistics Canada, 2001 Census

Owner Households Spending More than 30% of Income on Owner's Major Payments



Owner Households - a person or group of persons occupying the same dwelling that is owned (even if it is not fully paid for) by a member of the household. Note that the dwelling may be situated on rented or leased land or be part of a condominium

Owner's Major Payments - includes mortgage payment, electricity, heat (oil, gas, coal, wood or other fuels), water and other municipal services, property taxes (municipal and school) and condominium fees

Source: Statistics Canada, 2001 Census

The Health of the Residents of David Thompson Health Region

APPENDIX Q - HEALTH PROFILE

The Health of the population of DTHR is reasonably good on many measures, like all Albertans and Canadians residents in our region experience a higher standard of health than residents of our region did in the past. A man living in DTHR now has a life expectancy of 75-76 years and a woman can expect to live to the age of 81 years, much older than the previous generation. Death rates for many diseases and illnesses have decreased as a result of better prevention interventions such as immunization and as a result of better treatments.

While most residents in DTHR are living longer and experiencing healthier lives, the rates of obesity, type 2 diabetes, heart disease, stroke, and chronic respiratory disease continue to increase.

The four top causes of death and chronic illness in DTHR are cardiovascular disease, cancer, chronic lung disease and diabetes.

All of these diseases have modifiable risk factors such as tobacco use, unhealthy diets and physical inactivity.

- Over ¼ of individuals 12 years and older in our region are current smokers
- Almost daily, around 1/3 of non-smokers in our region are exposed to second hand smoke
- Although eating 5 to 10 fruits and vegetables per day is recommended, less than 40% of individuals in our region eat 5 to 10 fruits and vegetables a day
- Over 40% of individuals 12 years and older in our region are not active enough to maintain health.

Deaths and hospitalizations related to injuries are also a concern in DTHR. In Canada and in our region, the two most significant types of injury that result in permanent disability are falls and motor vehicle collisions.

Olds Aquatic Centre Usage 2007

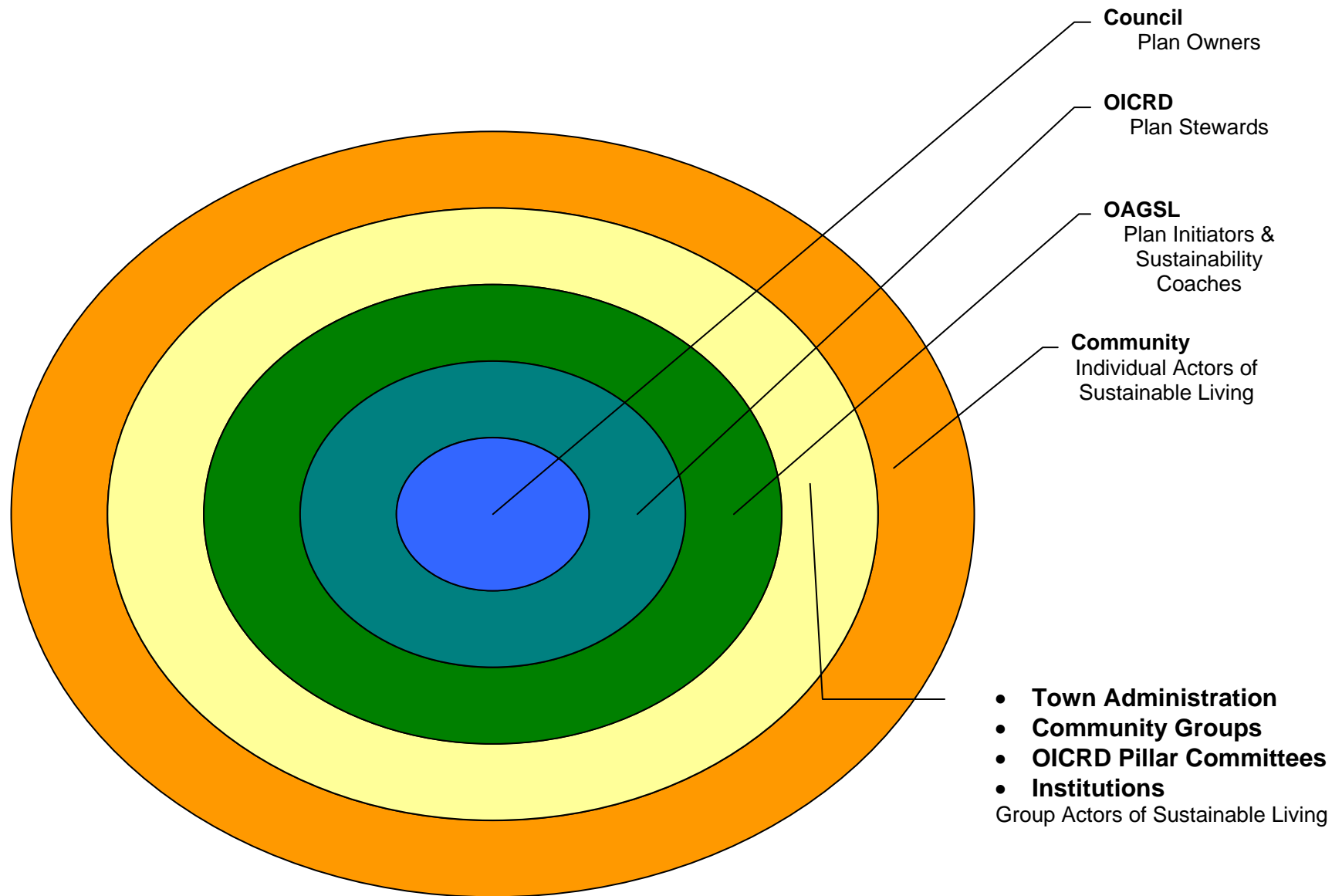
Visits to the Aquatic Centre (not including schools and program registrations)

- Olds Residents: 38,391
- Olds College: 2300
- Mountain View County Residents: 425

- Advanced Aquatic Registrants: 84
- Swimming Lesson Registrants: 1260
- Day Camp Registrants: 188

(information provided by Carly Smart, Aquatic Coordinator)

APPENDIX S ROLES AND RESPONSIBILITIES OF SUSTAINABILITY STAKEHOLDERS



APPENDIX T EXAMPLE INDICATORS



CITY OF VANCOUVER

POLICY REPORT Building and Development

Date: January 17, 2005
Author: I. Smith/ R. Petri
Phone No.: 604.873.7846
RTS No.: 04774
CC File No.: 1758
Meeting Date: February 1, 2005

TO: Vancouver City Council
FROM: Southeast False Creek Steering Committee
SUBJECT: Sustainability Indicators, Targets, Stewardship and Monitoring for South East False Creek

A. That Council adopt the indicators and targets for SEFC included as Appendix A, as a preliminary framework for on-going monitoring of environmental, social, and economic sustainability goals for the SEFC community.

B. That staff report back during the sub-area rezoning stage of SEFC development with updates to the indicators and targets and a detailed monitoring strategy.

C. That the SEFC Stewardship Group continue its role of advising staff on the SEFC process through the Olympic Village and initial Private Lands sub-area rezonings.

The City Manager recommends A, B and C above for Council approval.

- In October 1999, Council approved the Policy Statement for Southeast False Creek. It included a section on new policy for SEFC stewardship and an appendix with a list of performance targets that were not passed as policy.
- In July 2004, Council approved amendments to the Southeast False Creek Policy Statement and recommended that the SEFC ODP include specific goals, indicators and targets with regular monitoring.

The purpose of this report is to propose a preliminary list of indicators and targets for SEFC and a general framework for stewardship and monitoring of the SEFC indicators and targets. Staff are also asked to report back on revised indicators and targets and a detailed monitoring strategy at the sub-area rezoning stage.

Indicators and Targets

In April 1998, as input to the SEFC Policy Statement, the Sheltair Group completed their report entitled *Visions, Tools and Targets: Environmentally Sustainable Development Guidelines for Southeast False Creek*. In this report, Sheltair proposed a number of environmental Indicators and Targets for SEFC.

In October 1999, Council approved the SEFC Policy Statement. Though the Indicators and Targets proposed by Sheltair were not adopted by Council, they were included in Appendix B of

APPENDIX T EXAMPLE INDICATORS

the SEFC Policy Statement with the note that they could be referenced in discussion and during development planning to identify technologically feasible, but generally aggressive levels of performance.

In 2002 and 2003, six environmental reports for SEFC were completed by external consultants. Some of these reports reviewed the indicators and targets that had been proposed by the Sheltair Group in 1998 and offered comments or revisions based on current research.

In July 2004, Council approved the following new policy for SEFC: "THAT the SEFC ODP include specific sustainability goals, targets and indicators and require tracking/monitoring of performance with regular report out - for example, energy consumption and material consumption per capita - and commit necessary funding to do this; cross referenced with the GVRD sustainability model."

Since July 2004, City staff have worked with consultants and the Stewardship Group to develop a preliminary list of indicators and targets for SEFC that could also inform the work on the Public Investment Model. This list focused on indicators and targets that could be used to assess the sustainability of the SEFC Official Development Plan (ODP).

Monitoring and Stewardship

The SEFC Policy Statement also included a section on the objectives of stewardship in SEFC: to ensure that the vision of SEFC as a sustainable community is maintained, and to encourage the education of residents and visitors, as well as the ongoing monitoring and fine-tuning of the SEFC neighbourhood's social, economic and environmental performance after development is complete.

When adopting the SEFC Policy Statement, Council established a Stewardship Group with a range of interests and expertise amongst its members, including those of property owners and businesses, residents from the neighbourhood, and experts in the practical issues of sustainable development. This Stewardship Group makes recommendations to City staff and is intended to become, over time, a neighbourhood association. Furthermore, the Stewardship Group, in conjunction with City staff, was instructed to develop indicators to monitor the neighbourhood's performance after development is complete. The responsibilities of this group were envisioned to include monitoring, evaluating performance and suggesting measures to City staff to achieve optimum levels of performance on sustainability objectives in SEFC.

Indicators and Targets

Indicators and targets are critical tools for promoting sustainability. They help to establish a clear vision of what is to be achieved, provide focus for all involved in the design process, and create a framework for managing performance after the development is complete. Simply defined, an indicator is a component of the community, such as a flow, an action, an activity or built space that is measured over time and can help show changes in a specific condition. Indicators provide a measurement tool to gauge performance and can be used to educate and affect change. Targets refer to the goals set for each indicator.

The preliminary list of indicators and targets for SEFC are included in Appendix A of this report. The number of indicators in this initial list is purposefully small. Indicators have been selected that are as holistic as possible, can be quantified at the ODP stage, and wherever possible will be useful for the long-term monitoring of the community's build-out and its actual performance once inhabited.

APPENDIX T EXAMPLE INDICATORS

For example, in the area of water management, including supply and disposal, residential water consumption (litres/capita/day) was chosen as the indicator. Residential water consumption, as an indicator, covers both water use and sanitary sewage production by building occupants. The target for this indicator has been initially set at 190 litres/capita/day based on projected reductions in water use resulting from the measures of the SEFC Green Building Strategy adopted by Council in July 2004: dual flush toilets, low flow fixtures, drought tolerant landscaping, and high efficiency irrigation systems at the building level.

All efforts have been taken to assign targets to each indicator. The preliminary targets represent the expected performance of SEFC based on the proposed ODP plan and by-law rather than a theoretical goal as they are being used to evaluate the ODP by-law and its policies. The sustainability strategies, which support the targets, are incorporated into the SEFC plan design and ODP by-law and are illustrated conceptually in Appendix B. The current targets are generally determined by the proposed policies for SEFC such as the Green Building Strategy. Where not explicit in the policy, targets are staff's best estimates of performance based on the proposed ODP by-law. However, there are a number of indicators, particularly in the social and economic spheres which are difficult to set targets for and are of a more qualitative nature. In these cases, it is important to remember that "not everything that counts can be counted and not everything that can be counted counts." (Albert Einstein)

This initial list of indicators and targets for SEFC will change over time, as the community is designed in more detail, built out and occupied, as standards of environmental, social, and economic performance change, and as improved data sources for measuring indicators become available. Once the community is inhabited, it is likely that an engaged community will want to track more specific and numerous indicators.

To facilitate regular updates, the list of indicators and targets are being brought forward for adoption by resolution of Council in this Policy Report and not as part of the ODP by-law. Therefore, changes to the list of indicators and targets will occur through adoption by Council and will not involve the time and complexity of a public hearing (as would be required to revise the ODP by-law).

As the first anticipated revision, it is recommended that staff report back at the sub-area rezoning stage with an updated list of indicators and targets. The expectation is that staff will re-visit the list of indicators and targets at each new stage of the community's development: detailed design, construction, occupancy and throughout the ongoing inhabitation of SEFC. A dynamic set of indicators and targets will promote innovation and continuous improvement throughout the development cycle and within the future SEFC community.

Monitoring and Stewardship

Responsibility for achieving targets must rest with individuals or organizations that have the necessary level of control to achieve a target. Similarly, explicit monitoring, reporting and enforcement mechanisms are required to hold those entities accountable. The City will play a key role in achieving certain types of targets through overall site structure and infrastructure design. Land owners and developers will play a role in achieving site- and building- specific performance targets. Future SEFC residents, business owners, employees and visitors will play a critical role in on-going performance of the area. (SEFC Energy Plan, August 2002, Compass Resource Management)

The first monitoring, at the ODP stage, has been undertaken by staff and consultants by way of a public investment model. Eric Vance and Associates along with the Sheltair Group have prepared a report that looks at an enhanced sustainability development approach envisioned in the ODP by-law. The enhanced sustainability approach is based on the preliminary list of

APPENDIX T EXAMPLE INDICATORS

indicators and targets for SEFC. The results of this study will be provided to Council prior to the public hearing.

A detailed monitoring strategy for the next stages of SEFC development will be designed and it is proposed that it be presented to Council at the sub-area rezoning stage. The monitoring strategy will include a process for collecting data, a timeline for reporting results, and assign responsibility for the various monitoring tasks.

It is recommended that the SEFC Stewardship Group continue its role of watching over the SEFC process through the Olympic Village and initial Private Lands sub-area rezonings. Consideration should then be given to the role of the Stewardship Group as the process shifts to its development and occupancy phases. The intent would be that the group be structured to evolve into a neighbourhood association, with broad representation of neighbourhood interests and mechanisms in place to ensure this representation continues as the neighbourhood changes. The association should be inclusive of all who live, work and play in SEFC and will create a Council-resident connection. One of the roles of this neighbourhood association would be to provide a feedback mechanism to City staff for on-going monitoring, performance evaluation, and suggestion of measures to improve the neighbourhood.

It is important to realize that in many cases the achievability of the targets once the community is built out and occupied will depend on the level of impact that the educational programs have on changing people's behaviour. While the City and private developers can design a highly sustainable community, it largely depends upon the habits and choices of the residents, business owners, employees and visitors to realize the goals of the community. For example, while each residential and commercial unit may be designed to facilitate the diversion of solid waste from the landfill, unit occupants will have to participate in the process, or the target will not be achieved. (Merge Report, July 2003, Resource Rethinking Building).

Sustainability education will be another role of the Stewardship Group, and the future neighbourhood association as it evolves. Education will also be achieved through demonstration projects in SEFC. Some ideas for proposed demonstration projects include: a community dual energy system using, greywater recycling, blackwater treatment, rainwater re-use, alternative energy opportunities, and a model high performance public facility.

The proposed indicators and targets which are included in Appendix A, represent the combined efforts of staff, the consultants and the stewardship group and at this time are felt to be representative of the policies put forward at the ODP by-law stage. It is anticipated that both the targets and indicators will change over time to reflect improvements in technology and sustainable thinking.

A detailed monitoring strategy is required to ensure the collection of data and the constant monitoring of SEFC performance throughout all phases of SEFC development and inhabitation.

It is proposed that staff report back at the sub-area rezoning stage on updates to the list of indicators and targets and a detailed monitoring strategy.

- - - - -

Appendix A: Preliminary List of SEFC Sustainability Indicators and Targets

The following section outlines environmental, social and economic indicators and targets for on-going monitoring and evaluation of the performance of the SEFC community. These indicators and targets were developed as a baseline for the SEFC ODP.

APPENDIX T EXAMPLE INDICATORS

ENVIRONMENTAL

1. ENERGY

Indicator - Total annual building energy consumption (residential and commercial), GJ/sq m gross floor area

Target - 0.79 GJ/sq m average for commercial and institutional buildings; 0.44 GJ/sq m for townhouses; 0.31 GJ/sq m for multi unit residential buildings. This is based on the assumption that privately developed residential and commercial buildings achieve LEED Silver performance and all civic buildings achieve LEED Gold performance. All wood frame low rise (4 storey and below) buildings are assumed to be built to R2000 standards and concrete construction, including high rise apartments and commercial buildings are assumed to be built to Commercial Building Incentive Program (CBIP) standards.

2. WATER

Indicator - Water Consumption (residential), litres/capita/day

Target - 190 lpcd based on projected reductions in water use resulting from the measures of the SEFC Green Building Strategy: dual flush toilets, low flow fixtures, drought tolerant landscaping, and high efficiency irrigation systems at the building level.

3. STORMWATER

Indicator - Effective impervious area (EIA), as % of total site area. EIA is the percentage of drainage area that is directly connected to a storm drainage system. It therefore allows for impervious surfaces that are used to collect rainwater for alternate uses such as irrigation, or for biotreatment and infiltration.

Target - 40% EIA based on Keen Engineering's "SEFC Water & Waste Management Plan", Option 1 which assumed underground parking, effective on-street parking to reduce roadway widths, and rainfall capture by green roofs, parks and open spaces.

4. SOLID WASTE & RECYCLING

Indicator - Municipal Solid Waste (residential and commercial), kg/capita/year disposed off-site

Target - 200 kg/cap/yr based on diversion through aggressive recycling, and 3-stream waste separation with limited on-site composting for local gardens. Assumes 90% residential floor space, 10% commercial. This does not include demolition waste.

5. URBAN AGRICULTURE

Indicators - Area of community demonstration garden; inclusion of a farmers market; % of buildings with green roofs

APPENDIX T EXAMPLE INDICATORS

Target - 26,000 sq ft for a community demonstration garden; farmers market included in ODP by-law; % of buildings with green roofs TBD

6. TRANSPORTATION

Indicator - Transportation - by residents % trips non-auto. This is an initial indicator, which captures most sustainable transportation modes, such as walking, cycling, all forms of transit, etc. Although less useful for estimating environmental impacts than specific data such as automobile km/person/yr., mode split data is available for the City and some specific neighbourhoods, whereas auto usage is not.

Target - 60% of all daily trips by non-auto modes based on reduced parking requirements, greater support for car-sharing and co-op vehicles, and increased support for alternative transportation modes such as cycling and public transit.

7. SEFC GREEN BUILDINGS

Indicator - Overall Environmental Performance of Buildings (LEED points). LEED points represent a cumulative total of credits for building performance with regard to site impacts, energy efficiency, transportation & parking management, water management (drinking water & storm water), and indoor air quality.

Target - 33 points per building or better, based on Council's policy direction that all non-Municipal buildings in SEFC should achieve at least LEED Silver. LEED Gold status is required for all civic buildings.

SOCIAL

Basic Needs:

1. APPROPRIATE, AFFORDABLE HOUSING with flexibility to meet changing needs

Indicators - Percentage of units in the City Lands in each of the three (low, middle, and market) income categories and percentage of units for families by income categories.

Targets - Income Mix: 33.3% affordable housing, 33.3% modest market housing with the thirds defined by regional income profiles. This is based on ensuring a balanced community with a broad social mix and access to housing by all income groups. Household Mix: 35% families within the City Lands and 25% families within the Private Lands.

2. APPROPRIATE, AFFORDABLE HEALTH CARE available in the community

Indicator - number of doctors in SEFC providing local health care services/total population.

Target - TBD

3. LOCALLY PRODUCED, NUTRITIOUS FOOD

APPENDIX T EXAMPLE INDICATORS

see Urban Agriculture indicator and target above

4. SAFE COMMUNITY

Indicator - real and perceived crime rates and activity; vehicle/pedestrian accidents

Target - TBD

5. QUALITY, AFFORDABLE CHILDCARE

Indicator - % of childcare demand, as calculated from City policy.

Target - 100%

Enhancing Human Capacity:

6. LOCAL EMPLOYMENT OPPORTUNITIES

Indicator (under development) - Examples: % of jobs created in SEFC that are filled by local residents, or conversely, % of residents (in the labour force) who need to commute to their jobs outside the community; % of residents who walk or cycle to work; childcare spaces filled by children whose working parents live in SEFC

7. CREATIVITY AND ARTISTIC EXPRESSION

Indicators: arts and cultural "vibrancy index" based on a number of indicators, to be developed.

8. LIFE LONG LEARNING

Indicators: % of children living in SEFC attending the school; participation rate in local adult learning programs

9. RECREATION, LEISURE AND CULTURAL FACILITIES

Indicators: the total area (acres) per capita of public open space and parks; the total area (sq ft) of the community/boat centre facility

Targets: 2.75 acres/1000 people of public open space and parks; 30,000 sq ft community/boat centre facility

Enhancing Social Capacity

10. COMMUNITY ECONOMIC DEVELOPMENT

Indicators: % of local businesses created through a CED process

11. COMMUNITY IDENTITY

APPENDIX T EXAMPLE INDICATORS

Indicators: degree of resident agreement on the character/nature of the community they live in

12. INVOLVEMENT IN PUBLIC PROCESSES

Indicators: to be developed

13. SOCIAL INTERACTION

Indicators: the proportion of public open and built space that is amenable to social interactions, and then the # of people actually using these spaces; the number of residents involved in local community garden activities;

14. COMMUNITY NETWORKS AND ORGANIZATIONS

Indicators: the number of residents active in local organizations such as sports teams, business groups, the community centre association, strata councils, the school's Parent Advisory Committee, etc.

ECONOMIC

1. ECONOMIC SECURITY

Indicators: # of jobs - number of jobs per 1,000 sq. ft. of commercial development (e.g. businesses) and community centre, school, childcare facilities; also the number of jobs created for inner-city residents during the construction of the Olympic Village; Affordable housing responding to the need to provide housing for those in service and other low-paying occupations. The provision of quality childcare will make it easier for parents to hold full time employment.

Target - 5-8 jobs per 1000 sq ft of commercial development; 193 jobs as a result of the childcare facilities, community centre and school

2. LOCAL SELF-RELIANCE

Indicator: Complete Community Design - Range of services available in the community to meet daily needs.

3. ECOLOGICAL ECONOMY

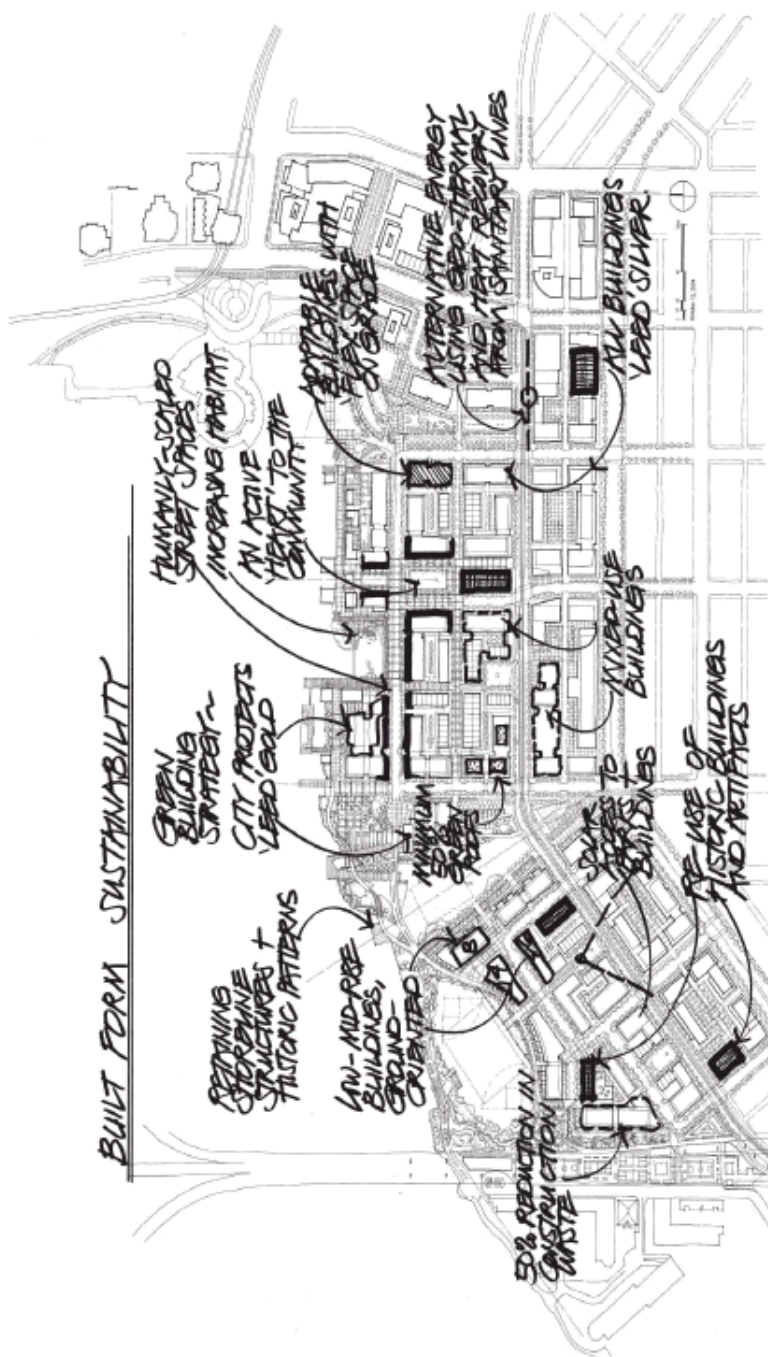
Indicator: to be developed

4. ECONOMIC ADVANTAGE

Indicator: to be developed

Appendix B: Sustainability Concept Diagrams

Diagram 1. Built Form Sustainability



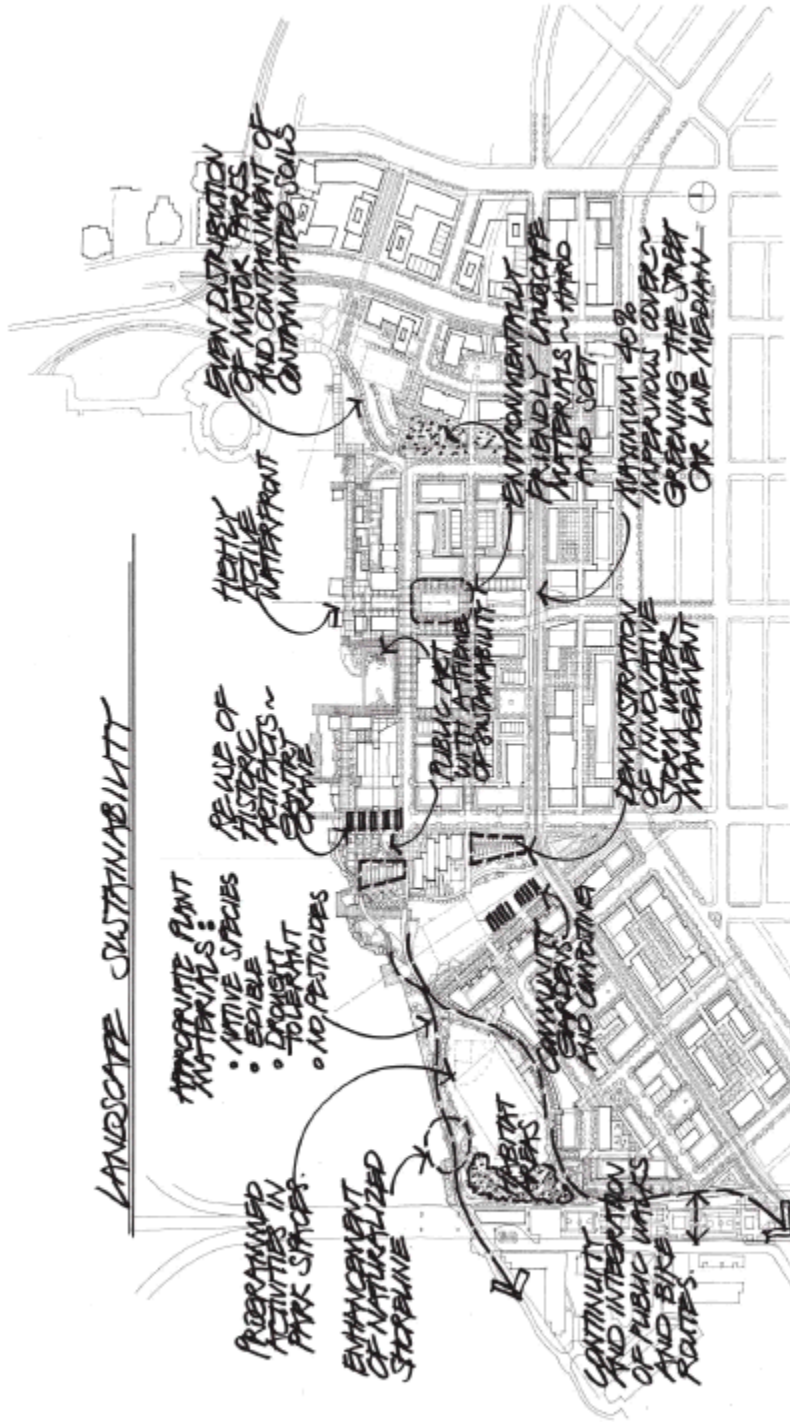
South East False Creek
Official Development Plan

Figure 116: Built Form Sustainability

December 01 2004

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EXAMPLE INDICATORS

Diagram 2. Landscape Sustainability



South East False Creek
Official Development Plan

Figure 115: Landscape Sustainability

December 01 2004

APPENDIX T
EXAMPLE INDICATORS

Diagram 3. Transportation Sustainability

APPENDIX T
EXAMPLE INDICATORS

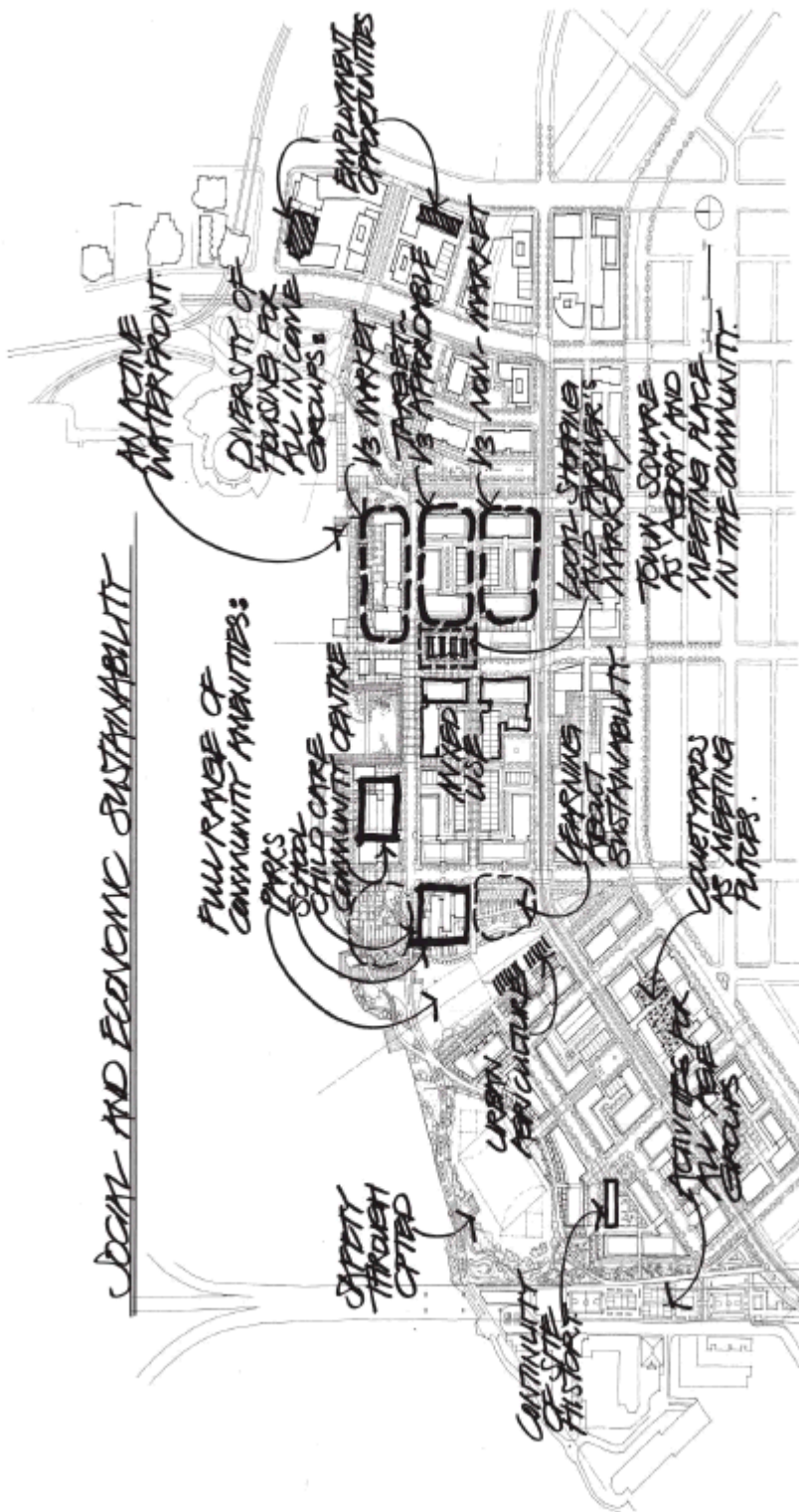


South East False Creek
Official Development Plan

Figure 114: Transportation Sustainability

December 01 2004

Diagram 4. Landscape Sustainability



South East False Creek
Official Development Plan

Figure 117: Social and Economic Sustainability

APPENDIX T EXAMPLE INDICATORS



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Partnership Package

WHISTLER2020

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1. INTRODUCTION

Partnership Agreements are about both achieving WHISTLER2020 and defining how we work together as a community.

Join the resort community in our journey towards success and sustainability by becoming a Whistler2020 Partner!

Long ago, Whistler recognized that effective collaboration among individuals and organizations is essential to ensure a strong community and a world-class competitive resort. *Partnering for Success* is highlighted as one of five Whistler2020 Priorities, and the Partnership Strategy is one of sixteen strategies developed by the community to guide Whistler towards achieving its Vision. (See textbox to the right).

Whistler2020 Partnership Agreements have been developed to recognize and celebrate Whistler organizations' shared commitment to effectively working together to achieve a successful and sustainable resort community. These Agreements express our intent to work cooperatively and collectively in achieving the desired results of the Whistler2020 plan and process.

To find out more about the Partnership Agreement opportunity, review the Questions and Answers presented on the following few pages.



WHISTLER2020 Partnership Strategy *Description of Success*

In 2020, Whistler partners and stakeholders work together to effectively and efficiently achieve Whistler2020 and partner objectives. By this time:

Residents, taxpayers, business and local government hold a shared vision for the resort community and work in partnership to achieve that vision;

Partners work together to achieve mutual benefit

Partners support each other and live up to the agreements established within partnerships

Partners work toward aligned budgeting processes that leverage limited resources for increased effectiveness and efficiency

Partners participate in policy making and other decisions at various levels of government where relevant

Trust is established and maintained among Whistler partners and stakeholders

Partners meaningfully engage stakeholders and practice 'good governance' guided by Whistler's Partnership Principles



2. WHISTLER2020 PARTNERSHIP AGREEMENTS: QUESTIONS AND ANSWERS

2.1. WHAT IS WHISTLER2020?

Whistler2020 is our comprehensive long-term Vision of success and sustainability in the future, as well as our plan and process for achieving this vision. It is based on a progressive and meaningful framework for community-based engagement in decision-making.

2.2. WHAT ARE WHISTLER2020 PARTNERSHIP AGREEMENTS?

Partnership Agreements are expressions of an organization's public commitment to work towards the Whistler2020 Vision, Priorities and Descriptions of Success. The agreements demonstrate that an organization is actively contributing to Whistler's ongoing success and sustainability.

2.3. WHY ARE PARTNERSHIP AGREEMENTS IMPORTANT?

The Partnership Agreements highlight the community's commitment to collaboration and accountability in achieving short and long-term success. They articulate how we work together and demonstrate shared commitments to achieving meaningful results in our journey towards Whistler 2020.

More specifically, they promote and contribute to:

- Optimizing our joint influence and synergies
- Establishing trust among organizations
- Achieving short and long term success
- Sharing capacity and better using limited resources
- Building credibility within the community

2.4. WHAT ARE OTHER BENEFITS OF BECOMING A PARTNER?

In addition to community-wide benefits outlined in the previous question, partner organizations also enjoy special benefits including:

- Increased access to information and networking opportunities
- Recognition as a community leader
- A formalized commitment from other Partner organizations to work toward Whistler's shared vision of success and sustainability
- Improved partner to partner relationships
- Access to Whistler2020 and The Natural Step tools and resources for improving and expanding your organization's commitment to sustainability

WHISTLER2020 Partnership Principles

As Partners, we are guided by our shared Partnership Principles:

COLLABORATION

We contribute reasonable resources toward efficiently and effectively achieving Whistler 2020 and partnership objectives.

OPEN COMMUNICATION

We communicate clearly and openly with partners and stakeholders about our expectations, objectives and limitations, encouraging them to do the same in an effort to build a common understanding between us.

INTEGRITY

We consistently act with integrity and honesty, respecting the differences of our partners and stakeholders.

INNOVATION

We apply an approach of innovation, continuous improvement and shared learning to achieve Whistler 2020 and the objectives of our partnerships.

INCLUSIVE ENGAGEMENT

We identify stakeholder groups that are affected by our decisions and offer meaningful opportunities for representatives to inform the decision-making process, while ensuring that decisions are made effectively and in a timely manner.

RESPONSIBILITY

We take responsibility for our acts and omissions, including our decision-making processes and the results of these decisions.

TRANSPARENCY

We are committed to disclosing to partners and stakeholders activities that positively or negatively affect progress toward Whistler 2020 and the objectives of our partnerships, unless such disclosures will place us at a competitive disadvantage in the marketplace or compromise other privacy commitments.

INTEGRATION

We integrate and maintain these Partnership Principles within our organizations and decision-making processes over time.



2.5. WHAT IS MY COMMITMENT AS A PARTNER?

Whistler2020 Partners commit to (and can expect fellow Partners to commit to):

- Adopting the shared Vision and sustainability objectives
- Interacting with others according to our Partnership Principles (see textbox)
- Working toward the achieving the strategy *Descriptions of Success*.

More specifically, Partners agree to:

- Reviewing Whistler2020 actions and implementing where feasible.
- Timely and accurate communication with the Whistler2020 team.
- Providing access to appropriate data as required for the Whistler2020 Monitoring and Reporting program.
- Providing appropriate organizational representation on Whistler2020 task forces.

2.6. WHO CAN BECOME A PARTNER?

Any interested organization, business or community group that is committed to the Vision and principles outlined in the Partnership agreement may become a Whistler2020 partner.

2.7. HOW DO I BECOME A WHISTLER2020 PARTNER?

The Whistler2020 team has forwarded you this Partnership Package for review. As a next step, we would like to talk to you about this during our action acceptance meeting, and if desirable, sign an agreement. A public celebration of Whistler2020 partners will be held at the September 5th Municipal Council meeting, as well as at a subsequent public event held on September 16th (details to follow soon).



3. THE PARTNERSHIP AGREEMENT



WHISTLER2020

Moving Toward a Sustainable Future

PARTNERSHIP AGREEMENT

Whistler holds a special place in the hearts of the people who live, work and play here. Together we can continue Whistler's success and move toward a future that is sustainable.

AS PARTNERS, WE SHARE WHISTLER'S VISION, VALUES, PRIORITIES, AND SUSTAINABILITY OBJECTIVES.

OUR VISION Whistler will be the premier mountain resort community – as we move toward sustainability.

OUR PRIORITIES

- Enriching Community Life • Enhancing the Resort Experience
- Protecting the Environment • Ensuring Economic Viability
- Partnering for Success

AS PARTNERS, WE ARE GUIDED BY OUR PARTNERSHIP PRINCIPLES.

COLLABORATION

We contribute reasonable resources toward efficiently and effectively achieving Whistler 2020 and partnership objectives.

OPEN COMMUNICATION

We communicate clearly and openly with our partners and other stakeholders about our expectations and limitations, and encourage them to do the same in an effort to build common understanding between us.

INTEGRITY

We consistently act with integrity and honesty, respecting the differences of our partners and stakeholders.

INNOVATION

We apply an approach of innovation, continuous improvement and shared learning to achieve Whistler 2020 and our partnership objectives.

INCLUSIVE ENGAGEMENT

We identify stakeholder groups that are affected by our decisions and offer meaningful opportunities for representatives to inform the decision-making process, while ensuring that decisions are made effectively and in a timely manner.

RESPONSIBILITY

We take responsibility for our acts and omissions, including our decision-making processes and the results of these decisions.

TRANSPARENCY

We are committed to disclosing to partners and stakeholders activities that positively or negatively affect progress toward Whistler 2020 and the objectives of our partnerships, unless such disclosures will place us at a competitive disadvantage in the marketplace or compromise other privacy commitments.

INTEGRATION

We integrate these Partnership Principles within our organizations and decision-making processes over time.

AS PARTNERS, WE SUPPORT THE IMPLEMENTATION OF WHISTLER 2020:

By aligning our activities with strategy descriptions of success, by reviewing and implementing feasible recommended actions, and by collaborating and sharing resources.

SIGNED THIS XXTH DAY OF MONTH, 2006.

SIGNED: _____
Name
Organization

WITNESSED: _____
Mayor Ken Melamed
Resort Municipality Of Whistler



4. ADDITIONAL SUPPORT

Please feel free to contact the Whistler2020 team if you require other information or resources related to Whistler2020 Partnership Agreements. Additional access to any tools and/or resources that have been developed through the Whistler2020 process (reports, documents, presentation slides and so on) can also be provided by request.

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Whistler2020 Community Initiatives
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To access Whistler2020, visit www.whistler2020.ca



Case Study 3: The Canmore Public Library ~ Becoming a Community Sustainability Hub

The Organization

The Canmore Public Library was established in August 1971 as a small independent library. In the early 1980s, it joined the Marigold Library System (one of seven library systems in Alberta), giving Canmore access to a wider range of resources. In the late 1990s, the library joined a province wide consortium, The Alberta Library, which once again expanded the library's sharing capabilities. The library facilities, operation, and programs are directed and overseen by a Library Director and a Library Board. The Friends of the Canmore Library, comprising community volunteers, helps with fundraising and program delivery.

Since its founding, the library has been housed in a succession of pre-existing buildings that were renovated for library use. The library moved into its present location (an old liquor store) in 1996. Although the structure was meant to serve a maximum population of 10,000 people, it is currently serving a population of 15,000 – a number that is projected to increase to 25,000 in the next 15 years. More space is needed for the library's collection, public seating, community

programs, staff work, storage and computers.

The library board and staff are currently planning for a library expansion that involves not only the building but the library program. The physical expansion may be a renovation of the existing structure or, as favoured by board and staff, a new building. In either case, Michelle Preston, the Library Director and an Early Adopter in The Natural Step to a Sustainable Canmore, says, "Our intention is to incorporate green features into the new library".

The Natural Step to a Sustainable Canmore

Although the library is not a part of the Municipal government, there is considerable resource and information sharing between the Town and the library. Michelle Preston learned of The Natural Step to a Sustainable Canmore through the Town staff, and she and the board felt the Natural Step framework might bring some new and useful insights to the expansion project. After finding out more



about the program, she asked to become an Early Adopter.

Baseline Evaluation, Sustainable Practices

The baseline analysis of the library's sustainability performance (Appendix A) revealed a number of pro-sustainability activities.

Social sustainability.

A library is by nature a place of learning and of sharing resources, and the Canmore Public Library has historically made its resources and facilities available to the community. Through the combined efforts of its administration, staff, board, and Friends, the library is a significant force for social cohesion in the community. For instance, it:

- shares its collection with all Canmore residents and with other communities in the province;
- partners with the Library Art Gallery (housed in the same building) on the delivery of various art-related programs, which results in the efficient and practical use of space and materials, energy savings, and strengthened community ties;
- provides public access to the Internet through its computers;

- is an unofficial meeting place for individuals and community groups;
- offers a variety of community programs, including readings for children, family film evenings, and a speaker's series covering topics of interest to local residents; and
- organizes book sales.

Environmental and economic sustainability.

The baseline analysis also revealed the library was already involved in a number of pro-sustainability environmental and economic practices, including:

- in-house recycling of paper, plastics, cardboard, glass, and tin;
- using renovated, pre-existing structures for the library building;
- using inter-library loans to distribute library materials;
- employing local residents;
- providing public computer use and internet access;
- providing bicycle racks for patrons; and
- hosting used book sales.



Baseline Performance, Non-sustainable Practices

The baseline analysis of the library's material flows and environmental impacts also revealed a number of practices that violated The Natural Step's four system conditions. The major challenges arise from the transportation and storage of books and other printed materials; a physical plant that uses natural gas for heating and electricity for lighting; the use of synthetic chemicals and materials in building maintenance and cleaning; and the reliance on computers (for staff and patron use) that contain heavy metals and that use electricity. A high level analysis revealed the following specific violations:

1) Contributions to systematic increases of substances taken from earth's crust

The library building, and its transportation systems, are fossil-fuel dependent. The library is heated by natural gas and powered by coal-fired electricity. As well, new acquisitions and interlibrary loans are transported by gasoline-fuelled vehicles.

The library's computers and other electronic devices (used both by staff and patrons) contain toxic materials, including mercury and cadmium. The devices also have relatively short life spans, which has in the past meant frequent contributions of those materials and metals to the local

landfill. (The disposal problem has been mitigated in the past year by the opening of a local electronics recycling depot.)

2) Contributions to systematic increases in concentrations of substances created by society

In its operations and its "products" (ranging from books, magazines, audio tapes, and CDs to computers), the library utilizes a wide range of synthetic chemicals. Paper production, printing, and book binding are all processes external to the library but are also essential to its operation, while cleaning products used in the building are directly under its control.

3) Contributions to degradation of nature

At the upstream end of producing the library's stock in trade – books, magazines, and papers – trees are felled for paper. Depending on the forestry practices employed, the harvesting can constitute a serious degradation of nature and natural systems. At the downstream end, the problem is what to do with the products when they reach the end of their useful library lives. Landfill? Recycle? Repurpose? Which is the most sustainable and appropriate option for each exhausted item?



4) Contributions to conditions that undermine people's ability to meet their needs

This is one area in which Preston believes the library is ahead of the sustainability curve. The library, as an institution dedicated to public service, offers equal access to information and educational ideas in a community that is increasingly characterized by the economic extremes of wealthy retirees and part-time residents, and low income, often transient, service workers. Also, the library's network of service extends beyond Canmore: Through the Marigold Library System, Canmore has access to books in other Alberta libraries and reciprocates with an invitation to other communities to access the resources of the Canmore Public Library.

Of the various library departments, the largest challenges are associated with circulation services. Preston used circulation services to pilot the baseline analysis methodology, and compiled the topline results (Appendix B).

Sustainability Vision

The Canmore Public Library's Sustainability Vision (Appendix C) calls for the library to become a community "HUB of Sustainability," in both its operations and its program.

Action Plan

The library's action plan (Appendix D) identifies short term, mid term and long term actions that will help it move towards sustainability. Among the highlights:

- The heart of the library expansion project is the creation of a model "green library". The site, architecture, building materials, heating and lighting systems, patron and community services and education, as well as interlibrary sharing of sustainability information, are all under discussion;
- Immediately changing cleaning products to greener, cleaner brands;
- Substituting reusable, more durable bags for interlibrary loan shipments;
- Using a computer network, with one server and multiple monitors – as opposed to multiple computer systems – to serve patrons;
- Using the national network of librarians to advocate for more sustainable practices in all aspects of producing and distributing printed matter. Improvements include the use of more recycled paper; paper from certified sources; non-paper "paper"; non-toxic, vegetable-based inks; and energy-efficient printing



technologies. As well, the introduction of new literary mediums – digital files and recordings – is reducing the need for information to be transmitted by the printed page and should be encouraged. The new formats allow for more information to be stored with less bulk, and large amounts of information can be dispersed electronically, eliminating the need for truckloads of printed materials published to travel from publisher to printer to library to patron;

- Creating a staff policy manual embedding The Natural Step Framework in all aspects of the library's operations;
- Reviewing all new capital purchases and contract services – including transportation and courier – for life cycle and energy efficiency.

Implementation

Since completing The Natural Step to a Sustainable Canmore, the library has been able to implement several of its actions, including:

- A new computer system, consisting of multiple monitors attached to a single server, has been installed for patrons, thus decreasing the amount of computer hardware – and the corresponding load of metals and synthetic materials.

- An interlibrary loan practice that employs reusable “blue bags”. The blue bags are more expensive than the paper bags used previously, but they have a much longer lifespan and the costs will be recouped within a few months. As well, the use of the bags sends a message to “think reusable” even before “recyclable” and especially before “discard-able”.

Last Words

The expansion project was seen as an opportunity to create a more sustainable library well before Preston's involvement with The Natural Step to a Sustainable Canmore. As well, the library was practicing a number of sustainability activities, including recycling, sharing resources through interlibrary loans, and sharing its facilities and resources with community groups. That said, the library had no formal sustainability plan. The Natural Step to a Sustainable Canmore provided the framework to create such a plan, and the library has incorporated the framework into its annual planning process. “The framework allows us to look at what we do, and what we want to do, in a new light,” says Preston. “It opens up new thinking and new possibilities”.

Although Preston uses TNS principles in discussing the management of library programs, services, equipment, resources and materials with her staff, there is no



formal sustainability training program currently available for library staff. Preston would like such training to be available, and is hopeful that such a

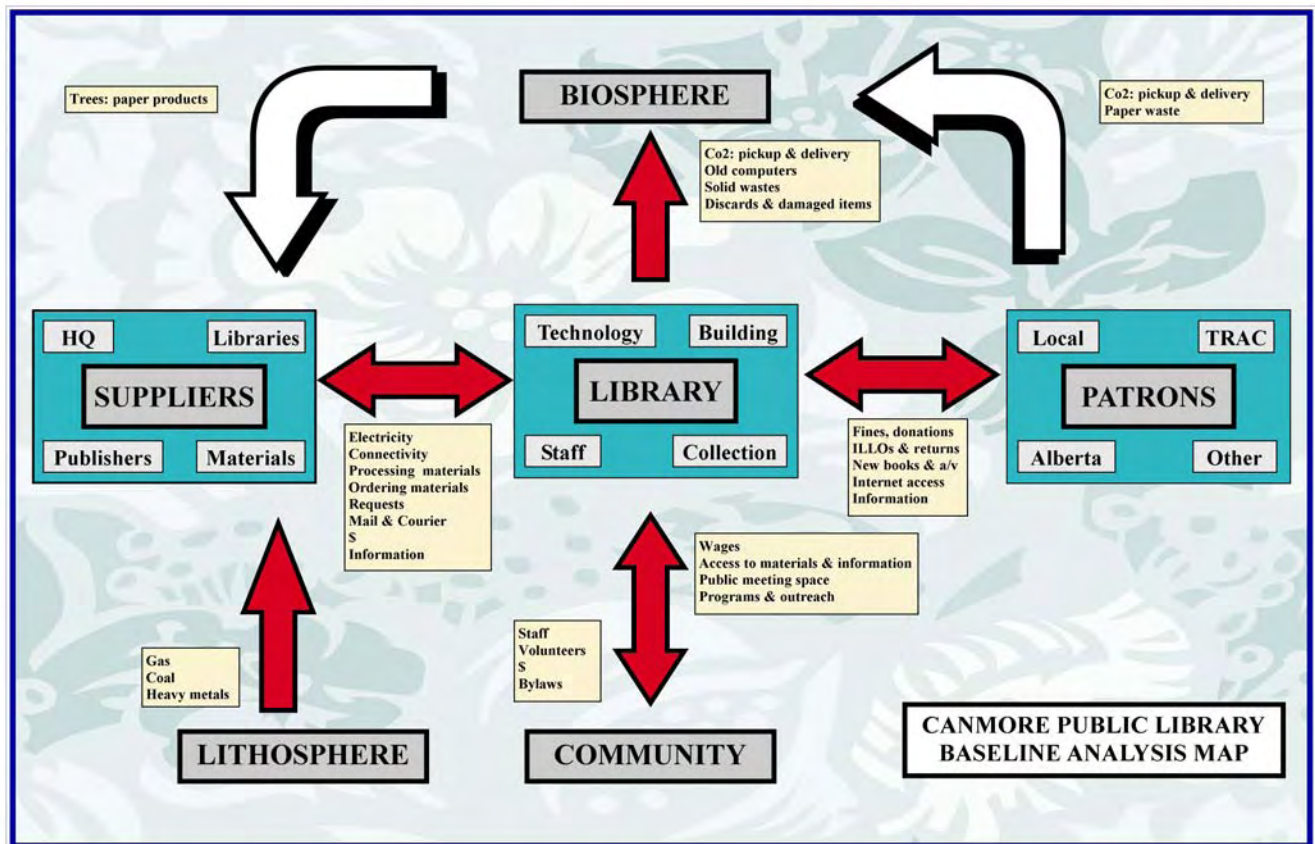
program may result from the ongoing work of the new Sustainability Hub of the Bow Valley – a legacy program created in the wake of the TNS training.

Standing Behind Sustainability. . .



Canmore Librarian Michelle Preston, right, with Melanie Watt and Bart Robinson, show off a donation of new books on sustainability. The donation, made to the Library by the Biosphere Institute of the Bow Valley on behalf of The Natural Step to a Sustainable Canmore, includes 30 books on topics ranging from green building materials to “29 Ways to Keep your Children Toxin Free.” The Canmore Public Library was one of the organizations that participated in the recent Natural Step program. Michelle plans to include the books in a forthcoming display about sustainability.

Canmore Public Library Appendix A: Baseline Mapping

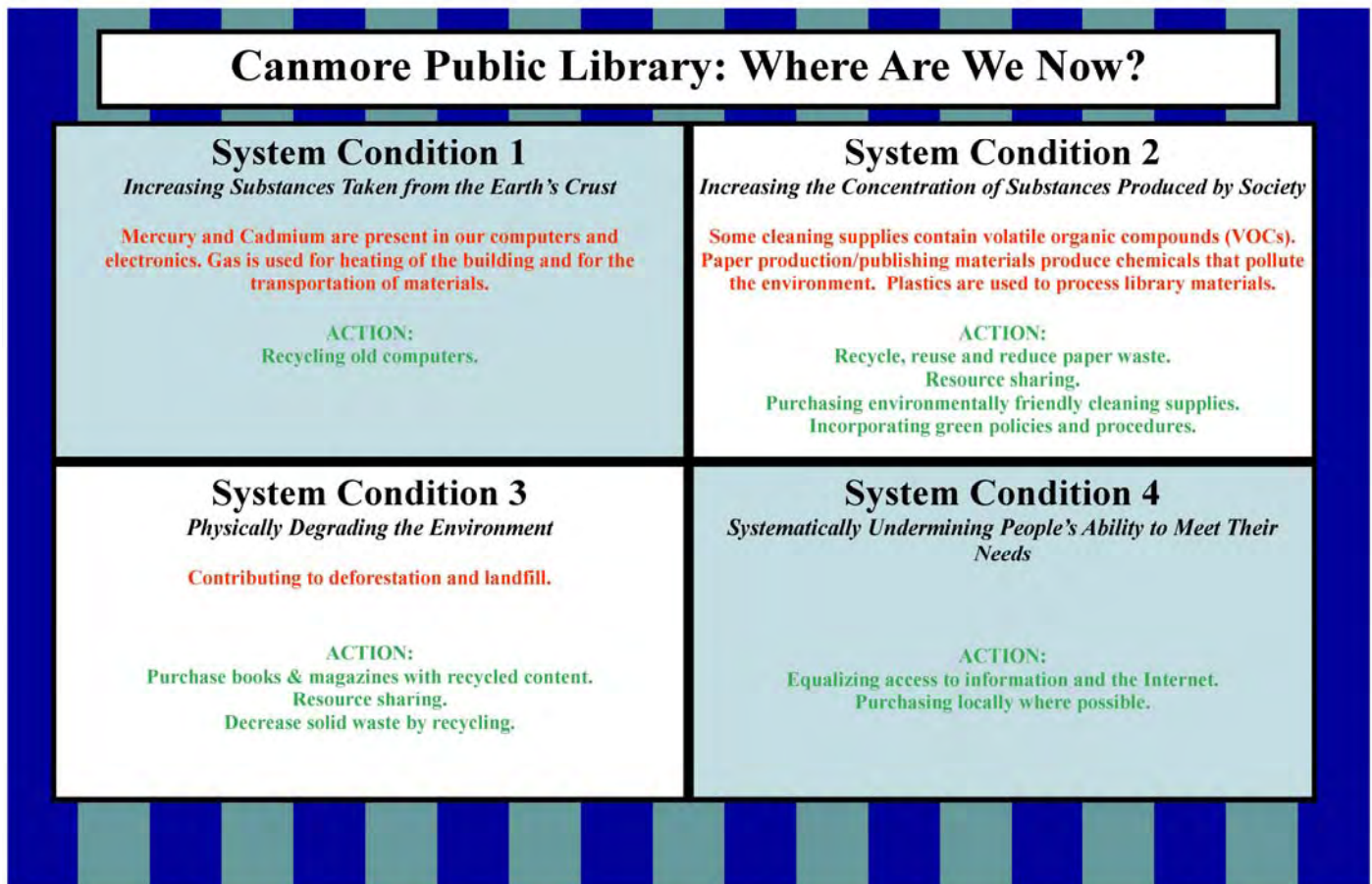




Canmore Public Library Appendix B: Baseline Analysis, Circulation Services

For the purpose of the Baseline Analysis, we broke basic library services into 5 categories: Circulation Services, Technical Services, Reference Services, Programming, and Provision of Public Space.

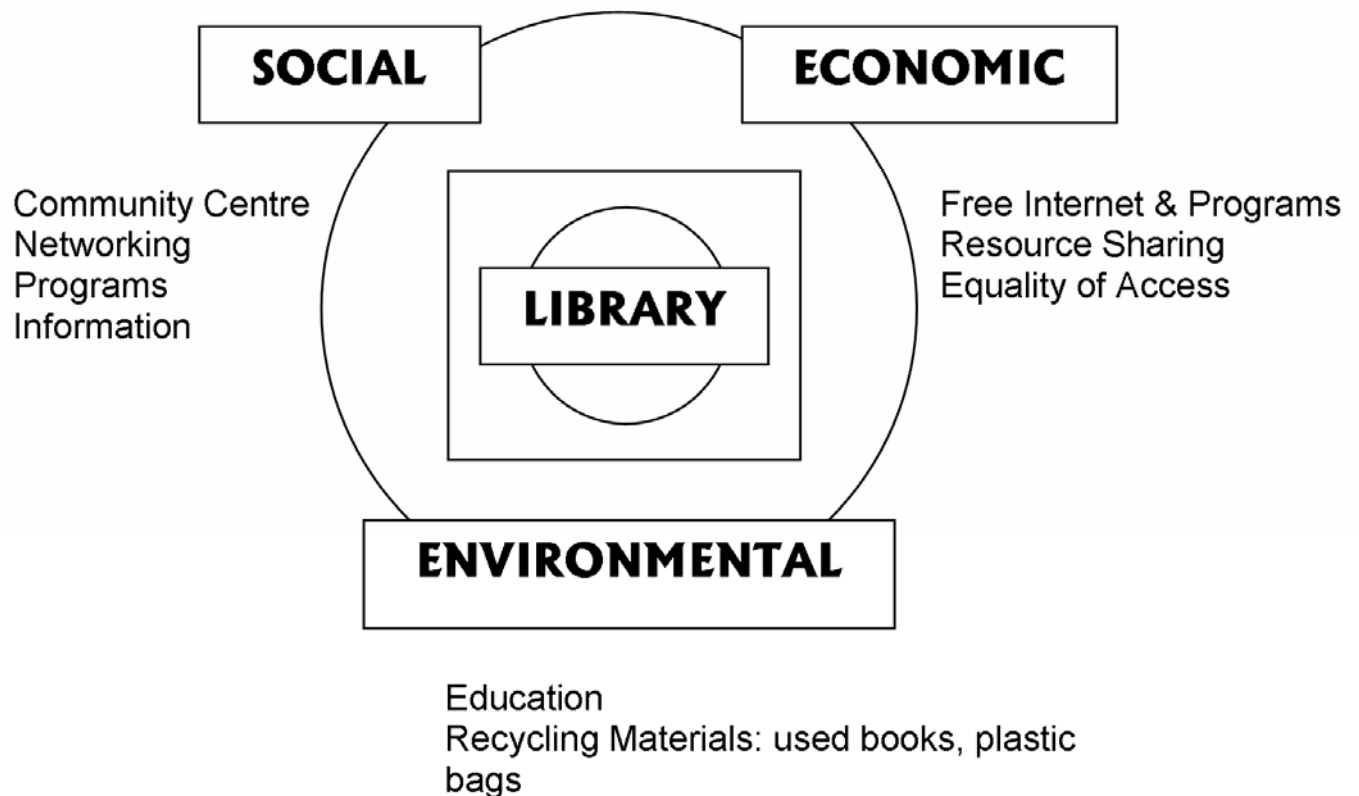
Because the majority of our material flows/environmental impact occur within Circulation Services, we decided to focus on that category for our Baseline Analysis.





Canmore Public Library Appendix C: Sustainable Vision Mapping and Opportunities for Innovation

“The Canmore Public Library a HUB of Sustainability”





In the future the Canmore Public Library will be . . .

- A hub of economic, social and environmental sustainability for the community,
- An example of a sustainable building,
- An organization that employs conscientious purchasing practices that reflect the four system conditions,
- A disseminator of sustainability information to other libraries and communities in Alberta.
- An organization that encourages conscientious vehicle use by staff and patrons, and minimizes greenhouse gas emissions by:
 - implementing an efficient transportation schedule that minimizes pickup & delivery runs.
 - offering additional space for bicycles and burleys .

Opportunities for Innovation . . .

- Book bags: encourage patrons to bring their own cloth bags. Also, recycle plastic grocery bags but offer cloth bags (possibly hemp?) as an alternative. (This offers opportunities to partner with local businesses.)
- Green library: incorporate the Natural Step Framework into the planning, design, and construction of the new/renovated library.
- More efficient computer system: investigate an alternative computer system that is more energy efficient and reduces hardware recycling.
- Improved management routines: Incorporate sustainable practices into library policy, and educate staff, volunteers, Friends of the Library and Library Board members on the principles of The Natural Step.
- Outreach: Educate and encourage other libraries to adopt more system-wide sustainable practices like the reusable blue mailbags for interlibrary loans. Other possibilities include using hybrid vehicles in a library courier system, sharing publisher catalogues to reduce paper waste, and use reusable address tags for interlibrary loans.



Canmore Public Library Appendix D: Action Plan

Canmore Public Library Action Plan

Short Term



Incorporate sustainable practises into into library policy.



Conscientious purchasing of cleaning and office supplies and materials for the collection.



Provide more energy efficient and environmentally friendly Internet access to the public.



Implement more efficient transportation practises for pickup & delivery of materials.



Provide current books and information on sustainability, The Natural Step and the environment.



Collaborate with local organizations & businesses to facilitate adoption of the Natural Step

Medium Term



Educate other libraries on the merits of sustainable practises.



Encourage the library community to purchase from publishers that follow environmentally sustainable practises.



Create and maintain a list of environmentally conscious publishers.



Offer reusable cloth book bags as an alternative to plastic bags for carrying library materials.

Long Term



Incorporate the Natural Step Framework into the planning, design and construction of a new/renovated library.



Encourage non-car transportation by providing additional space for bicycles and burlies.



Recommend green alternatives for the transportation and delivery of materials between libraries (e.g. hybrid vehicles).

NEWS RELEASE



FOR IMMEDIATE RELEASE

Thursday 3 May 2007



Town of Olds and Olds Institute for Community & Regional Development Partner in Sustainability Project

Olds is one of five urban municipalities working closely with the Alberta Urban Municipalities Association (AUMA) over the next year to help chart a course for achieving municipal sustainability. The five communities involved were selected based on their responses to a list of questions sent out by AUMA to its members. The following communities are working with the AUMA to pilot sustainability planning tools and resources:

- ♦ The Village of Chauvin
- ♦ The Town of Claresholm
- ♦ The Town of Olds
- ♦ The Town of Pincher Creek
- ♦ The Village of Thorhild

As a Pilot Community the Town of Olds went through the following process:

Council and Administration met to discuss organizing all the exciting and fast-moving sustainability initiatives happening in and around Olds. Municipal sustainability planning requires communities to embark on initiatives that promote increased community engagement and involvement.

Administration introduced the pilot initiative to the Olds Institute for Community and Regional Development (OICRD) which was extremely responsive to the idea and immediately committed to being involved.

An Open House was held on March 5, 2007 with David Laing, our designated Community Development Officer from Municipal Affairs and Housing. The meeting was open to anyone who was interested in municipal sustainability planning. The *Olds MSP Development Process Timelines* and *Resources Available for MSP Process* were generated from this meeting. It was then recommended to Council that the OICRD be given the responsibility of leading the MSP process and for appointing a citizens' advisory committee. The OICRD has worked hard to create a sustainable community, and has a strong relationship with the community members who will be participating in the project.

At its meeting March 26, 2007 Town Council passed the following motion:

That Council approves assigning Olds Institute for Community and Regional Development the authority and responsibility for creating a Municipal Sustainability Plan following the Alberta Urban Municipalities Association Municipal Sustainability Planning Guidebook; and that OICRD be requested to submit a recommendation to Council on the implementation and follow-up of the plan.

**APPENDIX W
NEWS RELEASES & ARTICLES**

Since that time, the Town of Olds and the OICRD have been working together to develop a public engagement strategy, based on a generational approach to municipal sustainability planning. Full-day public input sessions are planned for the following dates and age groups:

DATE	GROUP & LOCATION
May 12, 2007	Ages: 30-45 Olds College DMP Room 205
May 17, 2007	High School Students Grades 8-12
May 26, 2007	Ages: 46-59 Olds Legion
May 31, 2007	Ages: 60 Plus Olds Legion
June 2, 2007	Ages: 16-29 Olds College

All sessions run from 9.00 to 4.30 pm. Lunch and refreshments will be provided. Citizens interested in attending one of these sessions should call Nina Gales at 556-6981 by one week prior to the session they plan to attend.

The Municipal Sustainability Project will conclude in January 2008.

-30-

For more information on the Olds Sustainability Project, contact:

Nina Gales
Manager, Corporate Affairs
Town of Olds
4512 46 St
Olds AB T4H 1R5
Ph (403) 556-6981 ext. 121

Backgrounder – Municipal Sustainability Planning (MSP) Pilot Communities

What is Municipal Sustainability Planning?

Municipal Sustainability Planning is an opportunity for municipalities to look long-term at the communities they want and take proactive steps to move there.

It is an opportunity to engage citizens in a dialogue about what they value about their communities and what they want them to look like in the future.

It is an opportunity to provide an outlet for the wisdom and expertise of community members to discover innovative solutions that address social, cultural, economic, environmental, and governance challenges today while leaving a positive legacy for future generations.

Why would a community want to do a Municipal Sustainability Plan (MSP)?

The AUMA's go forward strategy and interpretation of sustainability is based on the premise that municipalities should only invest in initiatives that make **economic** sense today and that move the community in a step-by-step manner towards a future where a strong **social** fabric weaves through communities ensuring that basic human needs are met, a vibrant **cultural** scene breeds creativity to drive innovation, and **environment** issues are resolved.

What is the Municipal Sustainability Planning Initiative?

AUMA's Municipal Sustainability Planning initiative focuses on providing municipalities with the tools and resources they need to effectively develop and implement municipal sustainability plans.

Phase I of the initiative involved the 2005 President's Summit on Community Sustainability and the development of a comprehensive Guide and Tools for sustainability planning.

Phase II of the initiative included a refinement of the comprehensive Guide, and publication of the MSP website. Sustainability learning modules and events were also hosted by AUMA.

Phase III of the project includes working with pilot communities to implement and evaluate the use and effectiveness of resources developed in earlier phases.

What is the purpose of the working with pilot communities?

AUMA recognizes that there can be a gap between communities having access to tools and resources, and taking action to utilize those tools. This is especially a concern when the issues and processes are relatively new and people are unsure how to successfully implement them. The pilot project allows us to provide additional support so that municipalities can bridge the gap and hopefully have a successful experience with the tools. Additionally, the successes, challenges and lessons learned by these communities will be shared with AUMA members to build a greater understanding of how Alberta municipalities can successfully move forward with sustainability planning.

What are the benefits to communities participating in the pilot?

Access to a range of tools and resources to guide them through the structure and process of preparing an MSP.

Support in making applications to funding programs.

Access to Alberta Community Development Officers through an AUMA partnership with Municipal Affairs and Housing. Community Development Officers are trained to provide effective facilitation of workshops during the planning process.

Invitations to workshops in 2007 that will provide an in-depth understanding of the 5 dimensions of sustainability.

APPENDIX W NEWS RELEASES & ARTICLES

Participation in a Municipal Sustainability Conference to share learnings and results with municipalities across Alberta.

Access to The Natural Step's Sustainability eLearning module for Council members, municipal staff and citizens engaged in the MSP process.

Access to regular phone and on-line advice.

NEWS RELEASE



FOR IMMEDIATE RELEASE

Thursday 13 September 2007



Town Hosts Sustainability Charrette

Olds is one of five urban municipalities working closely with the Alberta Urban Municipalities Association (AUMA) to help chart a course for achieving municipal sustainability. In May and June 2007, the Town of Olds and the Olds Institute for Community & Regional Development (OICRD) hosted seven public input sessions on municipal sustainability. With public and corporate buy-in of the Sustainable Living Initiative gaining momentum, the Town and the OICRD are now pleased to host the Olds Sustainability Charrette, 20-22 September at the Mountain View County Office.

A charrette is a creative burst of energy that builds momentum for a project and then sets it on a course to meet project goals. The three-day event will bring together citizens of Olds, experts, town staff and elected officials for a session of evaluation and information exchange. This intensely focused session will use a collaborative approach to create realistic and achievable sustainability goals that work.

A Networking Dinner on Thursday 20 September will feature Calgary Alderman Bob Hawkesworth, the President of the AUMA and a strong advocate for municipal sustainability. As our keynote speaker, Mr. Hawkesworth will speak about the importance of moving communities toward sustainability. Chad Park, Senior Sustainability Advisor for The Natural Step Canada will deliver a presentation on The Natural Step framework, which has been embraced by communities such as Canmore and Whistler, and is recognized by municipal governments right across Canada.

For information on The Natural Step program, visit www.thenaturalstep.ca.

Three case-study presentations and a Sustainability Open House will be held on Friday 21 September. The presentations will begin at 9.30 am and the open house will run from 2.00 – 4.30 pm. The information from the seven public input sessions will also be on display.

The public is welcome to attend the sustainability case-study presentations and Open House on Friday. The Networking Dinner is by invitation only. For more information on these events, contact Nina Gales, Manager of Corporate Affairs, at Town Office.

-30-

Contact: Nina Gales
Manager, Corporate Affairs
Town of Olds
4512 46 St
Olds AB T4H 1R5
Ph (403) 556-6981 ext. 121
Email: gales@olds.ca

Carolyn Martindale, City Editor, 314-4326 Fax 341-6560 E-mail editorial@reddeeradvocate.com

FRIDAY, APRIL 20, 2007

Olds maps out its future

New provincial money to help town plan for a sustainable community

By PAUL COWLEY
Advocate staff

Olds has been picked as one of five Alberta communities to get a helping hand on becoming a sustainable community.

Alberta Urban Municipalities Association picked the communities as part of an ongoing initiative to boost future planning to take into account all of the factors that make communities work.

The villages of Thorhild and Chauvin and towns of Pincher Creek and Claresholm are also involved.

Olds town manager Dale Withage said on Thursday that there is more to making communities sustainable than keeping roads, buildings and sewer systems up to date.

Social structures and environmental practices must also meet the needs of a growing community.

For instance on the environmental front, communities must decide what they expect from their municipalities when it comes to handling waste or

keeping their air and water clean. As a pilot community, Olds will get funding from the ATMA to put 20 town and community people through an Internet-based learning program so they can spearhead the creation of a municipal sustainability plan.

The response has been so good that the town is looking for funding to put another 25 people through the program.

To gather input the town plans a series of meetings in May and June. Each session will focus on a different

age group from young teens 30-year-olds, 30 to 45, 46 to 60 and those over 60.

By focusing on the needs of different age groups, the town hopes to have a clearer picture of what shape it should take as it develops and what services should be offered.

It is hoped to have a plan in place before the October municipal elections.

Contact Paul Cowley at pcowley@reddeeradvocate.com

High school students talk municipal sustainability

BY PAUL FREY
Olde Albertian

A total of 31 students from Grades 8 and 9 at the Olde Secondary School attended the second of five community input sessions looking at municipal sustainability Thursday. The session was an all-day affair at the Olde town office.

Nina Gales, manager of corporate affairs for the town, said organizers got a lot of great feedback from the students, who focused on environmental activities people can do to help

reduce their environmental footprint. The students suggested water conservation measures, bio-diesel options, solar and wind power and the town adopting a policy of planting one tree per person in town. The students were also introduced to the mayor and chief administrative officer as part of their visit.

"They were really, really, great in their ability to understand the principles of sustainability and they gave us just a great perspective that we wouldn't otherwise have had," Gales said. "Lots of ideas around

different ways of conserving. It was great that they really are very innovative and much more forward-

"For them it's simple. It's just necessary and we should be doing it."

NINA GALES
manager of corporate affairs, Town of Olde

thinking than some of our other groups."

Gales said the students asked why many actions haven't already been taken.

"For them it's simple. It's just necessary and we should be doing it, but when you have an adult group... they have a harder time with change 'cause their point of reference is farther back, it's more traditional," Gales said.

As an example, Gales said many students asked why Olde College hasn't implemented a geo-thermal project that had previously been talked about. In con-

trast, Gales said many adult groups wouldn't ask that question because they understand it's a complex subject and they are more comfortable with the status quo.

"Our high school students demonstrated that they will take amazing care of our community when it's their turn," Gales said.

The next municipal sustainability input session will be held May 26 at the Royal Canadian Legion on 46 Street. The sessions wrap up June 2 with a session at Olde College for 16-29 year-olds.

Sustainable Municipality
The idea behind the concept

JANICE DELUDE

At its very essence, municipal sustainability is taking the individual threads of local culture, economy, governance, environment, and society and weaving them into the tapestry we call a community.

Municipal sustainability calls upon all citizens to consciously reduce the natural resources we extract from the earth's crust, to be mindful of the substances we produce and contribute to the environment, to restrict the physical degradation of nature, and to proactively support individuals and groups in building their capacity to meet their needs.

Municipal sustainability is a process of

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degradation of nature, and to proactively support individuals and groups in building their capacity to meet their needs.

Municipal sustainability is a process of creating and maintaining balance between these threads. Our decisions and action today are the weft and warp of the fabric of Olds for generations to come. Will our great grand children be proud of us?

Sustainability is not merely of interest to government, academics, and scientists it is within the ready grasp of every individual. When we celebrate our ethnic and cultural heritage, when we compost our kitchen waste, when we turn off lights, when we pick up the litter from our community, when we decide to re-use and recycle instead of throwing things into the landfill, we are practicing Municipal Sustainability.

To help us weave the tapestry of the future Olds, please join us at the scheduled public input sessions.

swish'n squish

Recycle Empty Milk Containers

Commentary

Attitude changes one day at a time

JANICE DELUDE

Little changes in our attitudes and actions can make a huge impact on the overall sustainability of our home, our community, and the world. I challenge the citizens of Olds to take these baby steps toward making our town truly sustainable for ourselves and future generations.

Motorless Monday – Park the car. Consider walking, biking, blading, or skateboarding for short trips. Ask around to see if you can arrange carpooling for yourself and/or your family. When you do drive, try to avoid letting the vehicle idle for more than a minute. Current research suggests motorists can save up to 8 per cent of their fuel costs if they don't idly waste this non-renewable resource.

Tote Bag Tuesday – Consider keeping a canvas or cloth tote bag handy in the car, in your briefcase, or in your purse. Bring it with you every time you go shopping, and for heaven's sake, use it! Approximately 1000 plastic shopping bags that end up in the landfill where they won't ever break down can be replaced with one reusable tote bag. Many businesses and organizations give away tote bags

as promotional items, but if nobody has given you one, they can be purchased very inexpensively.

Wasteless Wednesday – Just for one day, try to pack lunches for yourself and your family that leaves absolutely **NOTHING TO BE THROWN IN THE GARBAGE OR THE RECYCLING BIN!** This would mean no sandwich bags, no juice boxes, no individual wrappers, no paper napkins or plastic cutlery, and no paper lunch bags. A reusable juice container in a packed lunch can pay for itself in less than a week of use and create less waste.

Flip It Off Friday - There is no suggestion to be rude in this. Quite simply, flip off the lights in an empty room, flip off (and where convenient, unplug) appliances when not in use, and flip off your computer at the end of your workday. It costs approximately \$220/year to leave a computer either running or on standby 24/7.

Sort It Out Saturday – Pick a room, pick the shed, pick the garage, or get really ambitious and pick your whole property to sort out everything you no longer want or need. Give away or sell what

Municipal Sustainability

Thriftshop Thursday – If you need something, could it possibly be purchased from a thrift store? If you have something you no longer need, that would be useful to someone else could you donate it to a thrift store? Thrift stores help us divert reusable material from the landfill, help us stretch our personal spending power, and often help to support local charities and not for profit organizations (who are the benefactors of revenues generated by thrift stores).

might be useful to others, cash in on everything that is refundable, and drop off paper, plastic, electronics, medications, and hazardous materials to the convenient locations in town.

Socializing Sunday – An important dimension of sustainability is people's ability to meet their social needs. Whether with family, friends, your church congregation, or social or cultural groups, get out and connect with others in a way that is meaningful to you.

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Tuesday, July 10, 2007

Tree count to survey health of town's urban forest

BY PAUL FREY
Olds Albertian

The Town of Olds is conducting a tree inventory on town property to get an accurate picture of the health of the urban forest.

Anita Schill, a registered consulting arborist with Tree & Leaf Ltd, is conducting the inventory, looking at the health and structure of trees on town property. It's an update to a survey that was done 12 years ago. At that time, there were roughly 2,500 trees on town-owned land.

"What I've been mainly asked to do this time is to go through all those trees again... and delete (removed trees) from that original inventory. If I see any new plantings I'm to include that in the new inventory... and as I'm looking at every tree I'm just rating it for condition again."

Schill, one of only a half-dozen registered consulting arborists in Canada, will also be putting a monetary value on the urban forest.

"What a lot of municipalities are using it for is just to determine the value of their urban forest," she said. "And when they do that,

people tend to be a little bit more careful."

The advantage of doing the inventory, Schill said, is that town staff will then have a better idea of the health of specific trees and can also budget, for example, to remove a block of trees that are dying.

"They can say we need so many removals... with more of an informed decision-making process," she said.

The predominant species in Olds — at least on the boulevards — is green ash, with some elm, Manitoba Maple and white spruce mixed in.

Schill began the inventory in early June and will continue until early October. She has been concentrating on boulevards and hasn't yet gotten to park areas.

Since Schill also teaches arboriculture at Olds College, the park setting would be a perfect opportunity for senior students to practice what they have been learning in class.

Schill said she is impressed with the town's commitment to a healthy urban forest.

"I think this is extremely progressive of the town to do something like this."

"What a lot of municipalities are using (the inventory) for is just to determine the (monetary) value of their urban forest. And when they do that, people tend to be a little bit more careful."

ANITA SCHILL,
arborist



Carla Victor/Olds Albertian

TREE TALLY - Trees on town property, like these ones lining 51 Street are currently being inventoried for overall health and wellness of the urban forest.

Town toilet rebate program on hiatus

\$5,000 used up and 91 toilets turned in

BY KIM DICK
Olds Albertan

Residents of Olds will have to wait another year before exchanging antiquated toilets for rebates at the town office.

The town's toilet replacement program was such a success that all of the funds have been exhausted, the \$5,000 in rebates dished out and 91 toilets turned in.

The program was launched on May 1 of this year and was officially put on hiatus on July 18 until further notice.

"I believe they will do another rebate program for 2008, because this one was such a success," said Tammy Mahnberg, utilities administrator for the town. "I would hope that it is a bigger budget so we can accommodate more people."

The program came out of council's long-term water conservation initiative giving utility customers the opportunity

to receive a rebate for replacing old toilets with new water saving units.

Utility customers can receive a toilet replacement rebate for choosing toilets that are six-litre, three-litre or six-litre dual flush toilets.

Residents had to be utility customers, their account must be in good standing and they must own or occupy property in town built before January 2007 to be eligible.

Rebates ranged from \$50 to 100 per toilet with a maximum of five rebates per utility account.

Nina Gales, manager of corporate services for the town of

Olds, says the program was so successful that council will definitely find a budget to continue this year or renew

"We went through

what we thought

would take a whole

year, I think we would

certainly look for more

money for next year,

but that is quite a

number of residents

houses that were

already done..."

NINA GALES
manager of corporate services

Gales says this is the first year the town has partaken in the rebate program and it's one of their many steps to

a more sustainable future for Olds.

"We have also been a leader in not putting the toilets in the landfill," said Gales. "The majority of the municipalities who have introduced the rebate program have just put the toilets into the landfill, including Calgary and Cochrane."

Gales said Olds has started an initiative and have joined up with a couple other municipalities to figure out a way to recycle the old toilets.

"This sort of spawned this drive to try and get the toilets to not to go in the landfill at all," said Gales. "If you introduce a program to help conservation, but then end up contributing to the landfill, that is counter productive and that is what has been happening."

No recycling program for porcelain has been found yet so the toilets have been smashed and will remain in an undisclosed spot until further notice.

"What we can say is we didn't put them in the landfill," said Gales.

Hail to the garbage pickers!

JANICE DELUDE

We have all seen them. After any community event or on any given day, we have seen people bent at the waist over public trash bins picking out cans and bottles.

Whether they are supplementing their income or intentionally practicing responsible environmental stewardship doesn't really matter.

The Garbage Pickers are directly putting into action the principles and dimensions of sustainability.

We should all take a lesson.

According to Alberta Environment, the average residential waste composition (percentage by weight) is as follows:

- Food and Yard Waste (35%)
- Paper (25 per cent)
- Other Mixed (25 per cent)
- Glass (three per cent)
- Plastics (seven per cent)
- Metals (five per cent)

Seeds for Sustainability

Landfills, which presumably nobody really wants right at his or her back door, are difficult and costly to build and maintain.

Significant pollution is generated from transporting, treating, and otherwise processing the huge amount of waste we produce.

There are other issues of noise, odour, pests, leachate, and methane gas that add to the glamour of dumps.

Finally, the very land that is used for disposal destroys natural habitat, steals precious agricultural land, and ultimately restricts any other viable use of that land for generations to come.

Current statistics report that on average, every single Albertan sends 800 kg of material to the landfill each year. Alberta's Waste Not goal is to reduce that amount to 500 kg per person.

In the Town of Olds, we have the resources and services to easily meet or exceed the Waste Not goal.

When every individual consciously considers how to dispose of bottles, paper, unwanted clothing, appliances, household items, orange peels, etc. we are collectively supporting the principles and dimensions of sustainability.

Perhaps rather than relying on a few garbage pickers, we could all become Garbage...Picky.

For information on reducing your garbage, stop at Town Office or visit www.EnergySolutionsAlberta.com.



Municipal Sustainability Planning

Action in Sustainability

Olds Leads the Way: Building Regional Relationships and Understanding in Sustainability

The Town of Olds is demonstrating leadership in sustainability planning and building understanding of the issue of sustainability in their region.

In September, 2007 over 40 people attended an evening Networking Dinner as part of Olds Municipal Sustainability Planning initiative. Town of Olds partners, elected officials, administration and community members were joined by interested representatives from neighboring communities and the business sector. The Networking Dinner was the first part of a two and a half day Design Charrette focused on Olds' Municipal Sustainability Plan.

Bob Hawkesworth, AUMA President, set the context for the evening highlighting the many challenges facing Alberta communities including unprecedented growth, high energy prices, escalating housing prices, and the risks of climate change. Planning today will allow us to make thoughtful choices about how we meet the needs of our communities today without compromising the ability of future generations of Albertans to meet their needs.

Quick Reference

Page 1: Networking Dinner Summary & Attendee Comments

Page 2: Event Activities

Page 3: Are you involved in sustainability planning in your community?

- Benefits to holding a networking dinner.
- Information for holding a networking dinner.



AUMA President Bob Hawkesworth

“The pattern of land uses our town and city councils approve today will lock our communities into a future that will either make them more dependent on high energy consumption or less dependent.”

-Bob Hawkesworth

There is a great deal of hope for advances in sustainability as Alberta communities have an unprecedented opportunity over the next 10 years through Municipal Sustainability Initiative funding. Alberta municipalities will have greater financial resources and the ability to choose how to use those funds.

The question for municipal leaders is **“Will Alberta municipalities make wise investments? Will we use this opportunity to build our communities on truly sustainable foundations?”**

- Bob Hawkesworth

Attendees from various sectors showed willingness to support and participate in the planning process. Scott Boyd of the Canadian Home Builders Association said “CHBA’s attendance was invaluable. CHBA is an interested and willing participant in sustainability planning, and is pleased to celebrate the hard work and innovation demonstrated by the community of Olds”.

Scott has participated in the Olds initiative as an effort on the part of the Housing Industry to reach out to municipalities by participating in Sustainability Design Charrettes, by offering to work with municipal staff and elected officials, by connecting innovative industry leaders with interested municipalities and by demonstrating a willingness to address housing-related issues. **“The CHBA , representatives of the home builders, land developers and associated industry, realizes as do many municipalities that to get a different result we much change the approach to community planning. “**

-Scott Boyd

“We are moving forward with sustainability on many levels, and a commitment from multiple stakeholders is required for us to move forward.

This event gave us the opportunity to engage Town Administration, Elected Officials, Businesses, and Citizens in meaningful conversation about what it really means to move toward a sustainable future.”

-Judy Dahl, Mayor of Olds



Networking Dinner Activities:

- An overview of the activities of Olds Community Advisory Group (CAG) for Sustainability.
- A delicious dinner that reflected sustainability principles with locally grown and prepared produce.
- Keynote presentation from Bob Hawkesworth, President of the Alberta Urban Municipalities Association, regarding the importance of adopting a new approach that systematically creates sustainable communities for the future.
- A session defining what sustainability means based on The Natural Step principles and concepts.
- Display of the results of the 7 public consultation meetings Olds held on the sustainability planning project.
- Discussion about the theory and implementation of sustainability.

Benefits of a Networking Dinner

- Creating a vision of what sustainability could mean for the community/region.
- Share ideas with other communities. Learn from other communities.
- Celebrate successes.
- Create a common understanding of what the term “sustainability” really means among your community and with your neighbouring communities.
- Demonstrate municipal leadership in bringing multiple stakeholders together. Create new networks, relationships, and project possibilities.
- Showcase the results of public consultation. Create dialogue around possible actions that will move the community/region towards sustainability.
- Provide the CAG with the opportunity to hear from others (council, business, etc.).
- Create enthusiasm and energy around planning for sustainability.
- Encourage the CAG by creating an opportunity where they can see that others appreciate their work and want them to be successful.
- Reach out to businesses, and get them involved in the vision of sustainability.



Chad Park from The Natural Step, leads an informative session on defining sustainability.

Holding a Networking Dinner

If your community is in the process of Sustainability Planning, consider holding a networking dinner in your community.

- This networking dinner was held as part of a two and a half day Design Charrette focused on Olds sustainability planning process.
- Create an interesting program that will encourage people to attend. Put careful consideration into who to invite and invest time to encourage them to attend.
- Include this event as part of your MSP project budget.
- Consider walking the talk with meal choices and waste management practices that reflect sustainable principles.

Further Information

Town of Olds Sustainable Living


<http://www.town.olds.ab.ca/sustain.html>

The Natural Step Framework for Sustainability

<http://www.naturalstep.ca/understanding-sustainability.html>

AUMA Municipal Sustainability Planning

<http://msp.auma.ca>



Municipal Sustainability Planning

ACTION IN SUSTAINABILITY

Quick Reference

Page 1: Thorhild and Chauvin – Community Development Officers
Westlock – Green Fund Charge

Page 2: Olds – Town Staff Project Coordinator

Resourcing Municipal Sustainability Planning: Alberta Communities identify strategies for their community.

As communities investigate the possibility of developing a municipal sustainability plan, one of the first questions considered is: how will this initiative be resourced? Communities are finding a variety of ways to secure human capital and financial resources. The approaches of Thorhild, Chauvin, Westlock and Olds are outlined below.

Thorhild and Chauvin – Creating Capacity through Community Development Officers

These communities are very small with populations under 500. Their town office staff are stretched to meet the needs of the organization. Both communities realized they needed additional human resources to plan and complete a municipal sustainability plan.

These communities are working with Community Development Officers (CDO) from Alberta Municipal Affairs and Housing. The CDOs provide expertise in designing the overall process and in delivering the public consultation sessions.

CDOs can provide some of the services required to move forward with a municipal sustainability plan. CDOs are not coordinators of the project, but they contribute a great deal of expertise in planning and in delivering public consultation processes.

Many CDOs in Alberta have also attended training sessions in sustainability and are familiar with the AUMA pilot project on municipal sustainability planning. As service providers on behalf of the Alberta Government, the services of CDOs are provided free of charge. If your community is interested in using CDOs it is recommended that you begin

“This project has been quite challenging for us from the beginning. If it hadn't been for the direction, words of encouragement and enthusiasm from the CDOs, I think we would still be on page one of the municipal sustainability planning guide.

As a small municipality, with very few resources (staff, technology, and knowledge on this area) the CDOs have been key to the success of the project. “

-CAO, Thorhild

discussions about working relationships several months in advance as CDOs plan work schedules well in advance.

Additionally, it should be noted that each community contributed financial resources from their operating budget to support their council, administration and community advisory group in training activities and for logistical needs such as public meeting space.

Westlock – Establishing a Green Fund

Westlock initially became interested in sustainability planning as a requirement for the

federal gas tax fund, however it also became apparent that it was a better way to do strategic planning.

Westlock has been collecting an infrastructure charge for a number of years to deal with hard infrastructure projects. They have now adopted a Green Fund charge to deal with non-infrastructure projects such as conservation projects and quality of life projects.

Every two months, utility bills are sent out containing a \$4.00 charge for the Green Fund. This charge was implemented in 2007 and will be reviewed on an annual basis. The Citizens Advisory Committee will identify the best way to use the funds.

Westlock is particularly interested in finding more efficient methods for running their facilities and programs.

By developing an MSP and creating a financial plan (Green Fund) to back the MSP, Council and Administration will have the resources to make and implement decisions and programs that will create the future the residents of Westlock want for their community.

Olds -Town Staff Project Coordinator.

The town of Olds allocated a staff member to spend a significant portion of their work hours to the municipal sustainability planning project. Not only did the individual coordinate the sustainability planning project, they also provided leadership and support in implementing policies and activities related to sustainability such as researching possible bylaw changes and water conservation programs.

“Completing an MSP is a totally new approach for Westlock. It is based on a strategic planning framework but takes more into consideration than financial goals and objectives. It rolls together the Economic Development plan, budget planning, and capital planning. It really gives us the opportunity to look at soft services from a different perspective.”

-Mayor, Westlock

The staff member who provided the coordination of the project had previously been a municipal intern. Her knowledge of the community and experience working within the organization provided an excellent foundation for effectively moving forward with the sustainability project.

In addition to participating in the AUMA MSP pilot project, Olds is working with The Natural Step as a pilot community. This relationship has allowed Olds to access a range of coaching services offered by The Natural Step. Olds also accessed the services of Community Development Officers in developing and delivering the public consultation aspect of the project.

Olds allocated funding from their budget to cover the costs of staffing, the planning process (hosting, venues materials, training), and a report from The Natural Step on their MDP. As a partner in this project, the Olds Institute also provided funding for education and training.

For more information on Municipal Sustainability Planning go to

<http://msp.auma.ca>

To view MSP documents from the AUMA pilot communities go to

<http://msp.auma.ca/Overview/Resources/#casestudies>

COMMUNITY SUSTAINABILITY PLANNING

Kelly Hawke Baxter and Mike Purcell

Sustainability is the greatest challenge of our time. Human activity is now putting such a strain on social and ecological systems that the ability to sustain future generations can no longer be taken for granted. Sustainable literally means lasting, or standing the test of time. Sustainability means making sure that we live within the ability of the planet to support us so that future generations have the same opportunities as we do.

Communities are on the front-line of the sustainability challenge. It's where the impacts of poor air and water quality, climate change and diminishing natural resources are felt. It's where people live, work and play. It's where quality of life and health improves or declines. It's where social fabric, art and culture are created and nurtured.

"Sustainability is good business for municipal government," says Ken Melamed, Mayor of Whistler, BC. "Applied to growth and development today, it will help protect tomorrow's generations to manage financial impacts of climate change, health risks, environmental remediation, infrastructure replacement, energy security and food security," he says.

So how do we continue to make economic, social and cultural progress without continuing to undermine the systems upon which our quality of life depends? How do municipal leaders plan for the future in a way that stands the test of time?

These are tough questions for municipal leaders to grapple with, and yet they are impossible to ignore. One way that communities are tackling these challenging questions is through the development of community sustainability plans.

Kelly Hawke Baxter is Executive Director of The Natural Step Canada. Mike Purcell is a Senior Sustainability Advisor with The Natural Step Canada <www.naturalstep.ca>.

What is an ICSP?

An Integrated Community Sustainability Plan (ICSP), or a Municipal Sustainability Plan (MSP) is essentially a high level overarching document for a community that is informed by sustainability principles and guides the community into the future. It is a strategic business plan for the community that identifies short- medium- and long-term actions for implementation, tracks and monitors progress, and is reviewed on an annual basis. An ICSP is a big picture, holistic plan that provides guidance for the development or alignment of all municipal plans, policies and decisions (i.e. municipal development plan, transportation plan, energy plan, purchasing policy, capital planning, etc.), under one integrated decision-making framework.

This integrated planning approach sets an ICSP apart from other traditional community plans. Because sustainability problems are often complex and overlapping, they cannot be solved in isolation, and are best addressed using a comprehensive, systems-based approach that addresses the root of the problem, rather than only the symptoms. For example, toxic effluent in rivers affects fish health (environmental), which affects people (social) and financial prosperity (economic). All of these elements and their connections must be considered to arrive at real solutions.

An ICSP is as much a process as it is a plan. The end result is more than a document: it is an on-going process of engaging stakeholders in the community in co-creating a vision of a sustainable future and linking that to realistic planning and collaborative action today. ICSPs emphasize long-term thinking, collaboration between departments and between sectors, engaging community stakeholders, creating partnerships, and continuous monitoring and evaluation.

Integrated community sustainability plans emerged as a concept in 2005 when the federal government created a

funding program called the Gas Tax Agreement, in support of community infrastructure investment and long-term sustainability planning. All Canadian communities now have access to a stable source of revenue for the development of ISCPs through this program, announced in the 2005 federal budget. In addition, the Federation of Canadian Municipalities' Green Municipal Fund provides financial support for planning and infrastructure projects.

How to Develop an ICSP

There is no single way to develop an ICSP and each community will tackle it differently, depending on a range of factors such as size, commitment, priorities, available resources and the involvement of local stakeholders. The Natural Step has been working with Canadian communities to pilot a process for developing effective, integrated long-term sustainability plans.¹

The following steps outline a process that is modeled on the approach taken by Whistler in the development of its award-winning Whistler 2020.² The same process is further detailed in the Alberta Urban Municipalities Association's Municipal Sustainability Planning Guidebook, developed in collaboration with The Natural Step. This guidebook is available on-line and is being piloted by the AUMA with five Albertan communities.³

Phase I: Structuring the planning process – The municipal council commits to developing a community sustainability plan or a municipal sustainability plan, determines its scope, and provides the necessary resources for the planning process, including staffing requirements.

At this stage, depending on the scope of the planning effort, council may decide to create a citizens advisory group, comprised of community leaders and stakeholders, in addition to councillors and municipal staff.

Phase II: Creating a shared understanding of sustainable community success – After structuring the process and providing resources, the community then adopts sustainability principles to help define success, and engages citizens to develop a shared understanding of success through a dialogue about the community's vision, core values, and goals it has for the community.

Embedding the community vision within sustainability principles (see box) helps the community know if its vision and plans are moving toward sustainability, and provides a decision-making frame of reference to help screen all future actions and initiatives.

In an ideal process, community stakeholders are given an opportunity to provide input by reflecting on the community's values and what they want the community to become, a vision statement is created, approved by council, shared broadly and celebrated within the community.

Phase III: Determining and analyzing strategy areas for community success – After creating a shared vision of the future, the community identifies a number of strategy areas that need to be addressed to achieve the vision (eg. transportation, waste management, economic development, recreation, af-

Key elements of successful sustainability planning processes

- ▲ A community must have the political will to commit resources.
- ▲ The planning process should be guided by a **consensus on a desired vision** of a successful outcome.
- ▲ The planning process should be long-term.
- ▲ "**Backcasting**" means starting first with the desired outcome in mind and then identifying present-day actions to move in the direction of that outcome.
- ▲ Agreeing on a set of **sustainability principles** to help define a successful outcome enables strategic decision making and shared understanding of a common goal.
- ▲ The approach to planning is holistic, **systems-based**, and integrated as opposed to addressing issues in a fragmented, case-by-case basis.
- ▲ Start with "**low-hanging fruit**," easy first actions that demonstrate quick success to generate momentum. Often these first actions are efficiency improvements that generate savings which can be invested in more challenging measures later.
- ▲ At the heart of this planning approach is a commitment to a **bottom-up participatory process** that engages those affected by decisions and those who will be responsible for implementing parts of the plan.
- ▲ **Ongoing** education and training programs, monitoring the effectiveness of actions with indicators, all guided by the vision and sustainability principles, help institutionalize change and keep adopted practices going over time.

fordable housing). For each strategy area, the community may decide to set up small task forces with partner organizations. Some communities may simply use sub-committees of council or the citizens advisory group instead of forming separate task forces. The role of the task forces or committees is to describe what that strategy area would look like in the community if the vision was achieved (i.e. "success"), and to describe the community's "current reality" in that strategy area. The point of working on these two descriptions is to identify the gap between current reality and future success.

Phase IV: Identify initiatives to move from current reality towards success – Once the task forces or committees have described current reality and success in their strategy areas, they brainstorm a series of initiatives and investments in each area. These are then screened and prioritized to ensure that they:

- ▶ move the community towards its vision;
- ▶ move the community towards its sustainability principles;
- ▶ provide a flexible platform for further steps and actions; and
- ▶ generate sufficient economic and political return to seed future investments.

Ideas that meet these criteria are good short-term initia-

1 <www.naturalstep.ca>

2 <www.msp.munilink.net>

3 <www.whistler2020.ca>

tives or investments that set the stage for future steps. Once priority initiatives have been identified, the municipality scans the full list of proposed investments and compiles them into an overarching plan of investment and action for the community that will take it in a step-by-step manner toward its vision, forming the basis for the ICSP.

Phase V: Ongoing monitoring and implementation –

Once the plan is complete, the municipality monitors the progress of the plan and implements the actions laid out in the plan along with partner organizations. The task forces or committees meet annually to monitor progress and prioritize and agree to additional actions for the following year.

ICSPs in Action

Whistler, BC

The Resort Municipality of Whistler, BC has developed Whistler 2020, a comprehensive, community-wide, long-term sustainability vision and plan. The plan addresses both the *what* (vision and priorities) as well as the *how* (16 strategies). It is comprehensive – addressing all economic, social, cultural and environmental issues that are important to Whistler. It is long-term, taking a 15-year time horizon in the context of achieving sustainability by 2060. Whistler 2020 is one big step in the journey. It is a community-wide plan, developed and implemented by the entire resort community. And, it is systems and science-based, using The Natural Step framework at all levels of planning and decision making.

Each year, Whistler 2020 task forces are convened on

each strategy area to assess progress and to prioritize actions for moving them toward their vision. Through Whistler 2020, the resort municipality and its 27 partners have implemented over 200 actions in the past two years.

AUMA

The Alberta Urban Municipalities Association has been at the forefront of leadership in long-term community sustainability planning in Canada. “Anyone who looks at the future has to be concerned about what lies down the road. We know that the risks of climate change are real and governments everywhere in the world need to act, including our own in Canada and Alberta,” says Bob Hawkesworth, AUMA President.

“Looking into the future, we can’t help but conclude that we need to find very different ways of doing things. We need to be smarter about our use of resources and intelligent about the design of our communities ... we need to ‘future proof’ them, to help our communities become more resilient,” Hawkesworth says.

According to Hawkesworth, community sustainability planning allows different thinking to occur. “Municipal sustainability planning is more deliberate – it’s about creating the future as opposed to being a passive recipient of what the future brings ... Long-term planning for the future means you’re much more in tune with the consequences of the choices that you make,” Hawkesworth says. “Most planning processes envision more of the same ... trends continuing into the future. A municipal sustainability plan starts

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from a different premise: that the future may be quite different from what we're experiencing now. We shouldn't assume the trends we're experiencing now will continue. The future will be affected by the choices we make today."

Olds, AB

According to Nina Gales, Manager of Corporate Affairs for the Town of Olds, AB, a community sustainability planning process has helped them bring a lot of different initiatives and activities together under one umbrella.

"Olds has a strong base of community people doing sustainability initiatives already. But, none of these groups were talking to each other or working together. There was no overarching plan in place to bring everything together," Gales says.

Consequently there was some duplication of effort and inefficient use of limited resources.

"For us, the sustainability plan provides an overarching framework to keep up the momentum of existing initiatives as well provide a frame of reference for new initiatives ... We want to have the same philosophy guide all initiatives."

Airdrie, AB

The City of Airdrie, AB, situated 30 kilometres north of Calgary, is experiencing unprecedented growth. Faced with a near doubling of real estate prices and an increasing interest in sustainable growth and development by

council, staff and citizens, the city has committed to creating a municipal sustainability plan with the help of The Natural Step.

For Mayor Linda Bruce -- the community sustainability planning process provides a shared decision-making framework and communication platform to enable departments and community stakeholders to move in the same direction. It helps them, for example, engage residents, businesses, schools and developers in discussions about land use and why increasing density makes sense. "The first time I heard about a comprehensive, systems approach to sustainability planning, a light bulb went on," Bruce says. "I came back and started talking about it. We all needed to be going in the same direction, we needed something concrete."

"It's changing the way we think," Bruce says.

Conclusion

An integrated community sustainability plan is an opportunity for communities to look long-term at the community they want, and to take the proactive steps to move there. It is an opportunity to engage citizens in a dialogue about what they value about their communities and what they want their community to look like in the future. It is an opportunity to find innovative solutions that address social, economic, cultural and environmental challenges today, while leaving a positive legacy for future generations. *MW*

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JARDINE LLOYD THOMPSON

Canada



Town of Olds Municipal Development Plan Review

Submitted to:

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August 27, 2007

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Background

Council for the Town of Olds will be considering Bylaws to adopt a proposed new Municipal Development Plan (MDP). The Natural Step (TNS) Canada has been engaged to undertake a review and provide comments on the MDP prior to its final adoption by Council. Specifically, TNS has been asked to review the proposed MDP through the lens of sustainability and to identify any contradictions or challenges with respect to the sustainability principles as well as provide suggestions on how to strengthen the document with respect to the sustainability principles.

The review is organized in the following manner. To provide the reader with an appropriate level of context for the comments contained in this review we begin by providing a brief overview of The Natural Step framework. The next section provides some overall comments regarding sustainability and the proposed MDP. And finally, a section by section review and comments are provided in a table attached as Appendix B.

The Natural Step Canada is pleased to submit this review of the Town of Olds Municipal Development Plan and would be more than happy to discuss any of the comments in more detail.

The Natural Step

The Natural Step Canada is part of an international non-profit research, education and advisory organization. Our mission is to help organizations, businesses and communities make meaningful progress towards sustainability.

The global and local challenges that currently face communities highlight the need for an overarching sustainability-based approach to long term planning. Traditional planning processes tend to focus on isolated pieces rather than on interconnected systems, and are generally not able to solve complex problems in a proactive manner. What is needed is a framework by which to address social, economic and environmental challenges in an integrated and upstream way (see textbox).

This speaks in favour of discovering first-order principles by which practices can be evaluated and strategies determined upfront and upstream, rather than after damage has already occurred downstream as second-order effects. Because many second-order impacts are not easily reversed, a strictly reactive approach is insufficient for sustainable development.

The Natural Step offers a clear, compelling science-based understanding of sustainability and a practical strategic planning framework to address social, economic and environmental challenges in an integrated and upstream way. The scientific relevance of the framework is well documented and has a sufficient track record to prove its potential.

This framework focuses participants and decision-makers on that which can be agreed upon and as such, helps create a common perspective and language for sustainability. It defines sustainability at the principle level, which enables communities and organizations to create optimal strategies for dealing with the present-day situation and to move strategically toward sustainability. It is unique in its ability to bring disparate stakeholders and individuals together as intellectual partners to discuss the path forward to sustainability in a mutual exploration.

Appendix "A" provides additional information on the Natural Step Framework.

Why an Integrated and system's based approach?

An 'upstream' approach to planning anticipates and avoids problems before they occur, as opposed to a 'downstream' approach, where resources are used to deal with the results of the problems. For example, buying a product without packaging is an upstream action, whereas recycling the packaging is a downstream action. A system is made up of many different parts that work together and share a set of basic principles. Identifying and avoiding problems upstream requires an integrated 'systems' approach, which involves understanding the connections and relationships among different parts of the entire system, rather than looking only at individual parts.

Source: Whistler 2020

Overall Comments

First and foremost, the Town of Olds should be commended for taking such a strong leadership role in the preparation of Municipal Development Plan that takes a long-term sustainable view. Ensuring that communities remain liveable, resilient and sustainable for future generations is becoming one of the greatest challenges of our time.

The stated overall purpose of the Municipal Development Plan (MDP) is “to guide future growth and development to ensure that it is sustainable, orderly, appropriate, complementary, efficient, and that it enhances the quality of life for the citizens of Olds”. A key question then becomes: what will it take to ensure that the future growth and development of Olds is sustainable? The answer to this question will, to a large extent, emerge through the proposed Municipal Sustainability Planning (MSP) process that is anticipated to commence later this fall.

The MSP process is intended to take a holistic and integrated view of the community and identify desirable characteristics (or visions) for various focus areas such as: transportation, water (including storm, waste and drinking), the natural and built environments, the handling of waste materials (including agricultural wastes/nutrients), recreation and leisure, food, economic vitality, health, social, energy, governance and partnerships, etc. These visions are intended to set the direction and destination for the community and as such, will inform and guide all future actions, investments, initiatives etc. including the community's future growth and land use patterns.

The culmination of the MSP process, therefore, has the potential of identifying sustainability opportunities that may require modifications to the overall long-range growth and land use pattern as well as some of the policies proposed under the current MDP. As such, our suggestions are not intended to predetermine what might come out of the MSP process rather they are intended to, as much as possible, establish goals, objectives and policies that will provide sufficient flexibility to accommodate further sustainability opportunities without requiring amendments to the MDP.

It is our opinion that the MDP already does an exemplary job, of addressing many social, economic and environmental challenges in a way that will support the community's progress towards sustainability.

So what will it take for society to be sustainable? How will you know if you are moving in the right direction? How will you know when you've arrived? With a clear understanding of the desired destination people can more easily brainstorm and prioritize actions, investments, initiatives, etc. to help reach that destination.

These are the kinds of questions and challenges that all of society faces when planning for sustainability.

It is exactly these kinds of questions that led a group of scientists to approach sustainability from a totally different perspective than the traditional approach of trying to understand and fix problems one-by-one as they emerge. And because we are dealing with complex systems, this demands a broad, systems view.

So what is happening at the global level that is unsustainable? In the quest for good health, welfare and economic prosperity, we are systematically destroying the natural and social systems that we, as humans, are completely dependent upon. Two trends are converging. On the one hand, resources and natural systems of the Earth are in decline and the rate of decline is increasing. At the same time, population and the demand for those resources and ecological services are rising exponentially. It's as if all of civilization is moving deeper into a funnel (see also Appendix A) whose narrowing walls demonstrate that there is less and less room to manoeuvre, in order to avoid "hitting the wall."

So, what will it take for society to be sustainable?

A consensus of scientists, initially from Sweden and the United States and now a growing number from around the world, agree that at a very basic level, only four conditions need to be met for society to be sustainable (please see Appendix A for more information on the four system conditions). They are:

In a sustainable society, nature is not subject to systematically increasing:

1. Concentrations of substances extracted from the Earth's crust (e.g. fossil fuels, dispersed metals etc.)
2. Concentrations of substances produced by society (e.g. dispersed pesticides, persistent chemicals from our products etc.)
3. Degradation by physical means (e.g. paving wetlands, deforestation, over harvesting fish, agricultural and forestry practices that result in the loss of soil, soil ecosystems and valuable nutrients, etc.)

And, people are not subject to conditions that systematically

4. Undermine their capacity to meet their needs (e.g. lack of access to education, poor wages, time pressure from our jobs or spent in traffic rather than with our families, etc.)

This means that all of our systems, interactions, processes, products etc. need to be aligned with these conditions (referred to as sustainability principles) for society to be sustainable. The principles are not prescriptive in terms of solutions; they simply establish the basic requirements for the design of solutions that are sustainable. And they cover all aspects of sustainability where the ultimate goals are social and ecological sustainability and a vibrant economy, culture and governance are the means to ensure that the goals are achieved.

The sustainability principles are designed to be used in a process referred to as backcasting from principles. Backcasting is a planning approach that begins with the end in mind. The four principles provide a lens to analyze our current reality and to brainstorm visions of sustainable systems, organizations, focus areas, etc. and then to guide decision making and prioritize strategies, actions investments etc. that can help bridge the gap between our current reality and our desired vision. The implementation of the planning process is done not as one giant leap but rather step-by-step, making wise investments that provide flexible platforms from which to launch subsequent investments and actions until we eventually achieve our sustainability visions.

Appendix A provides additional information on backcasting from principles and on the generic strategic planning model (referred to as the ABCD process) that can be used for any sustainability planning endeavour. The proposed Municipal Sustainability Planning process will essentially follow this generic planning model.

The intent of this report is to provide a review of the of the Municipal Development Plan through the lens of sustainability and to identify any contradictions or challenges with respect to the sustainability principles as well as provide suggestions on how to strengthen the document with respect to the sustainability principles. To this end, Appendix B to this report provides detailed comments and suggestions related to each section of the proposed Municipal Development Plan.

Finally, from a communication perspective it is important to note that none of the leading organizations that we have worked with consider themselves to be sustainable. They all acknowledge inconsistencies between their vision and current practices. So they openly acknowledge this and communicate that they have just begun the journey to sustainability. And having a shared understanding and common language around sustainability fosters creativity and more effective communications and keeps everyone on track towards sustainability.

Appendix A – The Natural Step Framework

The Natural Step Canada is part of an international non-profit research, education and advisory organization. Founded in 1989 in Sweden by Dr. Karl-Henrik Robèrt, the organization now has offices in twelve countries. TNS has received numerous awards from around the world for its work in sustainability including Mikhail Gorbachev's Millennium Award in 1999 and The Blue Planet Award in 2000 – considered the "Nobel Prize of the Environment".

The Natural Step Framework is now being used internationally by hundreds of organizations, including Fortune 500 companies, municipalities, government departments, universities, NGO's, and small- and medium-sized businesses in their respective journeys to sustainability.

The Framework has the following main components:

- The Funnel as a Metaphor
- The System Conditions for a Sustainable Society
- Backcasting from Principles
- A Four-stage "ABCD" strategic planning process

The Funnel as a Metaphor

In the quest for good health, welfare and economic prosperity, we are systematically destroying the system that we, as humans, are completely dependent upon -- nature. Life-sustaining natural resources, such as clean air and clean water, are subject to increasing deterioration due to human activity. Forests are being lost and species extinction is gathering pace. At the same time, nature's long-term productive capacity is being degraded in fields, forests and oceans. The reason for nature's reduced productive potential is that we are polluting and displacing nature in various ways. Renewable resources are being used up at such a rate that nature does not have time to build new ones. At the same time, there are more and more people on earth in need of these resources, and per-capita consumption is increasing. It's as if all of civilization is moving deeper into a *funnel* (Figure 1) whose narrowing walls demonstrate that there is less and less room to manoeuvre, in order to avoid "hitting the wall."

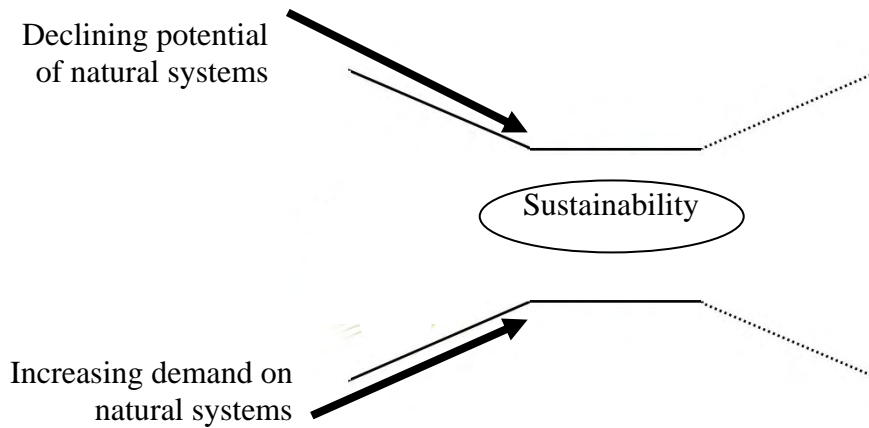


Figure 1: The "Funnel"

The Natural Step's Four System Conditions

The earth is a sustainable system. Scientists agree that human society is capable of damaging nature and altering life-supporting ecological structures and functions in only three major ways. Based on this scientific understanding, The Natural Step has defined three basic system conditions for maintaining essential ecological processes. In addition, The Natural Step recognizes that social and economic dynamics fundamentally drive the actions that lead to ecosystem changes. Therefore, the fourth system condition focuses on socio-economic dynamics and affirms that meeting human needs worldwide is an integral and essential part of sustainability.

In a sustainable society, nature is not subject to systematically increasing:

- concentrations of substances from the earth's crust;
- concentrations of substances produced by society;
- degradation of nature by physical means;

and, in that society people are not subject to conditions that systematically

- ...undermine their capacity to meet their needs.

Backcasting from Principles

The TNS Framework uses a planning approach called "Backcasting from principles." *Backcasting* is a methodology for planning that involves starting from a description of a successful outcome, then linking today with that successful outcome in a strategic way: what shall we do today to get there?

The TNS Framework uses the scientifically rigorous system conditions described above as the basis for its definition of success from which to backcast. It

translates the system conditions for a sustainable society into ultimate *sustainability objectives* for an organization or community, namely to:

- *...eliminate our contribution to systematic increases in concentrations of substances extracted from the Earth's crust.*
- *...eliminate our contribution to systematic increases in concentrations of substances produced by society.*
- *...eliminate our contribution to systematic physical degradation of nature through over-harvesting, introductions and other forms of modification.*
- *...eliminate our contribution to conditions that undermine people's capacity to meet their needs.*

The ABCD Planning Process

The System Conditions describe the basic requirements that must be met in a sustainable society. How can these System Conditions be applied to an organization's everyday operations? Each individual organization must draw its own conclusions from the sustainability objectives as regards to problems, solutions, and goals. The Natural Step has developed and tested an approach to help organizations incorporate sustainability into their core strategies. The four-step "A-B-C-D" process (Figure 2) provides a systematic way of guiding this process:

(A)wareness: Understanding sustainability and the TNS Framework as a shared mental model.

(B)aseline: An assessment of "today" is conducted by listing all current flows and practices that are contributions to violations of the four System Conditions, as well as considering all the assets that are in place to deal with the problems.

(C)ompelling Vision - Opportunities for Innovation: Possible solutions and innovations for the future are generated and listed by applying the constraints of the System Conditions to trigger creativity and scrutinize the suggested solutions.

(D)own to Action: Priorities from the C-list are made, and smart early moves and concrete programs for change are launched. Innovative actions are prioritized by screening them through the following three questions:

- Does it move us in the right direction with regards to the four System Conditions?
- Is it a flexible platform, i.e. a stepping stone toward future improvements?
- Does it provide an adequate return on investment to seed future investments?

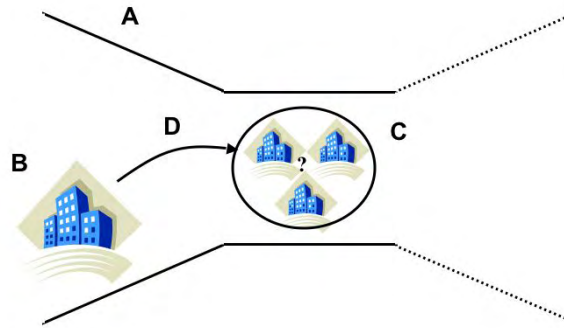


Figure 2: The ABCD Process

For more information on The Natural Step Framework, please visit our website at www.naturalstep.ca.

**Appendix B – Comments and Suggestions Related to Each
Section of the MDP**

Please refer to accompanying PDF document.

**Appendix C – Overcoming the Seven Sustainability Blunders –
By Bob Doppelt**

Please refer to accompanying PDF document.

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Town of Olds - Municipal Development Plan Review			
Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
1.0 Introduction and Purpose	Integrating sustainability into the Municipal Development Plan is a powerful statement that will be taken seriously because your commitment is strong. Several of the objectives and policies noted throughout the MDP demonstrate that strong commitment and when implemented will continue to move the Town towards sustainability. Following through on that commitment may require changes to the organization's culture by introducing a level of awareness and understanding and a different way of thinking than what may be customary.	Organizational Cultural change initiatives follow a similar path, which is clearly articulated in Bob Doppelt's book Leading Change Towards Sustainability and related article included in Appendix C called: "The Seven Sustainability Blunders". At this stage you are on the right path (e.g. changing the dominant mind set by communicating the imperative for sustainability) and we would encourage you to review this and other organization cultural change material to better prepare for the journey ahead.	Review organization cultural change material provided in Appendix C - Overcoming the Seven Sustainability Blunders – By Bob Doppelt
2.0 Community Context and Trends	The upcoming Municipal Sustainability Planning (MSP) process may identify other ways of accommodating and servicing future population growth that further reduces encroachment and physical degradation of natural areas (S.P.. #3), as well as reducing contributions to the other 3 sustainability principles.	The MSP process may identify opportunities to reduce the "land/unit requirements" needed to accommodate future growth than suggested by the table provided on page 5.	We do not suggest that changes be made to the table on page 5 as it serves its purpose of identifying anticipated land requirements in order to ensure that the Town can accommodate future growth.

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
2.0 Community Context and Trends	<p>An additional trend that all communities face is the ongoing trend of declining resources and ecosystem services while at the same time population and the demand for those resources and ecosystem services is increasing. TNS uses the metaphor of a funnel to illustrate this unsustainable trend where over time, the converging walls present a diminishing room to manoeuvre. Future challenges and costs may manifest in the form of increased operational costs (i.e. for energy, waste disposal, infrastructure and building maintenance, health care, policing, water treatment, insurance, etc.), increased demand for social services, regulations and compliance challenges, public health issues, etc. The sustainability principles provide the minimum conditions that must be met for society to be sustainable and to overcome the challenges of the funnel. The principles are not prescriptive in terms of solutions; they simply establish the basic requirements for the design of solutions.</p>	<p>Understanding the concept of the funnel and its potential effects, allows communities to: proactively avoid long-term risks; systematically reduce costs and challenges; and capitalize on strategic opportunities. The sustainability principles are designed to be used to guide future planning and decision making towards sustainability where it no longer contributes to unsustainable trends.</p>	<p>The sustainability principles are based on scientific consensus, are concrete and non-overlapping, define sustainability goals and can guide sustainability thinking and planning. We would therefore suggest that the sustainability principles be used to describe "What Sustainability Means" for the Town of Olds. By doing so, the principles provide a shared understanding of sustainability and a compass to frame and guide future decision-making and planning. This suggestion is intended to introduce the concept of sustainability and the sustainability principles and to facilitate the introduction of the strategic decision making "lens" suggested under section "19.0 Implementation".</p>
3.0 Vision Statement	<p>The vision statement is very valuable and does a good job of addressing many social, economic and environmental challenges in a way that will support the community's progress towards sustainability.</p>	<p>How the vision is realized (i.e. what types of systems will be used to move people and goods, treat water, manage materials and resources, will it create spaces and opportunities for social interactions, what type of decision making and governance is practiced, what types of materials and energy are used in buildings, what kinds of businesses and industries are attracted to the Town, etc.) will determine whether the community is moving towards sustainability or not.</p>	<p>We would suggest that the sustainability principles be used as a lens to scrutinize, shape and guide the implementation of the MDP to ensure that future development moves the Town in the direction of sustainability - as per the suggestion provided under section "19.0 Implementation".</p>

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
4.0 Development Concept	The stated goal "To plan and manage growth and development in an environmentally, socially and fiscally sustainable manner..." sets a desirable tone that will guide the future implementation of the MDP and its more detailed plans, in an evolving sustainable manner.	As detailed in the main body of this report, the Municipal Sustainability Planning process may come up with visions for the various focus areas that require certain modifications to the overall land use concept map. This might result from for example, identifying desirable integrated solutions for moving people and goods, the handling of waste materials (including agricultural wastes/nutrients), the management of water and sewage treatment, socio-economic vitality and the meeting of human needs, etc.	We do not suggest making any changes to this section. As with any Municipal Development Plan, If changes are desired at the conclusion of the MSP process then they can be undertaken at that time.
5.0 Growth Management	The stated goal of "...encouraging a greater mix of land use and socio-economic activities in both new and established areas" will help the community in many different ways to align with the sustainability principles (i.e. reduced travel, more opportunities for social interactions, reduced capital and operational costs for servicing etc.)	As the population increases, meeting the human need for subsistence (S.P.. 4) will require the production of more food. Understanding that the majority of lands in and around Olds are agricultural, it will be difficult to grow in population without losing some agricultural lands.	It may be desirable, therefore to include an additional policy statement regarding the "Protection of Agricultural Lands" (5.5). This additional policy might encourage and/or support the establishment of urban agricultural uses or community gardens or something along those lines within the built-up areas or on lands contiguous to built-up areas. A similar statement may be desirable in one or more of the other sections, such as 14.0 Parks, Recreation and Culture; 6.0 Urban Form and Design, 10.0 Housing and Neighbourhood Design or possibly even 7.0 Economic Development and Tourism.
6.0 Urban Form and Design	This section provides a number of policies that will support the community's progress towards the sustainability principles.	Two potential future sustainability challenges, however will be moving people and goods in a sustainable manner and creating sustainable buildings.	It may be desirable, therefore to include two additional policies that: 1. supports and encourages sustainable building designs (this would be in addition to the policy found under sections 9.6 and 9.7) and 2. promotes and encourages an urban design that supports a convenient and efficient public transportation system.
7.0 Economic Development and Tourism	This section provides several opportunities that will support the community's progress towards sustainability.	Over time, new business or service opportunities may emerge that can support the community's transition to sustainability. Similarly, it may be desirable for the community to actively attract companies that are already working towards sustainability.	It may be desirable therefore, to include the following: "and sustainable businesses" after the words "value added industries" found in Policy 7.4 Economic Diversification.

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
8.0 Heritage Preservation	This section supports the human need for identity (among others) and as such, we do not see any contradictions or challenges with the sustainability principles.		
9.0 Environmental Management	This section captures the importance of protecting the ongoing services that nature provides.	The stated objective (a) of "promoting environmental sustainability principles in land use planning decisions and development practices" however, could be further supported by including the suggestions provided under sections 2.0, 3.0 and 19.0 - namely to incorporate a strategic sustainable decision making "lens".	Incorporate the suggestions provided under sections 2.0, 3.0, and 19.0
		Nature provides a number of ecological services such as the processing of wastes, the purification of water, etc. and do it in ways that align with the sustainability principles. Therefore, encouraging the development of certain types of infrastructure systems that mimic these natural systems potentially creates opportunities for aligning the community's infrastructure with the sustainability principles. To a certain extent this is already supported by the policy found under section 9.4 Green infrastructure. We would suggest, however, that using existing wetlands as storm water management facilities should be done in ways that do not overburden and physically damage the existing wetland system (i.e. align with S.P.. 3).	It may be desirable therefore, to include the following: "where sustainably feasible" after the words "existing natural features" found in Policy 9.4 Green Infrastructure. Further, it may be desirable to add the following to this same policy statement: "Infrastructure systems that mimic natural processes should be encouraged" or something along those lines.

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
10.0 Housing and Neighbourhood Design	This section captures the importance of encouraging residential development in close proximity to places of work, commercial services, socializing and other uses that serve resident needs.	Providing housing that meets human needs and is moving towards alignment with the sustainability principles will be a challenge. Overcoming this challenge may involve strategies to locate new development, redevelopment, or higher density development in areas where there may not be sufficient existing infrastructure capacity. In order to encourage development in such locations it may be desirable to include a policy statement that supports and encourages the upgrading or introduction of innovative sustainable infrastructure systems in order to provide for such development.	It may be desirable to provide a policy statement that supports and encourages the upgrading or introduction of innovative sustainable infrastructure systems in areas where it is deemed desirable to encourage development, redevelopment or higher density development.
11.0 Commercial Development	This section captures the importance of encouraging mixed use and pedestrian friendly commercial development.	No perceived conflicts.	No suggestions for improvement.
12.0 Downtown	The stated goal, objectives and policies all support progress towards alignment with the sustainability principles by encouraging the development of a vibrant mixed use town centre.	No perceived conflicts.	No suggestions for improvement.
13.0 Industrial Development	The MSP process may identify opportunities for new types of industrial uses and services to meet the community's future sustainability needs.	To further the community's progress towards sustainability it may be prudent to attract and encourage the development of sustainable industries.	It may be desirable to modify objective (c) by adding "and sustainable industrial uses" following the words "new industrial development"
		Typically industrial areas contain considerable portions of undeveloped land within each developed parcel. Leaving these areas of land in a natural state can contribute to alignment with S.P.. 3..	It may be desirable to include a new policy statement that supports the protection of undeveloped natural areas and encourages naturescaping where lands have already been altered.

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
14.0 Parks, Recreation, and Culture	This section captures the importance that parks, recreation and culture play in meeting human needs.	Typically parks and landscape areas require continual inputs of water, and other mineral and chemical substances that are inconsistent with the sustainability principles.	It may be desirable to encourage the use of naturescaping and/or xeriscaping in appropriate areas and to utilize natural methods for weed and pest control and for providing water and soil nutrients.
15.0 Community and Protective Services	This section captures the importance of building a safe, healthy and inclusive community.	No perceived conflicts.	No suggestions for improvement.
16.0 Transportation	This section captures the importance of encouraging alternative forms of transportation and coordinating transportation with land uses. Further this section, facilitates the implementation of a transportation system that supports progress towards the sustainability principles. The upcoming MSP process may identify additional opportunities for moving towards a sustainable transportation system that will most likely be implemented through the community's Transportation Plan.	No perceived conflicts.	No suggestions for improvement.
17.0 Utilities	Ensuring that the community's utilities are sustainable is a topic that will likely be explored through the MSP process. To facilitate the implementation of initiatives from that process it might be prudent to include an objective that supports the consideration of sustainable utilities.		It may be desirable to amend the wording of Objective (b) by adding the following: "a sustainable and" following the words "maintained and operated in".
18.0 Intermunicipal Planning and Regional Cooperation	This section captures the importance of engaging and cooperating with municipalities and other government agencies.	Working towards sustainability will require dialogue, input, cooperation and action from a variety of government and non-government partners.	It may be desirable to amend the wording of the stated goal by adding the words "sustainable growth and development to the end of the sentence.

Appendix B – Comments and Suggestions Related to Each Section of the MDP

Section	General Comment	Potential contradictions or challenges with sustainability principles (S.P..)	Suggestions from TNS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">19.0 Implementation</p>	<p>The implementation of this plan will help guide and facilitate the community's journey towards sustainability.</p>	<p>As previously stated it is important to have a clear and common understanding of sustainability to ensure that the plan is moving the community towards a sustainable outcome and to help understand and make choices between potential trade-offs. TNS uses a set of questions to help decision makers scrutinize initiatives.</p>	<p>We would suggest that the sustainability principles be used as a lens to scrutinize, shape and guide the preparation of secondary plans (i.e. ASP's and ARP's), plan amendments and possibly even the implementation of this MDP through development permits, or other planning tools to ensure that such proposals are moving strategically in the direction of sustainability, by asking (at least) the following 4 questions: 1. Does this proposal move us in the right direction with respect to our MDP policies? 2. Does this proposal move us in the right direction with respect to all 4 sustainability principles? Sometimes an action represents a trade-off that proceeds in the right direction with respect to one of the sustainability principles while working against others. Asking this question helps illuminate the full picture, and lead to complementary actions that may be needed in order to take all sustainability principles into account. 3. Does this proposal provide a stepping-stone to future sustainability initiatives - I.e. is it a flexible platform and</p> <p>4. Does this proposal provide the community with an adequate return on its investment? This could be done by introducing the above as a policy under section 19 or by including a policy statement that supports the development of a strategic sustainability decision making lens to guide the preparation and implementation of secondary plans and plan amendments.</p>



Town of Olds Training on The Natural Step CAP Training – September 11th, 2007

1. What did you like about today's workshop?

- I thought all sessions were very worthwhile and they happened in a logical progression. This information should be an excellent resource for the Advisory Group members at the charrette.
- Very clear on the conditions of sustainability; meeting others from the community; hearing others' ideas and thoughts.
- Clear approach to principles/ step by step; good examples and discussion; well organized and presented; great job guys, thank you!
- Seemed to be put into much more understanding terms than online. Workshops are definitely my way of learning. I feel now that I truly understand the principles and the process.
- Good to put ideas into practice and to gain a better understanding of where people are at with the process.
- The practical aspects and exercises were great.
- High energy; real examples, not just theory; really helped in getting vocabulary straight.
- Reinforcement of TNS concepts was very valuable; also working through examples under the direction & supervision of Bart and Chad will be extremely valuable when we have to work on our own.
- Participation with table groups combined with the ability of facilitators to keep things on track.
- Well-organized; everything was on time; presenters were excellent; used examples to help with learning; provided opportunities to practice; were open to questions.
- The review of "digging deeper" into the 4 principles. It does take time to develop a working understanding of the language; prioritizing actions: although it seemed simplistic it will require a dedicated amount of itme and thought.

APPENDIX X TNS FEEDBACK



- Way better choice of sustainability-friendly snacks in terms of being more health & less packaging

2. What would you have liked to see done differently in today's workshop? What suggestions for improvement do you have?

- Nothing in the way of improvements comes to mind. This in-depth session really augments the e-learning course.
- n/a
- A participant copy/handout of presentation slides with space to take notes.
- Use the same terms consistently (e.g. sometimes they were the sustainability principles, sometimes the sustainability concepts)
- Maybe slightly less review of last week's information to allow more time for discussion today, although some review was valuable and necessary.
Thanks!
- I do need more breaks, just to get up and stretch.
- A question is around the use of a case study rather than our own community. When we discuss examples in our own community we can be easily distracted into concentrating on the "issue" rather than learning about the "process", i.e. we use our energy to debate solutions rather than learn "process" and "discipline" required to systematically analyze and define problems.
- I have no criticism; Chad did a great job of keeping us on track and correcting us in a positive way.
- I would leave it as is for the short time to do this in, it was good.
- Well done! I have done the course and now feel much more comfortable with the process and terminology.
- Nothing really! Good job.