
VALEMOUNT'S FUTURE

Integrated Community Sustainability Plan

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CENTRE *for*
SUSTAINABILITY
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WHY VISIONING?

A vision is a rich, clear and inspiring picture of the state of some aspect of the world – one's self, family, company, town or country – at a time in the future. It expresses our present imagination of what the future could be for us.

It captures an essential feature of any vision of the future – the adequacy of the vision hangs on the degree to which we understand the world of which we are a part and how it actually works.

Well formed visions do not just ask, “What future do we want?”, but “In what conditions might we find ourselves in the future – conditions that our vision of the future must take into account, overcome and capitalize on?”

A vision can be positive or dark. A positive vision sets out the best state of affairs that we can imagine bringing into being. A dark vision pictures a negative state of affairs.

Neither a positive nor a dark vision is guaranteed; rather, both are conditional. **The envisioned future will come into being if and only if certain conditions are met.**

This means that **a positive vision requires conscious commitment and intention to bring the envisioned state of affairs** into being. Visions without such intentions are merely speculations and ungrounded wishes about the future. A vision, therefore, is neither a wish list nor someone else's responsibility to bring into being. Visions require that we put ourselves irrevocably in the picture; that we consciously acknowledge that we must be deeply involved in bringing the vision to life. We must not merely hold a vision; we must live it.

Living a vision, especially if it be at all serious and life-changing, requires that we make conscious and focussed choices. To live a vision is to make choices; to deny ourselves some options that may even be good in themselves. The view that we can have everything – that we do not have to choose among alternatives in the short term, is incompatible with a vision-driven life.

However, a rich, well-formed and inspiring vision can make hard choices easier. When faced with an opportunity, the question becomes, **“Will the pursuit of this opportunity confirm and deepen our commitment to realizing our vision or does it dilute our commitment and distract us from the path to which we are committed?”**

ADAPTED FROM CANMORE, AB, Mining the Future Document



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1. GUIDE TO READERS

Valemount's Future articulates the community's shared vision for a successful and sustainable future toward 2030 and beyond.

This document is intended for you to read and understand our shared community vision. It outlines some challenges and opportunities we face, what we are striving for as a community, how we will make decisions and how we will consider trade-offs while seeking innovative approaches to our future.

VALEMOUNT'S FUTURE PLAN FRAMEWORK



Sustainability Objectives pages 9-10:

Frame the plan and articulate four simple yet complete criteria to guide us toward more sustainable approaches and sustainability over the long-term.

Priorities for Success pages 11-17:

Local priorities reflect what is important for us to achieve for a desirable future.

Indicators and Monitoring pages 11-17: Chart progress toward or away our Priorities for Success.

Strategy Areas on pages 18-30:

Important areas of community life that are aligned with our Priorities for Success and Sustainability Objectives through Desired Outcome Statements.

Actions Appendix B: Activities undertaken by individuals or organizations to move Valemount closer to our Desired Outcomes, Priorities for Success and Sustainability Objectives.

HOW YOU CAN GET INVOLVED?

After reading this document, consider how you can shift your approach at home, at work or at play to help support the articulated future. When major or minor decisions are being made in the community, refer to this document and decision tools (Appendix D) to assess how well it fits or does not fit with what is described. Ultimately, use it to consider how activities can be improved to better support the outcomes articulated in this document.

COMMENTS OR QUESTIONS?

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2. ACKNOWLEDGEMENTS

Valemount's Future was developed by the community and facilitated by the Village of Valemount.

The Village of Valemount would like to acknowledge and thank all those who participated in the process through surveys, workshops, worksheets, open houses and other capacities. These contributions provide invaluable support along the process.

COMMUNITY ADVISORY TEAM MEMBERS

A Community Sustainability Advisory Team (CSAT) was created to work closely with the Whistler Centre team and municipality on the project. The CSAT is the advisory committee for the project, the “eyes and ears” of the community, and its members represent the community’s interest in the project. The CSAT provides input on public engagement opportunities, assists in the development of the community’s vision (including desired outcome statements), provides input on current reality and indicators, and develops recommended actions. Individual organizations represented on the CSAT will also be essential partners and work with the municipality to lead on implementing actions that will move the community towards its vision of success and sustainability.

The *Valemount's Future* CSAT members are:

Regena Bergen
Marie Birkbeck
Suzanne Bloodoff
Herbert Boenisch
Dallas Bullock
Gordon Carson
Margaret Dempster
Keith Heidorn
Eugene Jamin
Dan Kenkel
Riette Kenkel
Bill Kruisselbrink

Ray Markham
Andru McCracken
Dee McEachern
Curtis Pawliuk
Peter Reimer
Kathryn Smith
Meona Stone
Patricia Thöni
Kim Thorn
Owen Torgerson
Arnold Wied
Silvio Gislimberti



3. QUESTIONS ANSWERED

WHAT IS VALEMOUNT'S FUTURE?

Valemount's Future articulates the community's shared vision for a successful and sustainable future. It includes action planning and practical tools for implementation, and a monitoring system to track progress. The shared vision for successful and sustainable future is Valemount's Future is the community's highest level policy – with a practical decision-making framework that can be applied to all levels of decisions and all types of other plans, policies and programs. Valemount's Future emphasizes long-term thinking, ongoing collaboration between community residents and stakeholders, creating partnerships, and ongoing monitoring and evaluation.

WHY IS VALEMOUNT'S FUTURE IMPORTANT?

Strategic planning helps communities develop a shared, long-term vision for the future, which can then inform decision-making within municipal government and throughout the community. As an energizing and motivating conversation for the community, community planning helps to prepare for a changing economic future, attract new residents and businesses, as well as retain and motivate municipal talent.

Local economies plan for greater resilience and are better prepared for shifting global priorities for goods and services and rising energy prices. Community members build bigger networks to support their quality of life throughout demographic shifts and other social challenges. Municipalities save significant money over time through reduced energy, waste, and management costs and are able to access funding through a variety of mechanisms through a sustainability plan. Finally, these plans help communities to become a local part of global solutions for a host of environmental, social and economic issues.

WHY SUCCESS AND SUSTAINABILITY?

Achieving success and sustainability will be a long-term journey – not something that can be accomplished overnight. We cannot crush our local economy as we move toward this goal - in fact, increasingly aligning our economic system with the objectives for sustainability will help us get there. Experience has shown that a major barrier to people's commitment to sustainability is their concern that sustainability will negatively impact the economy and the quality of their lives. While sustainability will require less resource consumption and waste, the goal is also

THERE IS A MULTITUDE OF FRAMEWORKS FOR COMMUNITY PLANNING, BUT WE HAVE FOUND THAT THIS FRAMEWORK IS VALUABLE FOR THE FOLLOWING REASONS:

1. Ensures that the description of the future and priorities for success are desirable and able to help create the inspiration needed to get there.
2. Ensures that the conditions for a sustainable community remain relatively basic yet entirely sufficient to achieve it.
3. Enables the application of the framework to decision-making and implementation tools.
4. Provides the strategic focus for minimizing trade-offs in light of how various implementation options and decisions can act as pathways to a future where trade-offs don't exist.

to be successful – to have a strong, healthy economy and to enable a high quality of life for everyone.

The Valemound's Future plan and process is about envisioning a successful and sustainable future for our community and creating it together. To reach a positive future, we know that [the vision and the activities needed to get there must be desirable \(Priorities for Success\) in order to create the human energy](#) required for implementation. There are many reasons to integrate sustainability into community planning, but at the most basic level, it seems pointless to envision a successful future that cannot continue forever. [It makes sense to plan for economic and social success that is also sustainable in the long-term.](#)

HOW IS IT DIFFERENT?

This [integrated planning approach sets this ICSP apart from other traditional community plans](#). As Issues are often complex and overlapping, they cannot be solved in isolation and are best addressed using a comprehensive integrated approach. For example, toxic effluent in rivers affects fish health (environmental), which affects people's health (social) and their financial prosperity (economic).

All of these elements and their connections must be considered to arrive at optimal practices.

HOW WAS IT DEVELOPED?

A Community Sustainability Advisory Team (CSAT) was created to work closely with the consultant on developing the process and content for Valemound's Future.

- After receiving 156 points of survey and in person input on the challenges and opportunities facing Valemound as well as the areas Valemound needed to focus, the set of Priorities for Success was drafted and shared for comment.
- With the Priorities for Success somewhat set, a shared vision of the community's desired future (Desired Outcomes) in the Strategy Areas was developed by the CSAT with 137 members of the community providing input via web surveys and a public event with 30 people in April 2012. Additional events in May 2012 also captured community input from 30 more people in person.
- Elements of existing community plans such as the Valemound Official Community Plan and Vision2020 were also included where relevant to help articulate this shared vision. *Cont...*

Benefits of a sustainability approach to long-range planning and innovation

- Helps communities to avoid economic development pitfalls and identify economic development opportunities within today's major societal trends.
- Helps to ensure that activities to support local environmental, social and economic values are conceived and implemented.
- Helps identify cost savings and new revenue streams for the Village, community groups, individuals, and businesses.
- Helps to attract people to our community and to instill an even greater sense of purpose.
- Allows the Village to access more funding opportunities for infrastructure and services.

- **A Current Reality:** A baseline of Valemount's existing situation with respect to the desired outcomes for the future was then developed, refined by the CSAT and reviewed to inform action planning.
- **Actions:** An online survey polled ideas from approximately 84 Valemount area citizens and these ideas along with an added CSAT perspective resulted in recommended actions to move Valemount from its current reality to its desired future.
- **Indicators:** A set of indicators based on the five priorities were developed. These indicators were recommended based on ease and availability of relevant data.
- **Implementation Tools:** Implementation tools, including a decision-making tool, RFP template and staff report template based on the Valemount's Future, were developed.

WHO IS RESPONSIBLE FOR VALEMOUNT'S FUTURE?

Valemount's Future articulates the community's priorities for success and desired outcomes over the long term. To effectively achieve our desired future it must owned, used and actively supported by individuals, community groups and the Village.



4. VALEMOUNT: PAST AND PRESENT

A GOOD PLACE TO LIVE

This area has always been a good place to live. Archeological evidence like pit homes, arrow heads, culturally modified trees and fire pits indicate that the area has been the site of human habitation for millennia.

SECWPEMC

The semi-nomadic Simpcw people belong to the Secwepemc (“scattered people”) or Shuswap, who ranged over a huge territory in the Interior. They spread from 150 miles off the coast, to the Kootenays, and north to where the Alberta-BC border leaves the Rocky Mountains. They belonged to a branch of the Shuswap tribe, the Texqokallt, also called the Rocky Mountain Shuswap by some.

YELLOWHEAD

The first recorded trapper in this area was Pierre Bostonais (also known as Pierre Hastination). He was an Iroquois Métis with blonde hair, nicknamed Tete Jaune or Yellowhead. He was sent to this area by the Hudson’s Bay company to survey the pass in 1825. He began trapping in the area and trading with Fort George (near modern day Prince George) shortly after his arrival. He kept a stash of furs at Grand Forks – the meeting of the Robson and Fraser Rivers. The area became known to trappers as Tete Jaune Cache, but that name would eventually migrate downriver to a Simpcw settlement and further to the railway construction town when it was established in the early 1910s.

An oft cited early encounter with First Nations in the area happened in August 1862, when the Simpcw people helped a group of travellers stave off starvation. The same year, the smallpox epidemic decimated the native population of B.C. including the Simpcw.

EARLY SETTLEMENT

In 1906, one of the first white settlers moved to the area. Fulton Alexander McKirdy was an early trapper and he staked the first homestead near the future town site of Valemount.

CHANGE BY RAIL

It must have been a tremendous change that accompanied the construction of the railway. It is known that during 1912-1914, some Simpcw people found work during its construction.

Between 1911 and 1913, Tete Jaune Cache was a thriving boom town of around 3000 and a pivotal center for transportation between Fort George and Edmonton. By 1913 there were three sternwheelers making runs down the Fraser River carrying supplies and people. The town of Tete Jaune was built on a peninsula that went out into the Fraser River. A major flood in 1913 washed a lot of the town away. By then the railway construction was complete and many business owners moved on.

SWIFT CREEK BEGINNINGS

In 1913 the Cox family started a postal service at Swift Creek, about a mile away from the current town site.

Soon the railway was built and with it, the Swift Creek train station in 1914.

Small sawmills like Kennedy and Moore started operations at that time.

In 1916 the Swift Creek Schoolhouse was opened. It was the same year that the remaining Texqokallt were moved to the Chu Chua reserve more than 250 kilometres to the south. Descendants of the Simpcw from Tete Jaune still live on that reserve.

FORESTRY IN VALEMOUNT

Forestry has been one of the mainstays for the village since the Kennedy and Moore mill opened in 1914. Many families moved here to work in the forest industry whether falling or milling.

The number and variety of mills blossomed in the early part of the last century. But it wasn’t to last. Mills and tenures merged, and while wages increased for example, there were negatives as well. There was new uncertainty as lumber became an exported commodity. Exchange rates, international agreements and international competition had profoundly cyclical impacts. Changes to provincial policy in 2003 shook the foundations of the forest economy in Valemount, when a long held social contract between tenure holders and communities was severed. Since the 1960s a connection between forest tenure and milling facilities essentially guaranteed that Valemount would be involved in wood processing. The main mill in Valemount changed hands a number of times, opening and closing under new management. The last board was sawn in 2006. In 2009 the mill was demolished. What was salvageable was cut into pieces and hauled to Prince George. Some small mills continue like Hauer Brothers in Tete Jaune and Cedar Specialty Cuts in Valemount. They add untold diversity and strength to our local economy.

In 2007 a long held dream of the community came true when the village was granted a community forest license starting an important new era in forestry. The community forest goal is to provide access to forest resources for local entrepreneurs, it’s intent is to spark the kind of diverse economic activity that was present at the middle of the last century.

VALEMOUNT 1927

While the settlement had been gathering momentum, Valemount received her name in 1927. That was when the Swift Creek train station was moved up the track one mile and renamed the Valemount station. The name was meant to invoke a 'Valley in the Mountains.' In 1953 a planer mill was established in what is now Beavan Crescent. The planer mill would add value to lumber from a wide range of small mills operating in the area.

In 1958 the town got power, but it wasn't through a provincial initiative. It was a local ladies group running the community hall that used proceeds from dances and bake sales to purchase a generator from McBride. Folks like Gordon Udell, who would serve as mayor from 1973 to 1979 volunteered to set up a network of power poles and lines to transmit electricity throughout town.

INCORPORATION

Street lights were brought to town and phones were installed in 1960. Soon after, in 1962 Valemount was incorporated as a municipality with about 600 residents. Public Health concerns motivated the decision. Many in the community were concerned about sanitation as more residences were being built and wells, outhouses and septic tanks were in close proximity.

The first village office and library were built on Commercial Drive in 1962. The water system an expensive, and for some, a divisive affair, was completed in 1964.

Television came to the valley in 1965. The signal was transmitted across mountain tops from Kamloops via microwave towers, broadcasting locally from the top of Canoe Mountain.

Big change continued coming. Construction of the new Yellowhead Highway started in 1965 making road travel less difficult.

In 1971 a gift of land from the estate of Robert W. Starratt saved valuable wildlife habitat next to the town boundary. The property was later improved with a water control structure and the creation of excellent habitat for ducks and migrating birds.

In the late 1970s there was demand for a new health clinic, but the provincial government didn't agree. Folks built one without Victoria's consent or knowledge. Its existence was later revealed to them by an audit. It's use indicated than Valemount did, indeed, need a clinic, and a provincial facility was built.

By this time Valemount's population was about 1,160. A tourist booth opened in 1981 and in 1984 a central street, 5th avenue, was paved.

Between 1993 and 2000 all of the streets in the village were paved.

VALEMOUNT 2000 AND BEYOND

Other improvements included an airport terminal was completed in 1996.

In 2006 a new high school was opened. It was the child of a very involved community who fundraised prodigiously to create the school of their dreams, with a gymnasium worthy of an excellent girls basketball program, a beautiful common area, an excellent theatre and more. The initiative caught the imagination of the provincial government. To this day the school continues to be a source of pride in the community for its beauty and utility and our involvement in its creation.

In 2007 a new interpretive centre was built with accommodation for a village office on the lower floor. In 2009 a major downtown revitalization was completed.



5. GLOBAL AND LOCAL CHALLENGES/OPPORTUNITIES

GLOBAL AND LOCAL CHALLENGES/OPPORTUNITIES FACING VALEMOUNT

Global and local challenges/opportunities set a context for influencing the futures of most communities and Valemount is no different. In fact, surveys through this process and over 250 comments show that community members are acutely aware of connections to broader trends and the impacts they have. Trends like a struggling global economy, opening up of new global trading partners, climate change, technology, resource scarcity, fuel costs, and abundance all have impacts and present both challenges and opportunities. Local trends presenting some challenges to Valemount and addressed in this plan include: employment and a lack of well paying jobs, the lack of solid industry, challenges with maintaining businesses and local social services/amenities including education offerings, environmental concerns including access to timber, and challenges with infrastructure like electricity.

Trend Summaries

Global, Provincial, National

- Current economy is stagnant
- Fuel prices are increasing
- Globalization is creating new markets and competitors
- Environmental Issues– Climate change impacts, fuel prices increasing.

Local and Regional

- Lack of industry and jobs
- Cyclical economies
- Demographics – aging
- Infrastructure challenges – energy reliability, communications infrastructure
- Growing tourism economy

In addition to these challenges, a significant proportion of respondents to Valemount's Future surveys noted the lack of a shared vision in the community. Trying to address challenges and take advantage of opportunities without vision and collaboration is in itself a challenge that this plan seeks to address. [By creating shared a vision and direction, Valemount will be more likely to improve its likelihood of success and sustainability over the long term.](#) Challenges and opportunities will change throughout the years and an annual check in on progress as well as collaboration about the best opportunities to act on will help Valemount make steps toward Valemount's Future.

6. SUSTAINABLE COMMUNITY DEFINED

WHAT IS SUSTAINABILITY?

There is a multitude of manners in which to define sustainability or sustainable development. The Brundtland Commission, in the 1987 report *Our Common Future*, introduced the term sustainable development as

“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

This definition helped achieve global consensus that meeting the needs of current and future generations is absolutely dependent upon the health and viability of three completely embedded systems:

1. the natural environment, which provides the services and finite resources that enable society and the economy to function;
2. society, which is sustained by the life-providing services of the natural environment (air, water soil etc.) as well as the social connections/ structures that contribute to our health and prosperity; and
3. the economy, which aims to efficiently allocate many resources for jobs and a prosperous life, yet is governed by and dependent on society and the natural environment to thrive.

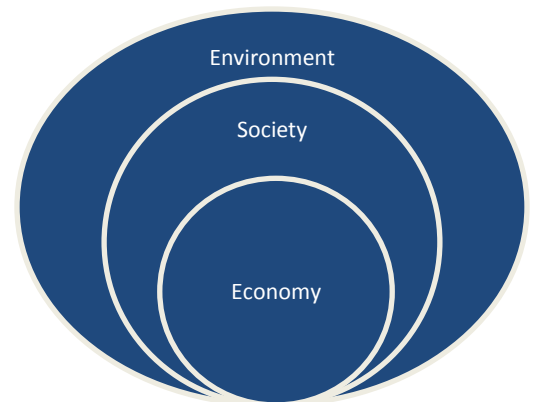
Sustainability as described above is compelling as it focuses creating/maintaining conditions to meet human needs today and in the future, but it does not have the clarity nor the precision required for effective strategic planning and action toward the desired outcome. Understanding first, that meeting needs is very dependent on economic systems, human society, and a healthy functioning environment, and that these three systems are interrelated, is a first step to help to narrow our focus for action.

With this relationship in mind, [a sustainable community is one with a robust resilient economy within and serving a strong, equitable society, supported by and living within a highly functioning natural environment.](#)

Can we afford to think about sustainability issues? Should we not concentrate our efforts on more pressing economic challenges?

Sustainability planning and actions is not about choosing between economic, environmental and social issues. Rather, it is about making smart decisions today to achieve all three in the future. Sustainability includes short and long-term economic success, which is essential to achieve our social and environmental objectives.

We cannot afford to lose sight of environmental or social issues. Our futures are intricately tied to the ability of natural systems to function.



7. OUR SUSTAINABILITY OBJECTIVES

Achieving success and sustainability will be a long-term journey – not something that can be accomplished overnight.

To help further identify what it takes to become sustainable, we've adopted long-term objectives, based on the Natural Step principles for sustainability. Along with our locally based Priorities for Success they can guide planning and decision making both day-to-day and for long-term strategic direction.

These objectives are based around a [scientific approach to sustainability](#), are concrete and non-overlapping to [simplify strategic planning](#), focus on [root causes](#) of issues, are specific yet [non-prescriptive](#), and taken together, describe the four basic directions for any organization, community, or activity to operate in a sustainable manner.

These objectives have been in use for about 20 years, during which time governments, corporations and individuals have used the principles to quickly create a [shared language for achieving sustainability](#) and integrate it into visions and actions.

The four objectives below create the direction for sustainability in our community and, as such, they effectively guide us through a world of multi-dimensional environmental, social and economic issues that can affect our success.

[Not every action toward a desirable successful community will meet all these objectives today, but over time, we need to create conditions where they do.](#)

OUR FOUR LONG TERM SUSTAINABILITY OBJECTIVES



To eliminate our part in creating socio-cultural and economic **conditions that undermine people's ability** to meet their basic needs.

This generally means favouring activities that support

- Safe, vibrant working and living conditions
- Inclusive and transparent decision-making
- Political freedoms
- Affordable products and services; sufficient resources for livelihood



To eliminate our part in the ongoing **physical degradation of nature**.

This generally means favouring activities that support

- Materials and energy from well-managed ecosystems
- Re-usable, recyclable and recycled content
- Fast-growing crops (hemp, bamboo etc...)
- Use of previously developed lands
- Using energy and materials efficiently



To eliminate our part in **the ongoing build-up of synthetic materials**

This generally means favouring activities that support

- Natural, biodegradable materials (glass wood, cotton, water-based etc.)
- Materials that are managed in tight technical cycles
- Organically grown, untreated
- Re-usable, recyclable and recycled content materials
- Using materials efficiently



To eliminate our part in the ongoing **build-up of materials** (fossil fuels-carbon, heavy metals) **extracted from the earth's crust**

This generally means favouring activities that support

- Energy efficiency and power from renewable sources
- Metals that are plentiful (aluminum, iron etc...)
- Recycled content materials
- Natural, biodegradable materials
- Materials that are managed in tight technical cycles
- Re-usable, recyclable materials



8. VALEMOUNT'S FUTURE - OUR PRIORITIES FOR SUCCESS

Valemount has identified **five priorities that provide a high-level description of what is important for a successful future for our community**. These priorities represent the most critical overarching aspects of the community and what is required to create a desirable future. Along with our Sustainability Objectives they can guide planning and decision making both day-to-day and for long-term strategic direction.

These priorities are the combination of the comments we received when we asked **“Given the challenges/opportunities, what does Valemount need to focus on to be the best place to live, work and play, now and in 20 years?”** Each priority is equally important and supportive of the other, and all that we do should support all five of them. As with all aspects of Valemount's Future, the Priorities for Success are framed by our Sustainability Objectives, which define what must be achieved if society is to be successful further into the future.

While trade-offs between priorities may occur in the short-term and one or more may need to be the primary focus for a period time, the ultimate objective is to ensure all five are being proactively supported. If trade-offs do occur, they should be short-term and flexible – they should be temporary stepping stones on the route before getting back on the path toward the desired future where all criteria for success and sustainability are ultimately achieved.

ENHANCING THE VALEMOUNT EXPERIENCE

**GROWING ECONOMIC
OPPORTUNITIES**

**STRENGTHENING
COMMUNITY WELLBEING**

**PROTECTING AND ENHANCING
OUR ENVIRONMENT**

**CREATING SUCCESS AND
LEARNING TOGETHER**



OUR PRIORITIES: ENHANCING THE VALEMOUNT EXPERIENCE

OUR VISION: In the year 2030, because of focussing on our priorities, more residents are living in Valemount and visitors are spending more and more time in the community.

The natural areas surrounding the community continue to entice residents and visitors into the wild, where they can experience adventure, reflection and a sense of being ‘out there’. When residents and visitors return into the village, they are greeted with warm friendships, genuine hospitality and service in local establishments and at public facilities alike. These facilities boast about Valemount’s history and local lore and culture, helping both residents and visitors to feel ‘grounded’ in an authentic community that respects both past and present words, images and stories.

Though the style of housing may have shifted from the past in order to reflect more resilient design, all generations are finding accessible opportunities to acquire appropriate housing in locations that provide inspiring views of surrounding areas. With buildings tied into the natural surroundings, these views remain front of mind and in every background as visitors and residents move about the community.

The development of public and commercial spaces along with themed events throughout the year provide opportunities for gatherings, catching up and swapping stories. These unique attractions, along with enticing commercial areas ensure a greater diversity of activities and have become more central to the Valemount experience.

Enhancing the Valemount experience means...

- Maintaining and enhancing access to inspiring mountain views and access into the natural areas surrounding Valemount.
- Proudly presenting Valemount’s human /natural history and present day interpretations of local places, people, culture and activities.
- Delivering accessible, vibrant and central community spaces, events and focal points for community interaction, services and pride.
- Developing a variety of housing styles and spaces to meet the needs of residents.
- Contributing to memorable Valemount experiences for all visitors, enticing them to come again and again.
- Enhancing the Valemount experience in ways that support or maintain pathways to success across all priorities.

Key Related Indicators

- | | |
|---------------------------------|-------------------------|
| ✓ Visitor Satisfaction | ✓ Population |
| ✓ Visitor Number or Room Nights | ✓ Housing Mix |
| ✓ Net Promoter | ✓ Housing Affordability |
| ✓ Designated Recreation Areas | ✓ Backcountry Access |



OUR PRIORITIES: GROWING ECONOMIC OPPORTUNITIES

OUR VISION: In the year 2030, because of focussing on our priorities residents of Valemount are more confident in their ability to control their economic futures.

Sowing and planting local seeds of economic success has become second nature as both long term residents and more recent arrivals champion thriving locally based enterprises. These opportunities along with consistent authentic community branding has helped to attract investment for local start-ups as well as larger industries that seek to complement the community’s authentic story.

Service delivery is a passion for local enterprises that recognize that their next customer is only one positive review away. These reviews come from all over

and across any communication medium as Valemount’s customer base has continued to grow beyond regional markets, reaching out across the country and internationally.

As always, natural areas and a skilled and knowledgeable workforce play a significant role in Valemount’s economy. Natural places attract travelers from all over for the Valemount experience, and with future oriented management, they continue to provide a renewable source of materials for more sustainable resources based enterprises.

The appropriate balance of local and export driven economic activity helps Valemount’s thrive and deliver opportunities for jobs and a prosperous life.

Growing economic opportunities means...

- Delivering exceptional local products and services to local, regional, provincial, national and international customers.
- Attracting travelers from all over and creating reasons for them to stay for life
- Building an entrepreneurial culture that supports and generates demand for local businesses, products and services.
- Ensuring access to a renewable supply of nature based resources in the region and only allowing extraction of non-renewable resources as leverage toward a successful and sustainable Valemount.
- Supporting job opportunities for a skilled and knowledgeable local workforce and the ability for people to enjoy a prosperous life in Valemount.
- Growing economic opportunities in ways that support or maintain pathways to success across all the priorities.

Key Related Indicators

- | | |
|---------------------------------|-----------------------------|
| ✓ Business Vitality Index Score | ✓ Economic Dependency Ratio |
| ✓ Business Licenses | ✓ Diversity of Exports |
| ✓ Median Income | ✓ Self Employment |
| ✓ Timber Supply | |



OUR PRIORITIES: STRENGTHENING COMMUNITY WELL BEING

OUR VISION: In the year 2030, because of focussing on our priorities, multiple generations of residents continue to live in healthy happy lives in Valemount.

Getting around Valemount is now easier than ever and walking/biking routes provide safe direct access to community commercial areas and popular village recreation and learning locations. Healthy living pervades all aspects of community life with residents focussed on living in healthy homes, participating in healthy activities and supporting healthy local food provision. New comers to the community and even those who have lived in the

village for years feel a strong sense of belonging and security, regularly volunteering to make Valemount a better place to live.

While residents and visitors tend to take a preventative approach to health and safety, the local and regional services to manage untimely events and emergencies are robust and well designed to support health and safety and to limit further impacts. Part of this preventative approach applies to buildings, facilities and community infrastructure that provide efficient energy services, clean water and waste management to the community and local businesses with minimal interruptions.

Strengthening community wellbeing means...

- Building an accessible, welcoming and supportive community that respects the common and individual values held by local residents and regional neighbours.
- Creating a culture of healthy living while ensuring access to high quality health services within the community and region.
- Reducing the risks associated with natural hazards and accidents while preparing appropriate emergency programs for when incidents do occur.
- Ensuring efficient and high quality water, waste, energy, communication and transportation infrastructure that meets ongoing community needs.
- Cultivating healthy food, regional agricultural land and food relationships between growers and eaters.
- Strengthening community wellbeing in ways that support or maintain pathways to success across all priorities

Key Related Indicators

- | | |
|--------------------------|------------------------------|
| ✓ Child Development | ✓ Unlawful Incidents |
| ✓ Drinking Water Quality | ✓ Active Farms in the Region |
| ✓ MSP Use Rate | ✓ Length of Tenure |
| ✓ Air Quality | |



OUR PRIORITIES: PROTECTING AND ENHANCING OUR ENVIRONMENT

OUR VISION: In the year 2030, because of focussing on our priorities, Valemount and the region are well known for establishing world-renowned environmentally sensitive habitat and natural area management practices.

While a changing climate and factors outside of Valemount’s control have stressed local ecosystems and natures services, the community and regional partners stepped in to protect sensitive areas. Degraded areas have been restored and newly identified sensitive areas are now protected to ensure a healthy network of critical areas and corridors for wildlife and other species. Backcountry recreation pursuits and industrial uses employ leading practices to further limit the impacts on the natural area and services like clean air, water, views, slope stabilization and others.

Consumers in the community and in markets serviced outside of Valemount are eager to purchase more efficient products and services that use renewable or recycled content sourcing as much as possible.

Development of land and the systems required to meet community-servicing needs like energy and water utilize previously disrupted areas before moving into new natural areas and the systems in place tend to mimic the flows and materials of natural systems as much as possible.

Walking around Valemount in 2030 it is clear that the views around the community are highly valued as one of the community’s greatest assets and the natural area management has resulted as a strong economic advantage for the community.

Protecting and enhancing our environment means...

- Replenishing natural spaces and employing leading sensitive area and species protection approaches in all of our activities.
- Shifting toward using plentiful/not scarce resources, nature based materials and renewable energy all from well managed ecosystems.
- Designing infrastructure/land use and developing usage patterns for energy and material efficiency, mimicking nature as much as possible.
- Reducing the ongoing need for new natural resources by using underutilized cleared land, waste resources and waste energy.
- Protecting and enhancing the environment in ways that support or maintain pathways to success across all the priorities.

Key Related Indicators

- | | |
|----------------------------|--------------------------------|
| ✓ Energy Use | ✓ Protected Natural Spaces |
| ✓ Water Use | ✓ Waste Water Effluent Quality |
| ✓ Greenhouse Gas Emissions | ✓ Total Waste |
| ✓ Species at Risk | |



OUR PRIORITIES: CREATING SUCCESS AND LEARNING TOGETHER

OUR VISION: In the year 2030, because of focussing on our priorities Valemount is now one of the most liveable and sustainable communities in British Columbia.

Valemount is successful, and poised to continue this success because residents and community leaders engage together and with others outside of the community. This collaboration has built trusting relationships, new learning and increased capacity to act in a way that furthers Valemount's success and movement toward a sustainable community.

Local learning opportunities complemented by electronic opportunities are widely available to all age groups and topics range from hard skills like nature guiding/trades to soft skills that help people learn to work better, together.

Creating success and learning together means...

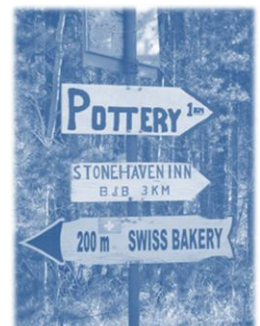
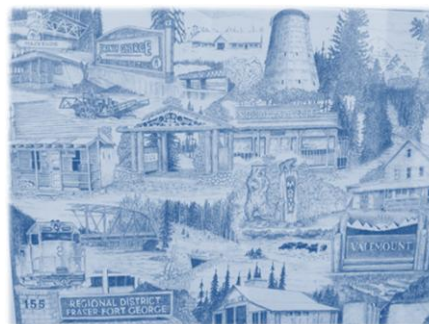
- Collaborating with local, regional and provincial partners and stakeholders.
- Contributing to local, regional and provincial decisions.
- Learning about each other and about the skills and approaches needed to move toward a successful and sustainable Valemount.
- Upholding a culture of respect and a real understanding and concern for each other's interests.
- Leading in the journey toward Valemount's Future successful and sustainable community and inspiring others to join in.

Key Related Indicators

- | | |
|------------------------|-------------------------------|
| ✓ Action Participation | ✓ Applying Valemount's Future |
| ✓ Voter Turnout | ✓ Partners |
| ✓ Active Collaboration | |

Valemount's Future document has been used to articulate the hopes and desires of the community to other parties so that Valemount's interests are well represented in local, regional and provincial discussions, likewise it has become the local template for inspiring new solutions to old problems and for assessing significant community decisions.

Valemount's determination, success and modesty toward their amazing results has enabled them to invite other small communities to dream big and to focus on their own successes. Other communities look to Valemount for leadership and innovative solutions.





9. STRATEGY AREAS-DESIRED OUTCOMES

Strategy Areas are aspects of community life that are critical to community success. The Desired Outcomes provide more detail on how these areas of community life will look while supporting our Priorities for Success and Sustainability Objectives.

Strategy Areas help to address the opportunities or challenges from all the important issues across a handful of relatively stable quality of life service and community systems. While we don't always think of our community as made up of an energy system, leisure system, health system, economic system, etc., we can all intuitively understand that they exist and will exist. For example, a

community's energy system is the way that various organizations, infrastructure, and people combine to meet the community's energy needs. [The way in which a system functions well – or not – is often the root cause of multiple community, environmental, and economic issues, so addressing the area as a whole will bring us one step closer to solutions.](#) For example, our current energy systems have impacts on air quality, climate change, water ecology, cost of doing business etc. Working comprehensively on energy system solutions help in all these areas.

For Valemount, ten strategy areas were identified that broadly cover and address all our community systems and the broad range of related issues.

VALEMOUNT'S COMMUNITY STRATEGY AREAS SUPPORTING SUCCESS AND SUSTAINABILITY

BUILDINGS AND SITES	FOOD AND AGRICULTURE
COMMUNITY AND INDIVIDUAL HEALTH	LAND USE AND NATURAL AREAS
ECONOMY AND EMPLOYMENT	RECREATION AND LEISURE
EDUCATION AND CULTURE	RESOURCES, WASTE AND WATER
ENERGY	TRANSPORTATION AND MOBILITY

As Valemount's Future continues to be implemented over the next number of years, [these strategy areas may be combined, separated, or revised](#) – that is all part of an ongoing community sustainability planning process.

STRATEGY AREA DESIRED OUTCOMES

The Desired Outcomes provide more detail on how Strategy Areas will look while supporting our Priorities for Success and Sustainability Objectives. Two public events were held in which approximately 60 members of the community discussed and described their visions of success for Valemount in the ten Strategy Areas. The descriptions of the community visions were turned into draft characteristics for a successful future, confirmed by the Community Sustainability Advisory Team (CSAT), and then drafted into 'Desired Outcome Statements'. These statements received a CSAT review and revision and then were vetted through a community survey and final round of CSAT comments.

EXISTING PLANS (E.G. OCP)

PRIORITIES FOR SUCCESS

SUSTAINABILITY OBJECTIVES

PERSONAL VISIONS OF A SUCCESSFUL VALEMOUNT

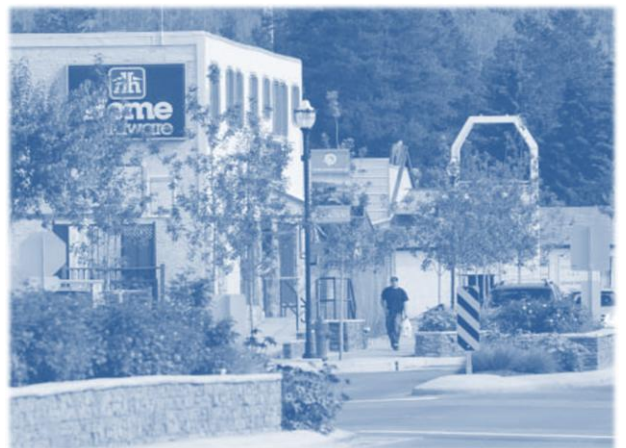
- Community Advisory Team
- General Public
- Village Staff
- Surveys
- Workshops
- Comment forms

-STRATEGY AREA- • DESIRED OUTCOMES



These Desired Outcomes:

1. Describe what the future framed by the sustainability objectives and Valemount's community priorities for success should look like.
2. Provide specific yet flexible statements of the highest aspirations and purpose for each strategy area.
3. Help determining actions and decisions that need to be taken in order to move the community from where it is today to where it wants to be in 2030.



STRATEGY AREA: BUILDINGS AND SITES

The Building and Sites strategy addresses how the physical characteristics of buildings and sites keep the community inclusive, affordable, livable and sustainable. It includes residential dwellings, commercial, institutional and industrial buildings as well as their surrounding natural landscape, manicured landscape and paved areas. It deals with infrastructure, materials and practices related directly to the building or site.



DESIRED OUTCOMES FOR 2030

1. Buildings and sites are affordable, meet most user needs, ensure protection from natural hazards and are fully accessible.
2. Building and site design supports space for planned and chance encounters between community members.
3. Local organizations, residents, owners, builders and government agencies proactively partner to deliver buildings and sites that contribute to the success and sustainability of Valemount.
4. Buildings and sites are built to last, right sized and energy efficient, using primarily more sustainable energy, while being convertible to changing needs.
5. Buildings and sites are attractive and inspiring with aspects of landscaping and design that link with neighbouring spaces yet that still allow for personal preference.
6. Buildings and sites protect solar light/heat access, day and night time views, are situated on previously disturbed land and where possible existing buildings are used first.
7. Buildings and sites prioritize walking and provide suitable attractive design, technology and access for more sustainable vehicles and bikes.
8. Buildings and sites are built preferably by area residents and owner builders where applicable, using local renewable and recycled building materials that are attained through more sustainable practices.
9. Buildings and sites foster good health for users, infrastructure mimics natural systems, furthering water efficiency and only using synthetic-free and non-toxic substances.
10. Local building practices create economic opportunities through employing more sustainable approaches and exporting practices and building products to other communities.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Building and Sites success toward sustainability looks like for Valemount in 2030.



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Learn more in Section 7

OUR SUSTAINABILITY OBJECTIVES



Learn about in Section 4

EXISTING SUCCESSES IN THIS AREA

- ✓ Completion of Big Foot trail: solar lights may be installed in the spring 2013.
- ✓ Downtown revitalization project created pedestrian friendly zone.
- ✓ Completed senior housing project.



STRATEGY AREA: COMMUNITY AND INDIVIDUAL HEALTH

The Community and Individual Health Strategy Area is concerned with meeting residents' physical, mental, emotional, spiritual health through services, infrastructure, interactions, relationships and a strong community fabric. It also includes community safety. From an individual perspective it addresses access to local and regional care services and health promotion, and to lesser extent, health enablers, such as recreation.

DESIRED OUTCOMES FOR 2030

1. The community is vibrant, social and diverse, embracing and celebrating people of different ages and backgrounds.
2. Valemout is accessible, inclusive and welcoming, with community members helping each other and volunteering time to local activities.
3. Residents engage in fun community social/recreation gatherings and work together to create a successful and sustainable Valemout.
4. Multidisciplinary health care and illness prevention strategies for all ages are supported by local facilities, programs and services.
5. There is clean air, high quality drinking water and a culture of healthy living that values healthy food, recreation and the pursuit of personal passions.
6. Emergency medical services and a supportive transportation system are locally available and accessible day and night to all community members and visitors.
7. Facilities are healthy places designed and used efficiently with respect to energy, materials and water and most energy is renewable with backup infrastructure systems for emergencies.
8. Valemout's health prevention services, and strong community wellbeing attracts new residents and inspires other communities to community health excellence.
9. Health and community facilities are centrally located and foster easy access for all community members.
10. Valemout is safe and community members are involved in emergency, fire, and crime prevention/preparedness, benefiting from stable public safety and emergency services.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Community and Individual Health success toward sustainability looks like for Valemout in 2030.



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Learn about in Section 4

EXISTING SUCCESSES IN THIS AREA

- ✓ Expansion of emergency room at the Valemout Health Centre completed in 2012.
- ✓ New sewer system and Water Treatment Plant completed in 2009.

STRATEGY AREA: ECONOMY AND EMPLOYMENT

The Economic and Employment Strategy Area focuses on bringing in sufficient dollars into the community, and optimizing the impact of dollars within, in order to help support local services and attractive livelihoods. It also addresses opportunities for meaningful work, sustainable businesses and creating a positive climate for local businesses.



DESIRED OUTCOMES FOR 2030

1. The economy is hardy and continues to bring new wealth into the community through a mix of well-suited and paired industries and industry practices.
2. Both passersby and determined travelers from all over are attracted to the area experience, and many now live and support the community and local economy by fostering new and existing businesses.
3. Economic activities sustain a wealth of renewable resources, views, cultural values and natural services that are used for the most value added activities as possible.
4. Locally owned commercial services in the area are attractive, thriving and meet the service and product needs of residents and visitors who in turn support local businesses rather than purchasing from abroad.
5. The economy allows for a safe fulfilling working environment that supports quality living in the community and the workforce and business owners help drive a successful economy.
6. Residents and businesses understand and support a positive business environment and the importance of spending locally while working to export products and services to people living outside of the area.
7. Industries recognize the importance of community infrastructure and social services to support industry, prioritize using underutilized land and are based on more local sustainable energy and material systems.
8. Local organizations, business owners, and government agencies partner to deliver a positive business environment, create economic activity and generate jobs, contributing to the success and sustainability of Valemout.
9. Valemout is well known for its amazing lifestyle experience and ability to create and deliver high quality products and services.
10. Non-renewable resource based industry proactively foster conditions for a more successful and sustainable Valemout and has helped the community transition to a more sustainable economy.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Economy and Employment success toward sustainability looks like for Valemout in 2030.



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EXISTING SUCCESSES IN THIS AREA

- ✓ Valemout Community Forest continues to be active.
- ✓ Village of Valemout is working with proponents of various projects (Valemout Glacier Destination and Geothermal Power Production Plant).
- ✓ Tourism Valemout, VARDA and YORA continue product development and promotion.

STRATEGY AREA: EDUCATION AND CULTURE

Education and Culture Strategy Area covers all arts, culture, heritage, and education opportunities and the supporting of built and natural infrastructure, resources and delivery agents. It also addresses conditions required to make it inclusive, financially robust with a low environmental impact.



DESIRED OUTCOMES FOR 2030

1. A culture of lifelong learning, appreciation of art, culture and heritage, and relevant programming helps to support community success and sustainability.
2. Art and heritage attractions are prevalent everywhere, reflecting a sense of place, beautifying spaces, and being celebrated and supporting the local economy.
3. Adequate and affordable locations exist for education, art, and heritage programming; and these spaces are used efficiently reflecting more sustainable buildings and sites.
4. Local opportunities for high quality, stable and affordable formal learning and arts programming exists for all ages and support the local economy through skill development.
5. Education and culture activities bring together community members of all ages to learn, create, and appreciate art and to support community relationships.
6. The culture, places and the history of the area's first peoples are celebrated and managed in partnership with local first nations.
7. Nature based learning opportunities foster an appreciation for the natural environment and support practical knowledge and skill development in a variety of areas.
8. Education, cultural/faith organizations and service providers regularly collaborate, share facilities and work together to support their mutual success.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Education and Culture success toward sustainability looks like for Valemount in 2030.



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Learn about in Section 4

EXISTING SUCCESSES IN THIS AREA

- ✓ Valemount Learning Centre is well established and provides numerous learning programs for all ages.
- ✓ Excellent elementary and secondary school infrastructure.
- ✓ Museum and Historic Society.
- ✓ Valemount Public Library.

STRATEGY AREA: ENERGY

The Energy Strategy Area is concerned with meeting energy needs in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices related to the community as a whole. (The energy demand from transportation, buildings and land use patterns is primarily covered by those respective strategies.)



DESIRED OUTCOMES FOR 2030

1. Onsite, local energy efficiency and more sustainable energy generation systems help the community to inspire others and to become a leader and exporter of energy and energy system knowledge.
2. Energy systems and end uses are extremely efficient and utilize all waste energy and renewable waste products prior to using newly generated energy.
3. Residents understand energy issues and its importance and value for the success and sustainability of the community.
4. Energy systems are reliable, safe, and resilient to future conditions, utilizing a mix of on site, local and regional energy systems.
5. Energy systems have little to no net negative impact on natural areas and human health, and natural systems—impacted by energy generation—have been restored.
6. More sustainable renewable heat and electricity systems provide for almost all the energy requirements; mechanisms are set up to provide equitable pricing and to encourage energy efficiency as a first priority.
7. Energy users, governments, energy generation and efficiency organizations work together to ensure that energy systems contribute to the success and sustainability of the community.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Energy success toward sustainability looks like for Valemout in 2030.



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EXISTING SUCCESSES IN THIS AREA

- ✓ Potential of creating geothermal power and hydroelectric power for the Village.
- ✓ Quickstart Community Energy and Emissions Plan providing guidance.

STRATEGY AREA: FOOD AND AGRICULTURE

The Food and Agriculture Strategy Area addresses how the community supports an affordable and reliable food system that nourishes residents' appetites, celebrations and culture. The strategy aims to maintain the integrity of the land and people providing the food while moving toward a more sustainable system. It deals with food systems from farm to fork to disposal.



DESIRED OUTCOMES FOR 2030

1. Residents, visitors and food establishments are knowledgeable about food systems, local food, and they demand a healthy locally based diet that supports producers and workers.
2. Food systems work toward zero waste throughout the cycle from seed to scraps, focusing on efficient practices, minimal packaging reuse and composting.
3. Farms, markets and food establishments contribute to the local economy through local sales, by exporting value added food products and by attracting folks who want to learn about food.
4. By encouraging interaction between producers, eaters, and residents of all ages, food and local food providers are celebrated throughout the year.
5. Local and regional farmland is valued, protected and utilized to support the region's success and local landscaping incorporates edible plantings.
6. There are indoor and outdoor places throughout Valemount to grow and preserve food for year round consumption and learning opportunities.
7. Governments, farmers, food establishments and other stakeholders work together to support local and sustainable food systems.
8. Hunter and gatherer access to indigenous food is protected and the approaches employed ensure harvesting is sustained.
9. Food growing supports the sustained health of agricultural land, local biodiversity and provides nutritious products to consumers.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Food and Agriculture success toward sustainability looks like for Valemount in 2030.



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EXISTING SUCCESSES IN THIS AREA

- ✓ Awareness of local food products and great acceptance of Farmers' Market.

STRATEGY AREA: LAND USE AND NATURAL AREAS

The Land Use and Natural Areas Strategy Area seeks to manage development in a way that maintains livability, natural areas, and economic development. The strategy addresses the locations, patterns and types of all physical development as well as the amount and timing of these developments. It also addresses how the community will protect, and attempt to restore, ecosystem integrity and biodiversity throughout the area and region.



DESIRED OUTCOMES FOR 2030

1. Land use and development is closely managed to maximize efficiency of municipal infrastructure and services, reduce energy needs, and to protect environmentally sensitive areas as well as other local and regional land, and water based areas.
2. Land is used in a way that makes the highest and best use of the land for success and sustainability.
3. A managed network of local and regional natural areas supports local species and biodiversity.
4. Local land use designations support a range of housing styles (townhouses, duplex, single family, and small apartment) primarily built in existing development areas and that facilitate walking, biking and non motorized transportation.
5. Centralized development locations are preferred for compatible uses and support a vibrant town centre with a mix of residential and commercial uses.
6. Local organizations, government, land owners, residents and businesses are involved in land use planning and decision making in order to achieve success and sustainability for Valemount.
7. Adequate agricultural, commercial and industrial areas are available locally and regionally, and they are used for highly valued economic activities.
8. Neighbouring land uses are compatible with each other and any conflicts between them are well managed.
9. Land use designations and planning processes are designed to be somewhat adaptable/flexible to changing demands for land.
10. Land use planning and fire protection activities consider the importance of landscapes to the Valemount experience, protecting these assets from activities that would diminish their value.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Land Use and Natural Areas success toward sustainability looks like for Valemount in 2030.



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EXISTING SUCCESSES IN THIS AREA

- ✓ Existing controlled managed areas for snowmobiling.
- ✓ Improvements on Cranberry Marsh trail system and reduction of motorized access.
- ✓ Provincial Park System surrounding the community and within the region.

STRATEGY AREA: RECREATION AND LEISURE

Recreation and Leisure Strategy Area addresses the development, delivery and management of recreation and leisure opportunities. The strategy includes outdoor and indoor recreation and leisure facilities, programs and initiatives. This strategy area addresses municipal, non-profit, private offerings and partnerships within and outside of the community.



DESIRED OUTCOMES FOR 2030

1. Valemout and the region provide a variety of high quality year round indoor and outdoor recreation and leisure opportunities for all ages, abilities and income levels.
2. Adequate land within and surrounding Valemout is available for outdoor recreation activities ranging from neighbourhood parks to backcountry experiences.
3. Recreation is part of the community identity and story, attracting out of town users that support increased local businesses and economic opportunities.
4. Local and regional recreation lands and amenities are interconnected, with Valemout coordinating efforts and acting as the hub where recreation begins and ends.
5. All recreation activities utilize existing facilities and land bases before building or accessing new areas, facilities are employing more sustainable design and operation, while outdoor amenities and users protect sensitive natural areas and watersheds.
6. There is a culture of respect amongst various recreation users and recreation stakeholders, governments, and other industries partner to deliver and manage recreation and to ensure compatibility of various recreation activities and other land uses.
7. Low impact as well as human powered activities are emphasized and supported; and opportunities still exist for the most efficient and renewable energy powered motorized activities.
8. Facilities and programming are compliant with the latest risk management standards, and users take responsibility for their own actions toward safe informed risk based recreation.
9. Recreation and leisure opportunities promote positive interaction between age groups, social networks and neighbourhoods.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Recreation and Leisure success toward sustainability looks like for Valemout in 2030.



OUR PRIORITIES FOR SUCCESS

Enhancing the Valemout Experience

Growing Economic Opportunities

Protecting and Enhancing Our Environment

Learn more in Section 7

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OUR SUSTAINABILITY OBJECTIVES



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EXISTING SUCCESSES IN THIS AREA

- ✓ Big Foot Trail.
- ✓ Near completion of Cranberry Marsh loop (boardwalk)
- ✓ Valemout Marina
- ✓ Proposed Mountain Bike Park
- ✓ Valemout to Blue River Sustainable Resource Management Plan

STRATEGY AREA: RESOURCES, WASTE AND WATER

Resources, Waste and Water Strategy Area is concerned with the supply of high quality water, natural resources, and materials for appropriate uses while minimizing environmental impacts. It focuses on the entire drinking water and material system, including sourcing, delivery, use and end of life systems, and should address both physical infrastructure and management practices.



DESIRED OUTCOMES FOR 2030

1. Material, water and waste system infrastructure mimic natural systems and are designed and operated with cost and efficiency.
2. Government, industry and stakeholders work together and are informed to design resource, waste and water systems that contribute to Valemount's success and sustainability.
3. Sufficient healthy drinking water is provided at a reasonable charge, and the water system's integrity is protected from the source to the tap.
4. There is an adequate supply of water for emergency purposes and appropriate use of flood prone land to reduce hazards.
5. Efficient use of nature based or recycled materials and products that are part of a closed loop or zero waste supply chain.
6. Local resource use sustains a wealth of renewable resources, viewsapes, cultural values and natural services that are used for the most value-added activities possible.
7. Non-renewable resource based industries are set up in a manner that proactively fosters conditions for the short and long term success and sustainability of Valemount.
8. Resource extraction, restoration and replenishment activities are coordinated and compatible with other land uses such as recreation.
9. Waste, water and resource systems utilize energy efficient facilities and technologies and are primarily run on low impact renewable energy.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Resources, Waste and Water success toward sustainability looks like for Valemount in 2030.



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Learn more in Section 7

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Learn about in Section 4

EXISTING SUCCESSES IN THIS AREA

- ✓ Transfer station vs. Open dump Site.
- ✓ Sewage effluents are cleaned and directed into Cranberry Marsh to regulate water levels.

STRATEGY AREA: TRANSPORTATION AND MOBILITY

The Transportation and Mobility strategy area is concerned with the ability of residents to access their daily needs and the movement of people and materials to, from and within a community in a more efficient and sustainable manner that is consistent with the community's nature. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.



DESIRED OUTCOMES FOR 2030

1. Transportation and mobility systems are affordable and accessible to all age groups and abilities.
2. Approaches to vehicle design, reclamation and new nature based substances have significantly decreased the environmental and health impacts of vehicles.
3. Motorized transportation vehicles are right sized, ultra-efficient and primarily run on more sustainable renewable energy.
4. Adequately maintained infrastructure exists for residents to get around using non-motorized means and routes for local non-motorized travel are prioritized over motorized access.
5. Local road transportation systems protect neighbourhoods from traffic and noise, support attractive streetscapes and make use of cost efficient, low impact maintenance programs.
6. Transportation infrastructure utilizes and optimizes existing routes and no longer expands into environmentally sensitive areas.
7. Transportation routes provide safe, efficient and seamless access to recreation areas and neighbouring regions.
8. Mass transit, train and/or water based travel corridors are increasingly utilized for efficiently and sustainably shipping people and value added goods to and from Valemount.

WHERE DID THESE COME FROM?

These strategy area outcomes are based on community plans and conversations where citizens considered what Transportation and Mobility success toward sustainability looks like for Valemount in 2030.



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OUR SUSTAINABILITY OBJECTIVES



Learn about in Section 4

EXISTING SUCCESSES IN THIS AREA

✓ Health bus connection to Prince George.



10. IMPLEMENTING AND MONITORING VALEMOUNT'S FUTURE

Valemount's Future is as much a process as it is a plan. As such, the process requires implementation of the plan, which involves two components:

- (i) action planning/implementation; and
- (ii) aligning decision-making.

Monitoring indicators track progress towards the vision and informs ongoing action planning and decision-making.

ACTION PLANNING TO DATE

Once the community developed its vision, i.e., the Community Priorities and the Desired Outcome Statements, and its current reality (**Appendix C**) within each strategy area, actions were then determined that would help the community move from its current situation to where it wants to be in order to be more successful and sustainable.

The Process: purpose of action planning was to identify new or existing actions and to prioritize those for immediate implementation.

After soliciting feedback from an online survey, **the actions from the 84 online actions submission participants delivered to the Community Sustainability Advisory Team (CSAT)**. The CSAT then participated in two action planning sessions and recommended bringing 47 actions forward for review in December 2012.

Criteria for good sets of Actions included:

1. A mix of action types:
 - Policy (regulation, incentives/disincentives)
 - Education/Communication (e.g. educational campaign or program)

- Plan/Strategy/Research (provide guidance through more knowledge and direction)
 - Infrastructure
 - Human Resources
2. Moves towards one or more Desired Outcome (more is better).
 3. Moves towards multiple Strategy Areas and Priorities. Moves towards the four Sustainability Objectives (more is better).
 4. Has at least one highly visible action.
 5. Has a good ROI.

Appendix B is the list of shortlisted actions for consideration by community partners. This list of actions could be updated through an ongoing annual action planning process.

DECISION ALIGNMENT TOOLS

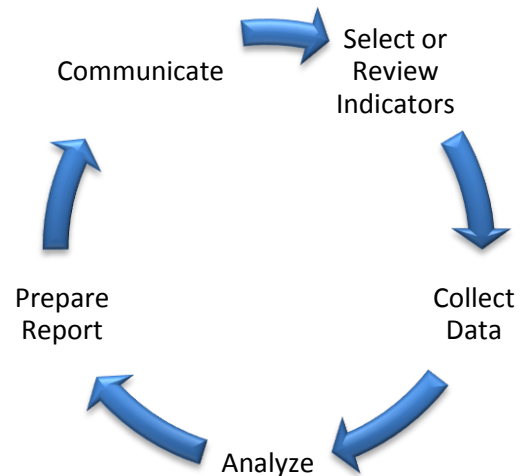
The ultimate goal for Valemount's Future implementation is that decisions become more aligned with the Priorities for Success and Sustainability Objectives. Decisions include the formal decisions made by the Council on policies, plans and procedures, as well as the day-to-day decisions made by staff and community partners on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the Valemount's Future framework and how to apply it to their decision-making processes. Further, they will likely benefit from reference and decision-informing tools, such as the one included in **Appendix D**, to assist through the process.

MONITORING OUR PROGRESS

Indicators are essential for measuring performance toward a goal and toward the vision as articulated by the priorities, sustainability objectives, desired outcomes, as well as for communicating progress. Indicators should show trends over time and provide information as to where progress is being made, and if not being made, which areas actions should be directed. Monitoring and reporting should be done annually, and comprise the following steps:

For *Valemount's Future* a set of indicators measuring progress on each of the five community priorities were developed. These indicators were selected based on availability and accessibility of existing data, validity and reliability over time. The indicators are identified in **Appendix A: List of Recommended Indicators** along with a description and data sources.



TARGETS

Valemount's Future strives towards continuous measurable improvement in all of its performance indicators. No specific numeric targets were developed in this process. Instead, targets should be considered after a few years of Valemount's Future implementation in order to first establish baseline measurements.

11. GLOSSARY OF TERMS

Accessible: Accessible is a general term used to describe the degree to which a product, device, service, or environment is available to as many people as possible. It is also used to focus on people with disabilities or special needs and their right of access to entities, often through use of assistive technology or design.

Actions: These are the initiatives that should be undertaken to move Valemound from where it is today toward success and sustainability in the future. Actions can include everything from basic operational activities to the development of policies and strategic plans.

Backcasting: A basic planning approach where one begins with a vision of success in the future (in this case, a sustainable society) and then uses the question “what do we need to do to move from where we are today toward our vision?” to identify strategic actions.

Biodiversity: The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

Clean energy: Clean energy, also referred to as green energy, is defined here as non-polluting energy from renewable sources.

Climate change: A change in the state of climate properties that persists for an extended period, typically decades or longer. Any one climate change event may be due to natural earth processes, non-earth events, or to ongoing human caused changes in the makeup of the atmosphere or in land use. In this context, we are mainly talking about reducing human contributions and adapting to the changes in climate and associated events.

Community Member: Either a resident (full time) or part-time resident who lives in the community.

Current Reality: The Current Reality is the “current situation,” or baseline of where the regional district currently exists with regard to the vision for the future in the defined strategy areas. The current reality for each strategy area would include the current context, existing assets and potential issues.

Desired Outcome Statements: These describe Valemound’s desired future for the year 2030 in more detail within each strategy area.

District energy: A locally-based energy system from renewable sources that supplies a group of buildings located in close proximity to share infrastructure.

Economic diversification: The characteristic of business variety in the economy both across and within individual business sectors.

Ecosystem: A functional unit of any size consisting of all the living organisms (i.e., plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow.

Ecosystem management: A holistic approach to managing our environment and making land-use decisions. It meshes human purposes with natural systems, always asserting the protection of ecological integrity as its foremost environmental priority.

Environmentally Sensitive Areas: These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them. These areas are the focus for protection from development due to their fragile and rare nature.

Food security: A community enjoys food security when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

Food system: The food system represents all the entities, individuals and resources used to grow, harvest, produce, deliver, consume and dispose of food.

Indicators: These are used to measure performance at moving toward (or away) from Valemound’s vision of the future.

Lifelong learning: All learning activity undertaken throughout life, with the aim of improving knowledge, skills and competences within a personal, civic, social and/or employment-related perspective.

Locally-generated energy sources: Energy generated within the community, generally from renewable sources, for example, geothermal, wind or solar.

Low- impact: Technologies, supplies, fuels, etc, that produce little pollution (air, water, waste) or environmental impact (e.g. climate change).

Mixed-use: Developments that combine residential and commercial space in the same building or development. Residences above shops and live-work residences are examples of mixed-use developments. Mixed-use developments enable people to live close to work and amenities.

Needs: Basic human needs: A comprehensive set of fundamental human needs that are culturally and historically universal, non-overlapping, non-substitutable, complimentary to one another, and seek continual satisfaction for a high quality of life. They are recognised as: Subsistence, Protection, Participation, Leisure, Affection, Understanding, Creation, Identity, Freedom. Source: Manfred Max Neef

Official Community Plan (OCP): A bylaw adopted by Council that “a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.” (Local Government Act)

Priorities: The Priorities provide a high-level focus on what must be achieved to create a successful future for our community.

Resident: Generally someone who takes up their primary residence in Valemount and lives there for most of the year.

Renewable resource: Relating to a natural resource, such as solar energy, water, crops, or wood, that is never used up or that can be replaced by new growth or availability over a relatively short time frame.

Renewable energy: Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste.

Stakeholder: All individuals, groups, and interests that are affected by and/or affect Creston and its activities. This includes the natural environment and future generations.

Strategy areas: These cover the high level community systems that must be managed now and into the future. They help to frame the ICSP.

Sustainability Objectives: These frame the plan and define the concrete outcomes necessary to achieve a sustainable society in the long-term. They are derived from the Natural Step framework and sustainability principles. Visit www.thenaturalstep.org/canada

The Natural Step framework: A strategic planning framework for and definition of sustainability. See www.thenaturalstep.org/canada

Transportation alternatives: Commonly referred to as modes of transportation other than single-occupant gas or diesel powered vehicles, like walking, biking or mass transit.

Value-added: The enhancement given to a product or service before offering it to the market.

Vision: This term is used to encapsulate the picture of the future for Valemount in 2030, as articulated by the Priorities, Sustainability Objectives and Desired Outcome Statements.

Visitor: Generally someone who’s primary residence is outside of Valemount and who visits for less than a month.

Wildlife corridors: Linear habitat embedded in unsuitable habitat, which connects two or more larger blocks of suitable habitat. It is generally proposed for conservation in order to enhance or maintain the viability of wildlife populations in the habitat blocks.

Zero-waste: Zero Waste exemplifies a complete shift away from embracing a disposable lifestyle as well as the continuous production of residual products. Zero Waste represents the reduction, reuse and recycling of all materials back into the marketplace or natural environment and in a manner that protects human and ecological health

12. APPENDICES

Detailed Indicators

Detailed Action Suggestions

Current Reality

Decision Tool

Next Steps

APPENDIX A: DETAILED INDICATORS

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
ENHANCING THE VALEMOUNT EXPERIENCE	Visitor Satisfaction	Proportion selecting the top 2 choices on a five point satisfaction scale.	By visitor origin	Tourism Valemount
ENHANCING THE VALEMOUNT EXPERIENCE	Population	Population and Sustainable Population Ratios	Dependency rate : (population 0-14 + population over 64)/(population 15-64)*100; Rejuvenation rate: (population over 65)/(population 0-14)*100; Substitution rate: (population 15-24)/(population 55-64)*100;	BC Stats and Census or Medical Service Plan Stats
ENHANCING THE VALEMOUNT EXPERIENCE	Visitor Number or Room Nights Sold	Estimated number of visitors/room nights to Valemount		Tourism Valemount, BC Tourism Value of Tourism Methodology
ENHANCING THE VALEMOUNT EXPERIENCE	Net Promoter	Proportion likely to recommend Valemount to friends and family.	Proportion choosing the top 2 scores on a 10 point scale minus the bottom 6 scores.	Tourism Valemount
ENHANCING THE VALEMOUNT EXPERIENCE	Housing Mix	Ratio of single family to other housing forms		Village of Valemount, BC Assessments

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
ENHANCING THE VALEMOUNT EXPERIENCE	Housing Affordability	Ratio of median income to the median assessed home value		Census or BC Stats, BC Assessments
ENHANCING THE VALEMOUNT EXPERIENCE	Designated Recreation Areas	Total hectares of designated recreation areas		Integrated Land Management Bureau
ENHANCING THE VALEMOUNT EXPERIENCE	Access to Nature	Total length of access routes into the front and backcountry	Reported as roads or trails	Ministry of Forests, Community Forest
STRENGTHENING COMMUNITY WELLBEING	Child Development	Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI)		Human Early Learning Partnership UBC
STRENGTHENING COMMUNITY WELLBEING	Drinking Water Quality	Drinking Water Quality – Number of boil water advisories		Village of Valemount, Ministry of Environment

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
STRENGTHENING COMMUNITY WELLBEING	MSP Use Rate	Number of services per MSP holder		MSP, Information Resource Management, Knowledge Management & Technology Division, BC Ministry of Health Services
STRENGTHENING COMMUNITY WELLBEING	Length of Tenure	Proportion of residents living in the community for 5 or more years		Census
STRENGTHENING COMMUNITY WELLBEING	Unlawful Incidents	Number of criminal code incidents	Report out by crime types.	BC Stats Uniform Crime Reporting
STRENGTHENING COMMUNITY WELLBEING	Active Farms in the Region	Number of active farms	Farm types	BC Assessment

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
GROWING ECONOMIC OPPORTUNITIES	Business Licenses	Mix of new, closed and existing businesses	Resident Businesses vs. Non Resident businesses	Village of Valemount
GROWING ECONOMIC OPPORTUNITIES	Business Vitality Index Score	Business Vitality Index Score		Chamber of Commerce and Centre for Innovative Entrepreneurial Leadership
GROWING ECONOMIC OPPORTUNITIES	Median Income	Real median income	Look at employment income only and total	BC Stats, Neighbourhood Taxfile Income Data
GROWING ECONOMIC OPPORTUNITIES	Timber Supply	Harvest rates exceeding capacity for longer term biological and economic capacity		Valemount Community Forest
GROWING ECONOMIC OPPORTUNITIES	Economic Dependency Ratio	Economic Dependency Ratio	Breakout by EI, Pension etc...	BC Stats

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
GROWING ECONOMIC OPPORTUNITIES	Diversity of Export Industries	Labour force breakdown by export industry (Tourism, Forestry etc...)		BC Stats every 5 years
GROWING ECONOMIC OPPORTUNITIES	Self Employment	Growth in self employed income	?	BC Stats, Neighbourhood Tax file Income Data
PROTECTING AND ENHANCING OUR ENVIRONMENT	Energy Use	Total energy use	Per capita	Community Energy and Emissions Inventory
PROTECTING AND ENHANCING OUR ENVIRONMENT	Water Use	Total water use		Village of Valemount
PROTECTING AND ENHANCING OUR ENVIRONMENT	Greenhouse Gas Emissions	Total greenhouse gas	Stationary and Mobile	Village of Valemount, Community Energy and Emission inventories

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
PROTECTING AND ENHANCING OUR ENVIRONMENT	Species at Risk	Number of vascular species at risk within the Regional District		BC Species at Risk Catalogue
PROTECTING AND ENHANCING OUR ENVIRONMENT	Protected Natural Spaces in Community and Region	Percentage of protected regional land		Valemount Community Forest
PROTECTING AND ENHANCING OUR ENVIRONMENT	Waste Water Effluent Quality	Number of days waste water discharge flows are out of compliance with provincial permit requirements		Village of Valemount
PROTECTING AND ENHANCING OUR ENVIRONMENT	Total Waste	Estimated amount of all materials used (includes landfilled, recycled, composted etc...)		Village of Valemount
CREATING SUCCESS AND LEARNING TOGETHER	Action Participation	Number of organizations taking on actions from Valemount's Future Process		Village of Valemount

Valemount's Future Priority	Short Name	Long Name	Additional Analysis	Source
CREATING SUCCESS AND LEARNING TOGETHER	Voter Turnout	Proportion of the registered voters voting in municipal elections		Elections BC
CREATING SUCCESS AND LEARNING TOGETHER	Active Collaboration	Number of multi-organizational meetings/letters where the Village expresses the importance of Valemount's Future and utilizes it to guide conversations		Village of Valemount
CREATING SUCCESS AND LEARNING TOGETHER	Applying Valemount's Future	Proportion of Village/Other Plans, Decisions requiring Public hearings that structure decisions and information based on the Values articulated in Valemount's Future.		Village of Valemount
CREATING SUCCESS AND LEARNING TOGETHER	Partners	Number of organizations signing on to help support Valemount's progress		Village of Valemount

APPENDIX B: ACTION RECOMMENDATIONS 2012 CYCLE

Recommended Actions	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
1. Review and update the Official Community Plan to reflect the desired outcomes in this plan.	The Official Community Plan is the highest level regulation that can help cement effective and efficient policy toward the outcomes described in this plan.	Buildings and Sites	Policy	Village of Valemount		9
2. Secure long term funding for marsh/area/trails and other high use trails	These areas are important amenities for the community and visitors.	Recreation and Leisure	Infrastructure	Village of Valemount	YORA, VARDA	9
3. Identify increased parking spaces in the downtown area	Limited parking creates congestion, hazards and an unfavourable experience in the central business area.	Transportation and Mobility	Infrastructure			8
4. Prepare a feasibility study on gravity fed water supply system for Village of Valemount.	The current water system relies on a series of pumps to move water around the community. A gravity feed system would be more energy efficient and potentially less prone to failure.	Resources, Waste and Water	Plan/Strategy /Research	Village of Valemount		8
5. Expand the number of items that can be collected locally for recycling.	Presently, few items are collected at the Transfer Station. Private citizen take items to major centres.	Resources, Waste and Water	HR/Funding	Regional District		8
6. Improve motorized access to trails from town to trailhead	Improved access, perhaps using culverts under tracks, would reduce the amount of driving on the roads by large vehicles and improve the visitor experience.	Economy and Employment	Infrastructure	VARDA		7

Recommended Actions	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
7. Prioritize resource roads and advocate for open access to the roads	Recreation and access to trails is key to the Valemount experience.	Recreation and Leisure	Plan/Strategy /Research	Village of Valemount	YORA, VARDA	7
8. Ensure that the SRMP 5 year review takes place and is expanded to cover summer designation	The 5 year review is due and there are increasingly more conflicts in the summer that need to be addressed.	Recreation and Leisure	Policy	Integrated Land Management Bureau	YORA, VARDA	7
9. Publish a Community Calendar	A community calendar would help promote events and activities while helping to prevent double bookings and to promote event cross over.	Community and Individual Health	Education/Communications	Chamber of Commerce		6
10. Understand what is needed to support and attract lone eagles and amenity seekers to Valemount	Lone eagles and amenity seekers are generally people seeking a community that affords a better quality of life. Often they are able bring their employment/career with them.	Economy and Employment	Plan/Strategy /Research	Village of Valemount		6
11. Implement a visitor survey to better understand visitor needs and to explore what would help them stay for one more night.	Repeat visitation and word of mouth marketing are largely influenced by the experience provided to visitors. Word of mouth marketing drives most travel decisions.	Economy and Employment	Plan/Strategy /Research	Chamber of Commerce	Tourism Valemount	6
12. To identify stages of intermediary healthcare and work to establish it in Valemount	Keep families in Valemount, helps maintain relationships and also can attract people to live here as more care would eventually be available.	Community and Individual Health	Plan/Strategy /Research	Northern Health Authority		5
13. Set up a village coordination group to hold quarterly society meetings to foster communication and coordination.	To foster communication between societies on the various society mandates, objectives, events and plans.	Education and Culture	HR/Funding	Societies		5

Recommended Actions	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
14. Identify and support green economy opportunities like the local geo-thermal opportunity	Green economy jobs related to energy include, green building, renewable power generation and others. These jobs support both our economy and help to create a more livable community and region.	Energy	Plan/Strategy /Research	Village of Valemount		5
15. Promote and support the farmers market and move towards a settled location.	Provide a permanent sheltered location	Food and Agriculture	Education/Communications	Robson Valley Growers		5
16. If alternative heat sources become available, consider greenhouse production.	If the geothermal proposal becomes reality, there will be great opportunities for greenhouse production.	Food and Agriculture	Infrastructure	Robson Valley Growers		5
17. Review and update existing water studies to determine how best to build in redundancy and sustainability into the system	The current water system had reliability issues this past summer.	Resources, Waste and Water	Plan/Strategy /Research	Village of Valemount		5
18. Traffic counts reinstated at HWY 5 and 5th Ave to ultimately improve the safety at the intersection. E.g. traffic lights	Unsafe intersection	Transportation and Mobility	Plan/Strategy /Research	Village of Valemount	ICBC, MOT	5
19. Establish a working group to develop and promote a central health care facility and integrated healing community	Attract new residents, innovative toward better health, more effective for patients.	Community and Individual Health	Plan/Strategy /Research	Village of Valemount		4

Recommended Actions	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
20. Expand the mandate and scope of the Valemount Learning Centre to provide continuing education programs at an affordable price.		Education and Culture	HR/Funding	Learning Centre		4
21. Challenge government policies regarding processing and selling of local meat products.	Current policies create barriers to creating small food processing facilities.	Food and Agriculture	Other	Chamber of Commerce		4
22. Develop plan for comprehensive recycling within the Village.	Recycling bins are only at the Transfer Station so they should be available in other locations as well.	Resources, Waste and Water	Infrastructure	Village of Valemount		4
23. Increase the number of bicycle racks in the commercial areas	Helps beautify downtown, prevent leaning bikes from scratching buildings, promote bike riding.	Transportation and Mobility	Infrastructure	Village of Valemount		4

Other Action Ideas 2012 Cycle

Proposed action	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
Explore incentives and zoning to encourage commercial anchors into the downtown core	To help create additional reasons to visit the central area and keep it vibrant	Economy and Employment	Policy	Village of Valemount		3
Enforce the existing building laws to help enhance the downtown area beautification efforts	An attractive commercial area attracts people and helps to portray a successful community to potential investors and future residents	Economy and Employment	Policy	Village of Valemount		3
Support Tourism Valemount and other groups in organizing events such the Winterfest and the Mt. Robson Marathon.	Attract visitor to the area. Increase dollars spent in the community.	Education and Culture	Hr/Funding	Tourism Valemount		3
Lobby school district and Ministry of Education to commit to secondary and higher education in Valemount and develop a plan for a Mountain High School.	K-12 curriculum must be provided independently of enrolment numbers. Education is a basic service.	Education and Culture	Other	VSG		3
Acknowledge and promote local residents who achieved high accomplishments in sports, arts, and culture.		Education and Culture	Education/Communications	Schools		3

Proposed action	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
Continue to support the wood stove exchange program and activities to help get more efficient and healthier heat from wood stoves.	Wood stove exchange program still has opportunities for funding, and often it is the burning practices that can best lead to cleaner and more efficient energy use.	Energy	Education/Communications	Village of Valemount		3
Investigate the opportunity for Valemount Community Forest Biomass energy.	Biomass energy is carbon neutral and a local energy source that supports local jobs.	Energy	Plan/Strategy/Research	Community Forest		3
Develop a plan to address the environment within the Village of Valemount and surrounding areas.	Usage of parks, green areas, marsh, motorized access to the alpine.	Land Use and Natural Areas	Plan/Strategy/Research	Village of Valemount		3
Create non-overlapping (motorized vs. non-motorized) access to local natural areas in order to prevent unnecessary damage.	Prevent motorized access over hiking trails etc.	Land Use and Natural Areas	Infrastructure	VARDA		3
Research existing and potential visitor markets to better understand what Valemount need to increase the length of stay	Many visitors flow through town and there is a great opportunity to keep them here longer.	Recreation and Leisure	Plan/Strategy/Research	Tourism Valemount		3
Service road improvements to traffic flow, signage, lines and enforcement where needed	Unsafe road due to lack of signage	Transportation and Mobility	Infrastructure	Village of Valemount		3

Proposed action	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
Work to support the advancement of green building practices in the BC building code	The BC Building Code is being revamped to consider more green performance criteria. Greener buildings support local jobs as opposed to utility companies. Building issues are outside of the control of local government policy.	Buildings and Sites	Policy	Village of Valemount		2
Make a Climate and Energy Development Permit Area for the OCP.	Adding climate and energy to a development permit area surrounding the community can help to ensure homes, buildings consider passive heating options, solar protection and other opportunities for local energy.	Energy	Policy	Village of Valemount		2
Promote and support a year-round locally grown food including meat	Support local small business community. Reduce CO2 emissions.	Food and Agriculture	Education/Communications	Robson Valley Growers		2
Educate residents on water usage, waste management, and composting.		Resources, Waste and Water	Education/Communications	Village of Valemount, Hydro		2

Proposed action	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
Work with utilities to promote energy efficiency programs	Both BC Hydro and other utilities are mandated to have conservation programs. You can support the uptake of these programs by communicating to your constituents.	Buildings and Sites	Education/Communications	Village of Valemount		1
Implement strategically the action items defined in the plan.	For example location of barriers to access the marsh.	Land Use and Natural Areas	Hr/Funding			1
Create an inventory of local water resources and study supply and demand.		Resources, Waste and Water	Plan/Strategy/Research	Village of Valemount		1
Develop a Robson Valley green building conference	A conference will help to spread ideas around green building and help to drive economic activity to the region.	Buildings and Sites	Education/Communications	Village of Valemount		0
Canvass youth to better understand programming needs	To understand needs and provide appropriate programs and facilities. This action came out from an action to expand programming by hiring a youth coordinator. This could still be part of it as someone is needed to do the work.	Community and Individual Health	Plan/Strategy/Research	Valemount Secondary	Columbia Basin Trust Youth Programming	0

Proposed action	Rationale	Strategy Area	Type of action	Lead Org	Possible Partner Org	Votes
Promote and encourage the sale and production of locally grown small fruits.	Develop the potential of blue-berry industry.	Food and Agriculture	Education/Communication	Robson Valley Growers		0
Investigate the opportunity for a car/truck co-op for Valemount	To reduce the need for extra vehicles, provide a low cost vehicle	Transportation and Mobility	Plan/Strategy/Research			0

APPENDIX C: CURRENT REALITY PROCESS AND CONTEXT FOR 2012

WHAT THIS CURRENT REALITY DOCUMENT IS – AND ISN'T

This Current Reality document provides a snapshot of Valemound and the Valemound area today, in 2012. It does so in relation to the desired outcomes for the future 20 years from now. By providing a high level sense of how the community is performing relative to what the community wants 20 years from now, actions can be better prioritized to focus on areas of biggest opportunity and/or challenge – making the action planning process more strategic and helping to move Valemound toward the vision more quickly and efficiently.

It is important to note that the Current Reality is not a comprehensive research report. New research was not undertaken for this document; only existing data and information is used to compile this document. While a compilation of all data and information relevant to each strategy area helps to inform where the community is at, the intent is to use it to provide a sense of how the community is performing relative to what the community aspirations are. The goal is not to create a list of everything Valemound has, but rather (with the information available) a sense of Valemound's progress with respect to the aspirations and some initial thoughts on the best opportunities to progress.

PROCESS TO REVIEW THE CURRENT REALITY IN 2012

1. **RANKING:** Considered the Draft Current Reality Comments/Facts and Figures and CSAT members' personal experience and observations and noted the "GAP" that exists between where Valemound is at today and where Valemound wants to be in the future.
2. **OPPORTUNITY FOR SUCCESS:** Rated the opportunity to find success with respect to the GAP and other Factors such as priority for the community etc...
3. Discussed and noted the **BEST AREAS** or **DESIRED OUTCOMES FOR ACTIONS** in 2012.

Buildings, Housing & Sites

Strategy Area Scope

The Building and Sites strategy addresses how the physical characteristics of buildings and sites keep the community inclusive, affordable, livable and sustainable. It includes residential dwellings, commercial, institutional and industrial buildings as well as their surrounding natural landscape, manicured landscape and paved areas. It deals with infrastructure, materials and practices related directly to the building or site, but generally excludes community infrastructure such as roads, energy systems, water and sewer lines.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

<ul style="list-style-type: none">Local organizations, residents, owners, builders and government agencies proactively partner to deliver buildings and sites that contribute to the success and sustainability of Valemount.	<ul style="list-style-type: none">Buildings and sites foster good health for users, infrastructure mimics natural systems, furthering water efficiency and only using synthetic-free and non-toxic substances.
<ul style="list-style-type: none">Buildings and sites are built to last, right sized and energy efficient, using primarily more sustainable energy, and are convertible to meet changing needs.	<ul style="list-style-type: none">Local building practices create economic opportunities through employing more sustainable approaches and exporting practices and building products to other communities.

CURRENT REALITY SUMMARY NOTES

- Housing is generally affordable at the current time, but there may be some pressure on prices to go up if resort economic activity increases.
- Housing in Valemount is more affordable than in other BC resort communities, but has become slightly less affordable since 2005. (Resort Municipality Monitoring Program)
- Housing is primarily single-family detached style, without much variation for smaller shared units. There is a fair amount of variation in the detached home style with respect to size etc...
- Commercial space could be more affordable than it is.
- Development of steep slopes is limited, and requires geotechnical comments and there are some Ministry of the Environment standards limit impacts from flooding in Swift Creek.
- Wild fire risk has been assessed and the community encourages fire prevention measures for new development adjacent to forested areas.
- Town centre area upgrades create attractive streetscapes and areas to relax and take in the view.
- Support for mixed use areas in the commercial town centre area.
- The majority of the energy used by buildings is in the form electricity, followed by wood, propane and heating oil. There is current no supply of natural gas to Valemount. (CEEI 2007)
- While electricity has few greenhouse gas emissions the larger dams creating major ecosystem disturbances and the generally inefficient designs for buildings built pre 1986 are one aspect leading to demand for more energy.
- Durability and flexibility of buildings is more common as resource limitations have made this necessary from a cost standpoint, however there is still much room for improvement in existing buildings and mobile structures.
- Design guidelines are in place to support some common building themes for commercial buildings so that there is some tie into neighbouring buildings.

- Many commercial buildings and sites in central areas are vacant some are in need of repair and/or TLC.
- Policies do support development current lots rather than large tracts of land on the periphery. High school site is desired for possible development (OCP).
- Some retrofitting of existing buildings as opposed to building new occurs in Valemount (Community Hall as one example)
- Vacant space exists, limiting demand for more commercial space.
- Town Centre commercial area is well equipped with sidewalks to support pedestrian spaces and movement.
- There is a slow trend toward more walking and bikes as shown by the Census stats, and more than the BC average. Traditionally Canadian's still put a significantly large amount of demand on single occupancy vehicles. (Stats Canada)
- Construction doesn't contribute all that much to the local economy, census employment stats from 2006 show that there are not that many Valemount residents working in the construction industry. Only 20 out 635. Stats from 1996 show 60 working in construction.
- Some materials such as paint have made significant strides in recent years with respect to reduce off gassing, but many synthetic materials such as carpets and furniture have flame retardants that build up in occupants.
- Recent BC Building code changes call for more efficient water systems and have made allowances for solar ready designs and identifying greywater pipes for possible onsite water recycling in the future. Many homes built in the past however likely have inefficient water systems.
- Valemount is located on a base of sandy soil which has excellent infiltration capabilities. Storm water is disposed of through ground infiltration and to a lesser extent evaporation.

Community & Individual Health

Strategy Area Scope

The Community and Individual Health Strategy Area is concerned with meeting residents' physical, mental, emotional, spiritual health through services, infrastructure, interactions, relationships and a strong community fabric. It also includes community safety. From an individual perspective it addresses access to local and regional care services and health promotion, and to lesser extent, health enablers, such as recreation.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

<ul style="list-style-type: none">• Valemount's health prevention services, and strong community culture attracts new residents and inspires other communities to community health excellence.	<ul style="list-style-type: none">• Facilities are healthy places designed and used efficiently with respect to energy, materials and water and most energy is renewable with backup infrastructure systems for emergencies.
<ul style="list-style-type: none">• Residents engage in fun community social/recreation gatherings and work together to create a successful and sustainable Valemount.	<ul style="list-style-type: none">• Valemount is accessible, inclusive and welcoming, with community members helping each other and volunteering time to local activities

CURRENT REALITY SUMMARY NOTES

- Valemount's population is weighted toward middle age to older, rather than young adult to middle age.
- In 2010, 74% of regional residents including Valemount stated they have a strong or very strong sense of belonging to their community (Source: Stats Can)
- Notes from survey indicate that Valemount's culture is to 'go it alone' vs. 'working together'.
- Valemount has a health centre and McBride has a hospital offering full patient care with the exception of some specialty services. (Robson-Canoe Valleys Economic Opportunities Plan 2010)
- Valemount residents pride themselves on clean air, high quality drinking water and a culture of healthy living.
- Public health sector organizations in BC are encouraged to reduce energy use and offset emissions from buildings, travel and waste.
- Traditionally the health system in BC is quite strong however many health systems traditionally focus on services for acute or chronic illness and less so on prevention which is a goal for this plan.
- Public and institutional uses are relatively centrally located as noted in the 2006 OCP.
- Number of criminal code offences per 1,000 population in 2009 was 125 (fairly consistent with the previous three years)

Economy and Employment

Strategy Area Scope

The Economic and Employment Strategy Area focuses on bringing in sufficient dollars into the community, and optimizing the impact of dollars within, in order to help support local services and attractive livelihoods. It also addresses opportunities for meaningful work, sustainable businesses and creating a positive climate for local businesses.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

- | | |
|--|--|
| <ul style="list-style-type: none">• The economy is hardy and continues to bring new wealth into the community through a mix of well suited and paired industries and industry practices. | <ul style="list-style-type: none">• Economic activities sustain a wealth of renewable resources, viewsapes, cultural values and natural services that are used for the most value added activities as possible. |
| <ul style="list-style-type: none">• Locally owned commercial services in the area are attractive, thriving and meet the service and product needs of residents and visitors who in turn support local businesses rather than purchasing from abroad. | <ul style="list-style-type: none">• Local organizations, business owners, and government agencies partner to deliver a positive business environment, create economic activity and generate employment, contributing to the success and sustainability of Valemount. |

CURRENT REALITY SUMMARY NOTES

- Valemount is the commercial centre for its residents and another 700 people who live in the Regional District of Fraser-Fort George (Area H), from Albreda to Small River. Today Valemount's economy is based on logging and a rapidly growing tourism industry.
- The economic base of Valemount currently consists of forestry, tourism and transportation which in turn support other service and administrative activities. Forestry continues to be the mainstay of the area's economy with small mills throughout the valley, although tourism is on the rise. Contributing to the rise in tourism has been higher vehicular traffic (including bus tours), snowmobiling, heliskiing and the fact that there is limited tourist accommodation available in Jasper. Transportation also plays a strong role in the local economy both in terms of rail and truck traffic. The Canadian National Railway uses Valemount as an operations and maintenance centre. (Valemount OCP 2006)
- Real median tax filer income for Valemount has been fairly consistent since 2007 and was \$24,654 in 2009
- Participation in the economy is less than desired and the unemployment rate is higher than compared to the Province (Census, 2006)
- Valemount Visitor Centre visitation per operating hour in 2010 was 11.9, fairly consistent with the previous three years
- The average number of days stayed by visitors to Valemount was 1.7 in 2011, relatively unchanged from the previous two years (1.9 in 2009 and 1.7 in 2010) (RMI data)
- Proportion of property owned locally: 67% in 2011, 68% in both of the previous two years (RMI data)
- Estimated room revenue increased over two years to \$5.668M in 2010 (RMI data)
- Visitation to northern BC as a whole decreased by 2.8% from 2010 to 2011. However, some northern BC sites, including the Valemount Museum, experienced increased visitor numbers in that same period.

- Tourism in Northern BC and the Prince George region has not fared any better than the province as a whole: Annual hotel occupancy has declined from over 71% in 2005 to 57% in 2009. (Source: RDFFG Cultural Strategic Plan-2010)
- The region is well positioned for tourism development due to its proximity to national parks and attractions. The greatest potential for tourism development in the Canoe-Robson Valleys is in outdoor adventure tourism in the southern areas and eco-tourism in the northern areas. (Canoe-Robson Economic Opportunities Plan 2010)
- Priority sector opportunities for the 'upstream region' of the Robson-Canoe Valleys (Robson-Canoe Valleys Economic Opportunities Plan 2010):
 - Lone eagles (independent business people)
 - Tourism
 - Senior govt services
 - Forestry and wood products
 - Agriculture
 - Non-wood forest products (e.g., herbs, fungi, edible fruit and nuts, etc.) are an opportunity area for the R-C Valleys. This sector is growing rapidly in BC. (Canoe-Robson Economic Opportunities Plan 2010)
- Census data from 2006 indicates minor migration to Valemount from the previous year.
- Community Forest designation allows for more local control over local landscapes.
- Significant extraction of timber due to the pine beetle issue is placing pressure on other areas not designated for harvesting.
- Forestry job losses occurred with the sawmill closure, but Community Forests have encouraged some new entrepreneurial activity. Opportunities also exist in manufacturing and value added innovations related to wood fibre and unique stands of timber (Canoe-Robson Economic Opportunities Plan 2010)
- Agricultural opportunities exist in the region and can help stabilize the economy and offset employment losses in forestry.
- Very limited commercial services for local residents exist right now.
- Minimal industry directly in Valemount, but there is more industry surrounding the community.
- Many non-renewable based industries are at the beginning of a long journey toward sustainability and some may be able to help Valemount transition to a more sustainable economy.

Education and Culture

Strategy Area Scope

Education and Culture Strategy Area covers a wide array of arts, cultural and heritage and education opportunities and the supporting built and natural infrastructure, resources and delivery agents. It also addresses conditions required to make it accessible and inclusive with a low environmental impact.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

- | | |
|---|--|
| <ul style="list-style-type: none">• Education and cultural organizations and service providers regularly collaborate, share facilities and work together to support their mutual success. | <ul style="list-style-type: none">• Art and heritage attractions are prevalent everywhere, reflecting a sense of place, beautifying spaces, and being celebrated and supporting the local economy. |
| <ul style="list-style-type: none">• The culture, places and history of area first peoples are celebrated and managed in partnership with local first nations. | <ul style="list-style-type: none">• Local opportunities for high quality, stable and affordable formal learning and arts programming exists for all ages and supports the local economy through skill development. |

CURRENT REALITY SUMMARY NOTES

- There are a number of existing education and cultural offerings, but there is room for expanding the activities.
- There is strong appreciation of art and culture.
- Heritage is appreciated, but there is room for more appreciation of our heritage within the community.
- Valemount Arts and Cultural Society delivering opportunities for arts.
- A number of community groups that focus on creative activities (Quilting group etc...)
- Large proportions of people participate in cultural experiences.
- Empty buildings are providing an opportunity for low/no rent space for posting and viewing art.
- The Valemount Museum in one of the eight sites promoted by the Golden Raven Marketing Program and funded by the Regional District of Fraser-Fort George.
- Activities are a little scattered around the community, but space exists. Organizing the access is difficult. The affordability relates to not enough participants for some programming more so than the space.
- The Valemount Learning Centre is an important community hub. It offers general interest courses, workshops, adult learning services, computer courses, continuing and distance education.
- Areas for informal Education and Cultural Activities:
 - Legion and Lions Club
 - Curling Rink and Skating Arena
 - Anglican United Church spaces
 - Roman Catholic Church
 - Valemount Public Library
 - Valemount and Area Museum
 - Arts and Cultural Society - Valemount Community Theatre
 - The Valemount Community Hall - A renovation is going on right now that will include energy efficiency retrofits.

- There are some formal learning opportunities although the learning opportunities in them are becoming more limited. The programming at the high school and Learning Centre are not as coordinated as they could be to support skill development for the local economy. Some opportunities come and go e.g. College.
- Formal learning opportunities are enabled by the following institutions:
 - Valemount Elementary School
 - Valemount Secondary School
 - The Valemount Learning Centre assists individuals with finding and accessing funds for education and training.
- With respect to cultural event opportunities, more mature adults organize the events and attend, along with families. Volunteers are stretched for organizing these events and there is some inconsistency in the programming from year to year.
- A number of community-wide annual festivals are held to bring the community together including:
 - the spring and winter festivals, Valemountain Days.
 - High School Rodeo
 - Others.
- Very little celebration of first nations' culture, places and history. There is very little settlement in the area from the past or currently. There are some efforts to coordinate First Nations culture with school children activities.
- There are some opportunities for nature-based learning, but there could be higher level learning opportunities like a place of research.
- Some example include:
 - Interpretive signage at the Marsh, though not all of it is in the best condition.
 - Swift Creek Learning opportunities about the salmon in August.
 - Columbia Basin Trust programming takes youth through school out to the marsh
 - YORA
 - Friends of Valemount
 - Junior Canadian Rangers
- Collaboration amongst education and cultural organizations happens, but it could take place more often. Some sharing of facilities has happened but it could likely happen more frequently. Examples include art groups sharing space with the Anglican United Church

Energy

Strategy Area Scope

The Energy Strategy Area is concerned with meeting energy needs in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices related to the community as a whole. (The energy demand from transportation, buildings and land use patterns is primarily covered by those respective strategies.)

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

<ul style="list-style-type: none">• Energy systems and end uses are extremely efficient and utilize all waste energy and renewable waste products prior to using newly generated energy.	<ul style="list-style-type: none">• Energy users, governments, energy generation and efficiency organizations work together to ensure that energy systems contribute to the success and sustainability of the community.
<ul style="list-style-type: none">• Onsite, local energy efficiency and more sustainable energy generation systems help the community to inspire others and to become a leader and exporter of energy and energy system knowledge.	<ul style="list-style-type: none">• More sustainable renewable heat and electricity systems provide for almost all the energy requirements, and mechanisms are set up to provide equitable pricing and to encourage energy efficiency as a first priority.

CURRENT REALITY SUMMARY NOTES

- Major energy types for Valemount, including transportation, buildings, infrastructure are: electricity, gasoline, diesel fuel, wood, , other fuel (CEEI, 2010)
- Most the energy supplies come from regional, provincial, national or global sources yet a significant amount of wood (likely local) is estimated to be used there for buildings. (CEEI, 2010)
- Just about one quarter of the building energy use in the community is estimated as wood (likely local) based (CEEI, 2007) Represents about 1/8 of total energy use.
- The electrical based heating systems are very efficient 90%-95% (transmission loss etc...), with heating systems based on propane or wood being less efficient, and vehicle systems using gas or diesel being the least efficient.
- Borealis initiative in the area as the potential to export power, create local jobs and provide heat to the Village.
- Current estimated annual energy costs for the community at just over \$5 Million and are expected to increase to \$9 Million. (CEEP, 2010) Most of this money leaves the community.
- May be some waste wood being used for heating energy purposes, but there are no local systems for utilizing large amounts of waste or waste energy as of 2012.
- Electrical service is inconsistent and is an issue of study; the Canoe-Robson Valleys are in need of a secure source of power (Canoe-Robson Economic Opportunities Plan 2010)
- Annual emissions of greenhouse gases including built infrastructure, resident transportation, solid waste (Per capita): 8.7 tonnes in 2007 (Source: BC Climate Exchange Data)
- Hydro energy systems have disrupted large tracks of nature and are expected to continue to do so in the future as energy demand rises.
- Oil extraction potentially disrupts significant tracks of land and water bodies, though some may be restored.
- Air emissions from energy systems including wood can pose health risks.

- Pricing systems for electricity in BC are not based on market rates and therefore they promote inefficiency, though efforts are made to help reduce demand through conservation programs and step pricing for usage over the average.
- There are few mechanisms in place to ensure the lowest income earners are not burdened by increasing step rates.
- The provincial government, BC Hydro and municipalities are working together more than ever to promote energy planning that support efficiencies, lower overall costs and reductions in greenhouse gas emissions.

Food and agriculture

Strategy Area Scope

The Food and Agriculture Strategy Area addresses how the community supports an affordable and reliable food system that nourishes residents' appetites, celebrations and culture. The strategy aims to maintain the integrity of the land and people providing the food while moving toward a more sustainable system. It deals with food systems from farm to fork to disposal.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

- | | |
|--|--|
| <ul style="list-style-type: none">Farms, markets and food establishments contribute to the local economy through local sales, by exporting value added food products and by attracting folks who want to learn about food. | <ul style="list-style-type: none">There are indoor and outdoor places throughout Valemount to grow and preserve food for year round consumption and learning opportunities. |
| <ul style="list-style-type: none">Governments, farmers, food establishments and other stakeholders work together to support local and sustainable food systems. | <ul style="list-style-type: none">Food systems work toward zero waste throughout the cycle from seed to scraps, focusing on efficient practices, minimal packaging reuse and composting. |

CURRENT REALITY SUMMARY NOTES

- People in the area are knowledgeable about agriculture (Canoe-Robson Economic Opportunities Plan 2010)
- Centralized Composting: A large-scale composting facility is in operation at the Foothills Boulevard Regional Landfill. This facility accepts residential and ICI yard and garden waste.
- Some barriers are currently presenting challenges to local farmers, including the provincial restrictions on 'farm-gating' and temporary food markets. (Canoe-Robson Economic Opportunities Plan 2010)
- There is affordable farmland in the R-C Valleys and reasonable access to markets. (Canoe-Robson Economic Opportunities Plan 2010)
- Some barriers are currently presenting challenges to local farmers, including the provincial restrictions on 'farm-gating' and temporary food markets, as well as provincial regulations for meat processing. (Canoe-Robson Economic Opportunities Plan 2010)
- In 2006, there were 621 farms operating in the Fraser-Fort George RD with about 25% or 141 in Area H surrounding Valemount. There were 210 operators on these farms in Area H. The total number of farms in the RD is slightly down from 2001. Farm Census 2006
- 71 of the farms in Area H have cattle ranching, 3 raise pigs, 2 have poultry farming, 2-3 with sheep and goats, 27 with other animal farming including horse production, and 27 with other (non-oilseed/grain) crop farming mostly hay. The rest are other types.
- Traditionally, agriculture currently uses synthetic chemical pesticides and fertilizers and reduces biodiversity through monoculture production. In 2006, none of the farms operating in the Fraser-Fort George Area H reported as certified organic, though 32 reported being un-certified organic. Farm Census 2006

Land use and natural areas

Strategy Area Scope

The Land Use and Natural Areas Strategy Area seeks to manage development in a way that maintains livability, natural areas, and economic development. The strategy addresses the locations, patterns and types of all physical development as well as the amount and timing of these developments. It also addresses how the community will protect, and attempt to restore, ecosystem integrity and biodiversity throughout the area and region.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

<ul style="list-style-type: none">Local organizations, government, land owners, residents and businesses are involved in land use planning and decision making in order to achieve success and sustainability for Valemount.	<ul style="list-style-type: none">Land use and development is closely managed to maximize efficiency of municipal infrastructure and services, reduce energy needs, and to protect environmentally sensitive areas, local and regional land, and water based areas *.
<ul style="list-style-type: none">Adequate agricultural, commercial and industrial areas are available locally and regionally, and they are used for highly valued economic activities.	<ul style="list-style-type: none">Land is used in a way that makes the highest and best use of the land for success and sustainability.

CURRENT REALITY SUMMARY NOTES

- Valemount is endowed with a number of environmentally sensitive areas, the two primary ones being Swift Creek and the Robert Starratt Marsh and Wildlife Sanctuary. (OCP 2006)
- OCP objectives are the protection of environmentally sensitive areas and the Swift Creek Watershed that supplies Valemount with drinking water. (OCP 2006)
- Focus in the OCP on infill development on existing sites to reduce the costs of delivering infrastructure, but most housing is single family detached making increased efficiencies more challenging.
- Valemount's OCP and associated land use designations have yet to be updated with respect to this plan.
- Village Natural Areas include: Cranberry Marsh/ R.W. Starratt Wildlife Sanctuary, Jackman Flats Nature Reserve
- Regional Natural Areas include: The Regional District of Fraser-Fort George operates eleven Regional Parks encompassing 330 ha, at locations throughout the Regional District.
- Maintaining a vibrant town centre (with a mix of residential and commercial uses) and focusing on infill development are guiding principles within the 2006 OCP.
- Currently there is very little if no residential development mixed with commercial structures.
- Commercial areas are still relatively spread out and disconnected from each other.
- A guiding principle from the 2006 OCP is the provision of adequate supply of land for various types of uses, recognizing that Valemount's small size will present a challenge to future development.
- Commercial and light industrial uses are interspersed into a few main areas, and the uses do not always seem as compatible as they could be.

Recreation and Leisure

Strategy Area Scope

Recreation and Leisure Strategy Area addresses the development, delivery and management of recreation and leisure opportunities. The strategy includes outdoor and indoor recreation and leisure facilities, programs and initiatives. This strategy area addresses municipal, non-profit, private offerings and partnerships within and outside of the community.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

- | | |
|--|--|
| <ul style="list-style-type: none">• All recreation activities utilize existing facilities and land bases before building or accessing new areas, facilities are employing more sustainable design and operation, while outdoor amenities and users protect sensitive natural areas and watersheds. | <ul style="list-style-type: none">• There is a culture of respect amongst various recreation users and recreation stakeholders, governments, and other industries partner to deliver and manage recreation and to ensure compatibility of various recreation activities and other land uses. |
| <ul style="list-style-type: none">• Activities that are low impact and human powered are emphasized and supported; and opportunities still exist for the most efficient and renewable energy powered motorized activities. | <ul style="list-style-type: none">• Valemount and the region provide a variety of high quality year round indoor and outdoor recreation opportunities for all ages, abilities and income levels. |

CURRENT REALITY SUMMARY NOTES

- Indoor: The Canoe Valley Recreation Centre is in Valemount. From September through April, ice recreation services are provided including hockey, speed skating, figure skating and public skating. The facility can also be booked for special events.
- Outdoor: Valemount offers some amazing snowmobiling and heli-skiing in winter; hiking, camping, and trail riding in summer. (Source: Valemount.ca)
- Parks:
Village: Cranberry Marsh/ R.W. Starratt Wildlife Sanctuary, Jackman Flats Nature Reserve
Regional: The Regional District of Fraser-Fort George operates eleven Regional Parks encompassing 330 ha, at locations throughout the Regional District.
- The access and availability of parks and recreation facilities is important to all people regardless of age or income. The Village of Valemount has several parks and recreation facilities including regional and community parks, ball diamonds, playing fields, tennis courts, an arena, curling club and community hall. (OCP 2006)
- Based on the zoning map, it appears as though there are not many neighbourhood parks within Valemount <http://valemount.ca/Zoning/ZoningMap.pdf>
- Recreation is placed prominently in community profile information and promotional material, suggesting that it is integral to the community's identity.
- A significant amount of the current recreation in the area utilizes non-renewable fuels for motorized activity.
- Off road vehicle/snowmobile drive trains are becoming more efficient over time, but are still quite inefficient.
- There is a winter recreation management plan Valemount to Blue River 'Winter Recreation Sustainable Resource Management Plan (SRMP)' for the area to help manage user conflicts with each other and wildlife. It hasn't been reviewed lately however.

Resources, Waste and Water

Strategy Area Scope

Resources, Waste and Water Strategy Area is concerned with the supply of high quality water, natural resources, and materials for appropriate uses while minimizing environmental impacts. It focuses on the entire drinking water and material system, including sourcing, delivery, use and end of life systems, and should address both physical infrastructure and management practices.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

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|--|---|
| <ul style="list-style-type: none">Local resource use sustains a wealth of renewable resources, viewsapes, cultural values and natural services that are used for the most value-added activities possible. | <ul style="list-style-type: none">Materials and products are used efficiently in the community, are nature based and made from abundant recycled materials that eventually become part of a closed loop or zero waste supply chain. |
| <ul style="list-style-type: none">Non-renewable resource based industries are set up in a manner that proactively fosters conditions for the short and long term success and sustainability of Valemount. | <ul style="list-style-type: none">Waste, water and resource systems utilize energy efficient facilities and technologies and are primarily run on low impact renewable energy. |

CURRENT REALITY SUMMARY NOTES

Water System Overview

The Village is fortunate to be served by an excellent supply of potable water – Swift Creek. The quality of this source is such that only minimum treatment in the form of disinfection by chlorine is required. Work was recently undertaken to ensure the proper operation of intake works on Swift Creek. The intake feeds a pumping station, which in turn directs water to two reservoirs located east of Main Street. These reservoirs provide storage for the entire Village, all of which is fed into the distribution system. Generally speaking, the Village is well served by its water utility, which has some capacity to serve new development. There will be limitations as the Village moves toward the 2,000 population threshold. (OCP 2006)

Wastewater System Overview

Much of the Village is served by a central community wastewater collection, treatment and disposal system. Treatment works comprise a biological secondary treatment plant. Following treatment, disposal of wastewater takes place into the Robert Starratt Marsh located immediately south of Village boundaries. This method of disposal is unique and, given the quality of the effluent, acts to enhance the hydrologic conditions of the marsh. While the capacity of the collection system is adequate, there are concerns regarding the hydraulic capabilities of the treatment system. This is due to much higher than anticipated per capita volumes of wastewater being produced. This sewage treatment plant is being scheduled for major upgrading (done??). (OCP 2006)

Waste System Overview

The Village of Valemount provides garbage collection services to both residential and Industrial customers, commercial and Institutional (ICI) customers through a contractor. The collection vehicle transfers the garbage into a reserved bin at the Valemount Transfer Station. The bin is then emptied by the RDFFG's collection contractor, and hauled to the Foothills Boulevard Regional Landfill.

The Foothills Boulevard Regional Landfill receives 96% of the RDFFG's residual waste. The Foothills Boulevard Regional Landfill receives approximately 43% of its waste from the residential sources, and 36% from ICI sources. The remaining 21% is demolition, land clearing and construction waste.

Residential Recycling: Residents' primary access to recycling is through recycling depots. The depots consist of roll-off bins with compartments for cardboard, paper, newspaper, natural HDPE (e.g., milk jugs), and metal food and beverage containers.

Centralized Composting: A large-scale composting facility is in operation at the Foothills Boulevard Regional Landfill. This facility accepts residential and ICI yard and garden waste.

Recycling at the landfill: The Foothills Boulevard Landfill receives the following for recycling: scrap metal, used tires, used motor oil and filters, antifreeze and lead-acid batteries, in addition to the recycling bins for household recyclables.

Industrial, Commercial and Institutional (ICI) Recycling: Recycling services for the ICI sector are generally provided by private sector collection companies on a subscription basis.

- All processing and marketing of recyclables is done by the private sector.

Source for the above: Regional Solid Waste Management Plan 2008

OTHER:

- The quality of the Swift Creek water source is such that only minimum treatment in the form of disinfection by chlorine is required. (OCP 2006)
- Valemount is located on a base of sandy soil which has excellent infiltration capabilities. Given this fact, the need to develop an underground storm drainage system has not been prevalent. Storm water is disposed of through ground infiltration and to a lesser extent evaporation. Where small collection systems do exist, such as in areas where extensive paving has taken place, disposal is being achieved through the use of rock pits. (OCP 2006)
- Current material systems generally do not mimic natural systems, which generate no waste and inputs are natural and can be managed. Recycling and composting are helping to close the loop on our current material system.
- The OCP (2006) identifies a number of potential challenges regarding the adequacy of the water supply, including: complete reliance on one source; adequacy of storage reservoirs; the flow during winter months; increasing demands; and the need to loop the system to achieve efficiencies in delivering water.
- There is a lack of emergency water supply. The water utility is totally reliant upon the Swift Creek supply. (OCP 2006)
- It is estimated that almost 26,000 tonnes of material were recycled in the region in 2007, resulting in a recycling rate of 21% (Regional Solid Waste Management Plan 2008)
- Product take back recycling programs in BC are expanding each year, but there is still a way to go on preventing the use of certain toxic and scarce materials.
- Non-wood forest products (e.g., herbs, fungi, edible fruit and nuts, etc.) are an opportunity area for the R-C Valleys. This sector is growing rapidly in BC. (Canoe-Robson Economic Opportunities Plan 2010)
- There is a feeling from the CSAT that Valemount's forestry and mining industries are on the same journey toward sustainability
- Most the energy systems we currently use have impacts on our natural environment and health. Most end uses are inefficient.

Transportation and mobility

Strategy Area Scope

The Transportation and Mobility Strategy Area is concerned with the ability of residents to access their daily needs and the movement of and materials to, from and within a community in a more efficient and sustainable manner that is consistent with the community's nature. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.

BEST DESIRED OUTCOMES FOR ACTIONS IN 2012

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| <ul style="list-style-type: none">Motorized transportation vehicles are right sized, ultra-efficient and primarily run on more sustainable renewable energy. | <ul style="list-style-type: none">Approaches to vehicle design, reclamation and new nature based substances have significantly decreased the environmental and health impacts of vehicles. |
| <ul style="list-style-type: none">Transportation and mobility systems are affordable and accessible to all age groups and abilities. | <ul style="list-style-type: none">Adequately maintained infrastructure exists such that most residents can get around using non-motorized means and routes for local non-motorized travel are prioritized over motorized access. |

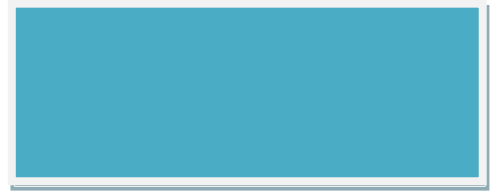
CURRENT REALITY SUMMARY NOTES

There are 22 km of paved roads in the community and 2 km of unpaved roads. Valemount also has good access to rail transportation. Canadian National runs east/west through Valemount. Via Rail provides passenger service both east and west from the local passenger boarding area on Main Street. Greyhound Lines of Canada operates a local depot. Greyhound provides daily passenger service west to Prince George, south to Kamloops and Vancouver, and east to Jasper and Edmonton. Other destinations may be reached via connections in Prince George, Jasper, Edmonton, or Kamloops. Freight services and courier services are provided by regional and intraregional transportation companies. Valemount also has a small airport used by private users and Air Medivac. (Source: Valemount Community Profile 2010).

- Traditional car oriented travel is increasing in costs as fuel prices rise, making this type of travel less accessible.
- While there have been ongoing advances in the automobile industry with respect to fuel efficiency, electric vehicles and alternative fuels, the industry has a long way to go to achieve the reductions necessary to help mitigate the economic, environmental and social impacts of climate change.
- Annual emissions of greenhouse gases including built infrastructure, resident transportation, solid waste (Per capita): 8.7 tonnes in 2007 (Source: BC Climate Exchange Data)
- Transportation greenhouse gas emissions account for approximately 83% of Valemount's greenhouse gas emissions (Source: BC Climate Exchange Data)
- Valemount vehicles are predominantly powered by gasoline and diesel. 'Other fuel' e.g. Hybrid represents just 0.1% of all fuels used. (CEEI 2007)
- There is a slow trend toward more walking and bikes as shown by the Census stats, and more than the BC average. Traditionally Canadian's still put a significantly large amount of demand on single occupancy vehicles. Source: CEEI 2007
- Valemount's road maintenance program prioritizes according to use of the road and its present condition. Given the low tax base of the Village, it has proven to be cost prohibitive to attempt to accomplish the entire Village's paving needs at one time. (OCP 2006)
- Freight services and courier services are provided by regional and intraregional transportation companies. Susie's Cart travels daily the route Kamloops–Valemount, and PG Lite Express Prince George–Valemount.

APPENDIX D: DECISION TOOL

Valemount's Future Innovation and Assessment Tool



Our shared community vision for success and sustainability is implemented through decision-making – from daily purchasing decisions to high-level strategic planning decisions. This tool outlines four strategic questions to help you evaluate any type of decision or action, including plans, policies, projects, purchases, practices, etc.

Other Valemount's Future Tools will help you with planning and assessment decisions and should be used for the projects and purchases listed below...

VALEMOUNT DECISION TOOL: An Excel tool that will enable you to plan and assess projects like this or in more detail using the Desired Outcome Statements (DOS) from the Valemount's Future strategy areas.

Use this for:

- OCP amendments/rezoning
- Major development proposals
- Other community-wide planning and infrastructure decisions
- Actions requiring an investment of resources greater than \$XX,000 (or equivalent staff time)

SUSTAINABLE PURCHASING GUIDE

Use this tool for purchases that are:

- Large volume over the year (e.g. paper)

For innovation: Tools should be used at the start of projects to guide the planning/design and/or consideration of options.

For assessments: Tools can also be used to flag potential positive and negative impacts of whatever is being proposed and help you innovate ways to leverage the positives and avoid the negatives.

For choosing amongst alternatives It can also be used to flag potential benefits and negative impacts of various alternatives to help you identify ways to avoid or minimize them and ultimately decide amongst the final options.

CONCEPT /PROPOSAL/PROJECT/ACTION NAME:

BRIEF DESCRIPTION:

1. TOWARD SUCCESS?

DOES IT SUPPORT OR CONFLICT WITH OUR PRIORITIES?

Conflicts

Neutral

Partially supports

Strongly supports

ENHANCING THE VALEMOUNT EXPERIENCE

- ☐ Maintaining and enhancing access to inspiring mountain views and access into the natural areas surrounding Valemount.
- ☐ Proudly presenting Valemount's human /natural history and present day interpretations of local places, people, culture and activities.
- ☐ Delivering accessible, vibrant and central community spaces, events and focal points for community interaction, services and pride.
- ☐ Developing a variety of housing styles and spaces to meet the needs of residents.
- ☐ Contributing to memorable Valemount experiences for all visitors, enticing them to come again and again

GROWING ECONOMIC OPPORTUNITIES

- ☐ Delivering exceptional local products and services to local, regional, provincial, national and international customers.
- ☐ Attracting travelers from all over and creating reasons for them to stay for life
- ☐ Building an entrepreneurial culture that supports and generates demand for local businesses, products and services.
- ☐ Ensuring access to a renewable supply of nature based resources in the region and only allowing extraction of non-renewable resources as leverage toward a successful and sustainable Valemount.
- ☐ Supporting job opportunities for a skilled and knowledgeable local workforce and the ability for people to enjoy a prosperous life in Valemount.

STRENGTHENING COMMUNITY WELL BEING

- ☐ Building an accessible, welcoming and supportive community that respects the common and individual values held by local residents and regional neighbours.
- ☐ Creating a culture of healthy living while ensuring access to high quality health services within the community and region.
- ☐ Reducing the risks associated with natural hazards and accidents while preparing appropriate emergency programs for when incidents do occur.
- ☐ Ensuring efficient and high quality water, waste, energy, communication and transportation infrastructure that meets ongoing community needs.
- ☐ Cultivating healthy food, regional agricultural land and food relationships between growers and eaters.

PROTECTING AND ENHANCING OUR ENVIRONMENT

- ☐ Replenishing natural spaces and employing leading sensitive area and species protection approaches in all of our activities.
- ☐ Shifting toward using plentiful/not scarce resources, nature based materials and renewable energy all from well managed ecosystems.
- ☐ Designing infrastructure/land use and developing usage patterns for energy and material efficiency, mimicking nature as much as possible.
- ☐ Reducing the ongoing need for new natural resources by using underutilized cleared land, waste resources and waste energy.

CREATING SUCCESS AND LEARNING TOGETHER





- ☐ Collaborating with local, regional and provincial partners and stakeholders.
- ☐ Contributing to local, regional and provincial decisions.
- ☐ Learning about each other and about the skills and approaches needed to move toward a successful and sustainable Valemount.
- ☐ Upholding a culture of respect and a real understanding and concern for each other's interests.
- ☐ Leading in the journey toward Valemount's Future successful and sustainable community and inspiring others to join in.

INNOVATION SPACE:

If it CONFLICTS/NEUTRAL, how can you **avoid or minimize** this? How can you make it SUPPORT?

2. TOWARD SUSTAINABILITY?

Making a minor product/ purchasing decision? Refer to the Sustainable Purchasing Guide

DOES IT MOVE US TOWARD OUR SUSTAINABILITY OBJECTIVES...	...IN FAVOUR OF THESE APPROACHES?	AWAY	Neutral?	TOWARD
 <p>To eliminate our part in creating socio-cultural/economic conditions that undermine people's ability to meet their basic needs</p>	<ul style="list-style-type: none"> • Safe, vibrant working and living conditions • Inclusive and transparent decision-making • Political and speech freedoms • Affordable products and services; sufficient resources for livelihood 			
 <p>To eliminate our part in the ongoing physical degradation of nature</p>	<ul style="list-style-type: none"> • Using energy and materials efficiently • Materials and energy from well-managed ecosystems • Use of previously developed lands • Re-usable, recyclable and recycled content • Fast-growing crops (hemp, bamboo etc...) 			
 <p>To eliminate our part in the ongoing build-up of persistent synthetic materials produced by society</p>	<ul style="list-style-type: none"> • Using synthetic materials efficiently • Natural, biodegradable materials (glass wood, cotton, water-based etc.) • Synthetic materials kept out of nature from creation to use • Organically grown, untreated • Using re-usable, recyclable and recycled content materials 			
 <p>To eliminate our part in the ongoing build-up of materials that are drawn out from the Earth's crust</p>	<ul style="list-style-type: none"> • Energy efficiency and energy from renewable sources • Metals that are plentiful and used efficiently • Re-usable, recyclable and, recycled content materials • Natural, biodegradable materials • Extracted materials kept out of nature from extraction to use 			
INNOVATION SPACE: If it is AWAY/NEUTRAL, how can you avoid or minimize this? How can you make it TOWARD?				

3. FLEXIBLE PLATFORM?

In general, most initiatives have some tradeoffs or conflicts with elements of the priorities or sustainability objectives. Flexible approaches and technologies will help ensure we are not faced with unacceptable costs, do not limit our ability to adapt, and instead enable the next steps and avoid tradeoffs to achieve more success for our community in the future.

FAVOUR

- Efficiency measures (e.g. reduced consumption, energy efficiency)
- Approaches that are adaptable, modular, scalable
- Things that build stronger community/stakeholder support for your initiatives
- Pilot investments where you can test results and unintended consequences before scaling up
- Approaches that fit in with how things will work in the future
- Can be improved upon quite easily in the future

AVOID

- Things that tie you into using current technologies for a long time
- Partial solutions that cannot be further improved upon (i.e. dead-ends with many tradeoffs)
- Significant investments that lock you into a single way of doing things
- Things that tie up too much resources (time/money) in partial solutions
- Things that do not align with new ecological/economic/social standards

Explain how the action is a flexible platform...

INNOVATION SPACE: Explain how the action might have some of these characteristics and what can be done to avoid them...

4. GOOD RETURN ON YOUR INVESTMENT?

Ensuring that you spend the community’s money most wisely and effectively will always be an important part of decision-making. However, saving money in the short term is not always the best solution, nor is making a large investment with too long of a payback period.

Notes:

- If it is something you have to do for regulatory reasons the return on the Investment is not relevant, but you may use it to consider different ways to fulfill the regulatory requirement.
- If someone else is bearing the brunt of the costs (e.g. a developer), then this section may be irrelevant to fill out for you, but you may want to consider if the costs passed down to others is acceptable.

	By Year 1	By Year 3	By Year 5	By Year 10	By Year 20
A: Capital Cost: \$					
B: Operating/Financing costs/per year:	-\$	-\$	-\$	-\$	-\$
C: Estimated annual savings from BAU (i.e. increased staff productivity, reduced operating or maintenance costs (\$))	\$	\$	\$	\$	\$
D: Estimated revenue streams (increases in annual user fees, DCCs, grants, or acceptable new tax revenue streams (\$))	\$	\$	\$	\$	\$
SIMPLE PAYBACK=A/(D+C+B), shorter is less risky					

Explain the simple payback on fixed investments and the nature of the return on investment over the lifetime of the project through cost savings or other acceptable revenue streams.

INNOVATION SPACE: If the payback is long or negative, or the financial support weak, the vision benefits may still outweigh the costs. Can you transfer money from somewhere else in the budget?

SUMMARY

Strengths

Based on the four questions...what benefits/value does the project deliver that makes it worthy of the time or financial investment?

Weaknesses

Based on the four questions...what must be addressed moving forward to ensure the project’s critical weaknesses are avoided or minimized?

Conclusion/Recommendation:

APPENDIX E: NEXT STEPS-CONTINUING VALEMOUNT'S FUTURE

The creation of Valemount's Future is just one-step of many in Valemount's journey toward its vision for success and sustainability. Valemount's Future articulates a shared vision for the future success and sustainability of the community, and outlines a process for continuing along the journey towards that vision. It will require ongoing commitment towards implementation: alignment of decision-making and proactive action planning. It also requires annual monitoring and reporting on progress, and continued development and implementation of actions and initiatives. This document outlines the main areas for building on Valemount's Future and creating an ongoing process for embedding sustainability in the community.

ALIGN DECISION-MAKING

The ultimate goal for Valemount's Future implementation is that decisions are aligned with Valemount's Future, which includes the formal decisions made by the Council on policies, plans and procedures, as well as the day to day decisions made, by staff and community partners on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the Valemount's Future framework and how to apply it to their decision-making processes. Further, they will likely benefit from decision-informing tools, such as the ones included in the Valemount's Future ICSP, to assist them through the process.

PARTNER WITH COMMUNITY STAKEHOLDERS ON IMPLEMENTATION

Since Valemount's Future is a long-term plan for the whole community, it is imperative that community stakeholders participate as partners with the Village of Valemount in the development and ongoing implementation of the plan. Community partners can participate in annual action planning, accept actions for implementation, participate in communicating sustainability and outcomes of the plan, and get other community partners on board.

To ensure that roles and responsibilities of community partners are clear, a partnership agreement signed between the municipality and the community partner is a useful tool. The partnership agreement should articulate a commitment to the shared vision and desired outcomes articulated in Valemount's Future, as well as some principles for community partnerships (e.g. collaboration, transparency). A sample Community Partnership Agreement is attached below.

While it is ideal that community partners come on board during the development of Valemount's Future, they can come on board at any time, as long as they are provided an understanding of the process and the benefits – to them and to the broader community – of participating in a long-term sustainability journey.

EXPAND THE COMMUNITY ADVISORY TEAM

The Valemount's Future Community Success/Sustainability Advisory Team) played an instrumental role leading up to and including the development of Valemount's Future ICSP. It would be ideal if the CSAT members continued to play a role in the Valemount's Future process through annual action planning as well as implementation of actions in their respective organizations. It is recommended that the CSAT be expanded to include more community organizations, Village staff and stakeholders so that actions can be determined and accepted for implementation by a broader range of organizations. Alternatively, or this can be done in subsequent years, a number of Task Forces can be created, each comprising community partners and each addressing specific strategy areas. The benefits of creating multiple Task Forces is that it increases the number of community members actively engaged in the process, shares the workload, and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene multiple groups into the future.

ANNUAL ACTION PLANNING

Regardless of whether the Valemount's Future CSAT continues or new/separate Task Forces are created, one or the other should be engaged in annual action planning to ensure that the Valemount's Future ICSP continues to be a living process and, most importantly, that it creates on-the-ground action and results. The Task Force(s) reviews the results of past recommended actions (from previous Valemount's Future action planning as well as from other plans and documents), evaluates the most current indicator data, strategically assesses local and regional opportunities, and then presents a recommended set of actions for the following year.

The action planning process should continue in a manner similar to what occurred during the first action planning process in the development of Valemount's Future and the initial set of actions. Here is a high-level outline of the process:

1. Before the Task Force meeting(s):
 - a. Compile current reality information into strategy-specific documents for review by the Task Force(s) before coming to the meeting. Current reality information should include: indicator performance data; status update on past actions; and updates on information critically relevant to the strategy area(s).
 - b. For Task Forces organized by Community Priorities rather than strategy areas, the DOS from the relevant strategy areas related to those Priorities would be compiled as part of the background information.
2. During the facilitated Task Force meeting(s):
 - a. Review the Desired Outcome Statements (DOS) for the relevant strategy areas to ensure common understanding;
 - b. Review the current reality information and identify critical information gaps;
 - c. Brainstorm action ideas to move the community from the current reality toward the DOS;
 - d. Review and discuss the action ideas generated to ensure common understanding among the participants and to ensure that the actions will indeed move the community in the desired direction and won't have any unintended negative impact on other strategy area DOS;
3. Prioritize the actions to maximize the return on the investment based on four strategic questions:
 - a. Does this action move us toward our Desired Outcomes?
 - b. Does this action move us toward our Sustainability Objectives?
 - c. Is this action a flexible platform for future improvement toward sustainability and success?
 - d. Is this action a good financial investment?
4. Review and discuss the prioritized list to identify any potential gaps in the final set.
5. After the meeting(s):
 - a. Compile the actions;
 - b. Review to eliminate any overlapping and conflicting actions; and
 - c. Refine and finalize actions to ensure clarity (e.g. outcomes, lead organizations).

The prioritized actions are recommended to potential implementing organizations throughout the community, not just to the Village, to reinforce that Valemount's Future is owned and implemented by a wide range of community partners.

An action monitoring spreadsheet is provided as an Appendix in the Valemount's Future ICSP for keeping track of actions and their progress/status.

ONGOING MONITORING AND REPORTING

Monitoring and reporting progress toward (or away from) Valemount's Future's vision is essential to provide transparency, inform decision-making and enable continuous improvement.

Ongoing, consistent and reliable monitoring provides the community with a number of essential functions and benefits, including:

1. Informing decision-making throughout the community;
2. Informing task force action planning;
3. Ensuring transparency and accountability to community stakeholders;
4. Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

Communicating indicator results will build excitement and support for increased engagement and innovative action planning. , and therefore data collection, analysis and reporting should line up with a community engagement cycle. For example, reporting can kick-off a second or third round of ICSP planning or the municipal budget process. If it isn't absolutely critical to your engagement process, don't worry if the latest data isn't available, and just use the most recent information that is. Different data providers provide results at different times of the year and some only every five years, so it is highly likely that you may not have all the most current information all the time.

The most efficient method of reporting back to the community on a continuous basis is likely is through a website. Publically-accessible, easy to understand, and easily updated, a web-based platform is fast, efficient, and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for identifying trends and systematic updating. If access to more specific data is available, it is a good idea to add supporting indicators to the initial set of perhaps more high-level indicators. For example, total energy used is an initial indicator; to delve further with more specific data, energy use can be reported on by sector and by energy type as well.

The initial set of indicators provided with the Valemount's Future ICSP is based on the type of data currently available, and on what Valemount initially identified as important indicators. If additional or different indicators are desired, they can typically be selected through dialogue with data users, data providers and the Task Force members. It's important to keep in mind that an indicator is not going to be very useful if there is no way to collect the data necessary to inform it, or if tremendous resources would be required.

Indicator assessment criteria usually include:

Validity – to measure progress toward the desired outcomes or priorities

Reliability – to provide consistently measured data over time

Resource intensity (including information availability) – to achieve a balance of good data for good value

Comparability – to benchmark against other communities where possible

Over time, indicators will evolve as further learning and increased capacity develops for useful reporting and monitoring. Common existing data sources include organizations such as the Community Energy and Emissions Inventory, Tourism BC, BC Hydro and Statistics Canada, and in some communities, community surveys, which are a great way of collecting unique information for your community. New data collection tools and sources may come on

stream in the future and should be included in the monitoring system to make indicator results more robust and reliable.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes - big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for Valemount's Future. The monitoring process provides the evidence for celebrating achievements by providing a clear reflection of the community's movement along its path towards the vision. Make community achievements public by posting on the City's and partners' websites, advertising in the local newspaper, and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in Valemount's Future, and in turn, more support and input from the community.

Periodic Review and Refinement of Valemount's Future

Keeping Valemount's Future current and ensuring that it continues to connect with community values is another important factor to attend to moving forward. While the actions are reviewed and planned on an annual basis, other elements of the plan should be held more constant so that they can effectively guide action planning. However, the need for constancy should not outweigh the importance of reflecting the community's changing vision for the future. The one thing that will remain unchanged is the set of long-term sustainability objectives that guide the vision for sustainability in the future. The other elements of Valemount's Future and suggestions for the frequency and method for updating them in the future are provided below.

Community Priorities: The priorities should be reviewed and refined every ten to twenty years through a process that includes the whole community.

Desired Outcome Statements: These should be reviewed and refined about every five years and be done by a team representing key community partners and stakeholders or by the Task Forces.

Indicators: The recommended indicators (based on the Priorities) should be kept as constant as possible so that trends can be monitored and performance evaluated over time. However, transitioning to new and improved indicators as they become available should be considered annually so that decision-makers are armed with the best possible information.

VALEMOUNT'S FUTURE PARTNERSHIP AGREEMENT (SAMPLE)

As Partners, we share the Valemount's Future priorities for success, desired outcomes and sustainability objectives.

As Partners, we commit to participating in Valemount's ongoing sustainability journey by:

- Participating in annual action planning processes;
- Implementing actions assigned to us that are within our means;
- Adopting our community's shared vision and desired outcomes as a guide in the areas that we impact through our work; and
- Incorporating sustainability planning and implementation strategies in the way we do business.
- As Partners, we are guided by our Partnership Principles:

COLLABORATION	INTEGRITY
INCLUSIVE ENGAGEMENT	TRANSPARENCY
INNOVATION	OPEN COMMUNICATION