



Sustainability Baseline Assessment for the City of Dawson Creek

FINAL REPORT
Holland Barrs Planning Group
December 2007

***“Sustainability is nobody’s responsibility...
that’s why it’s everybody’s responsibility”***

- Bryna Casey, Youth Coordinator For Youth Sustainability Development, June 8, 2007.

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1.0 Introduction

The administration at the City of Dawson Creek developed a vision for the city's future and has most recently begun implementing measures to conserve energy, adopt renewable energy resources and plan water resources effectively. Other ongoing directly or indirectly related initiatives include reviewing and planning for social issues in the community, identifying cultural and heritage resources, and planning and designing for a revitalized downtown. In this context, the City has recognized to opportunity to pursue a more integrated approach to current and future community planning initiatives so as to make progress towards becoming a more sustainable community.

2.0 Methodology

There are several ongoing planning and design efforts to address social, environmental, economic, cultural and governance issues in Dawson Creek. This preliminary work aims to uncover strategic directions and opportunities for focusing future planning efforts so as to ensure efficient use of resources, and most importantly, integration and coordination of efforts. To begin laying out the map ahead, a better understanding of the current policy and program performance is required. This first piece of work reviewed current policies, programs, regulations and projects against an analytical framework to gain a better understanding of gaps and opportunities. Interviews with key staff and council members were also carried out to gain a deeper sense of the team's priorities, concerns and opportunities. This work is intended to form the basis for developing a work program for developing sustainability-based decision making principles and/or goals. Going forward, the principles and/or goals are intended to guide changes to emerging or existing policies, plans, programs, and tools for implementing them.



3.0 Baseline Results

Analytical Framework Development

An analytical framework was developed for the purposes of completing the baseline (See Appendix A for a completed framework). In addition to developing the framework, key indicators that would help measure future performance were identified, but not calculated for Dawson Creek.

The following information resources and frameworks were used for developing the framework:

- Dawson Creek Vision & Guiding Principles
- Integrated Sustainability Community Planning (ISCP) Community Assessment Template
- HBPG 8-Pillars Framework & Sustainability Matrix©
- Natural Step Principles

The main purpose of the analytical framework was to identify policy, plan and program gaps and opportunities so as to guide future planning. A thorough review of the different frameworks (listed above) revealed a variety of different methods for organization. Most frameworks focused on high level goals while City policies, plans and programs are focused on pragmatic solutions. To address this discrepancy in how information is organized, a decision was made to include 'best practices' for sustainable community planning in the framework since they more closely matched policy and plan content. Amongst the broad range of best practices, nine (9) broad categories were identified that included:

1. Create compact complete communities
2. Develop an environmentally-friendly, community-oriented transportation system
3. Promote Green Building practices to increase livability & reduce energy and resource consumption

4. A multi-tasked open space supporting both community and ecological uses
5. Integrated, green infrastructure systems address sustainability objectives
6. A comprehensive arts and cultural focus is integrated into the community for economic & social well-being
7. The health and well-being of citizens are essential characteristics of a sustainable community
8. Governance, citizen engagement, and education ensure an equitable and progressive society
9. A robust economy sustains community goals

Also, worth noting, the listing of best practices listed in the framework is neither conclusive nor complete.

Some best practices may not appear and could be added going forward. Similarly, some best practices may not be applicable to Dawson Creek's scale, physical context, financial capacity or social and historical context. Basically, Dawson Creek is a small northern community that has its unique social history which influenced its evolution and design of current policies and plans; this framework and list of best practices is mostly blind to these conditions. Ultimately, the intent of the framework was to highlight areas of strength in current policy and reveal opportunities for strengthening them. The process going forward will be to determine what makes the most sense for Dawson Creek and when and how it can be implemented, if at all.

Analysis Results

Summaries were developed after completion of the framework for the different sections. The summaries focus on areas of strength and opportunities for improving policy, plans, programs and projects. For the completed framework, see Appendix A. For a full list of policies, plans or programs reviewed can be found in Appendix B.

The below summaries follow the following format:

- ***Why is this important?:*** A quick overview of general sustainability directions and benefits.
- ***Dawson Creek Policy Status:*** A quick overview of key policy strengths and shortcomings.
- ***Key Opportunities to Investigate:*** An overview of strategies that can be pursued to make progress. Please note, the list is not exhaustive and complete, there are many avenues a community can investigate and pursue; the items in this section are listed as discussion items and would benefit from further scrutiny by a range of individuals in the community and City of Dawson Creek.

3.1 Create Compact, Complete & Dense Communities

Why is this important? Compact and complete communities are perhaps the greatest contributor to community sustainability in that they minimize per capita GHG emissions and enable healthy activities. Compact and complete communities encourage more walking and cycling to daily destinations such as work, recreation and cultural opportunities and facilitate higher quality transit options. Citizens that can walk or take the bus to work are healthier citizens. Denser communities make alternative energy and district energy technologies more financially viable and efficient. Efficient land use leads to lower infrastructure costs in that it minimizes costly system expansion and diverse tax revenues ensure adequate resources for replacement and maintenance. An important feature of a compact and complete community is well connected street patterning that facilitates infill over time in that it offers more flexibility for different uses, densities and forms of development (i.e. cul-de-sacs can only support one form of housing while a grid is more flexible over time and forgiving to growing traffic volumes). Also, finer grained street patterns allow for better and more convenient pedestrian, vehicle and cyclist circulation. Lastly, compact communities allow more opportunity for preservation of important land uses in a community that are critical to its long term sustainability such as employment lands (agricultural, commercial and industrial) and parks and environmentally sensitive areas.



Efficient land use leads to lower infrastructure costs in that it minimizes costly system expansion and diverse tax revenues ensure adequate resources for replacement and maintenance. An important feature of a compact and complete community is well connected street patterning that facilitates infill over time in that it offers more flexibility for different uses, densities and forms of development (i.e. cul-de-sacs can only support one form of housing while a grid is more flexible over time and forgiving to growing traffic volumes). Also, finer grained street patterns allow for better and more convenient pedestrian, vehicle and cyclist circulation. Lastly, compact communities allow more opportunity for preservation of important land uses in a community that are critical to its long term sustainability such as employment lands (agricultural, commercial and industrial) and parks and environmentally sensitive areas.

Dawson Creek Policy Status: OCP policies support a compact and complete town centre; but implementation policies have not been developed to facilitate and encourage residential infill in the core nor has the development industry responded. Cultural and health facilities and commercial activities are also focused in the core which could contribute to a more walkable community if more residents lived in the core. The public realm in the core is currently pedestrian-oriented and policies support enhancement. A range of housing types in undeveloped areas are encouraged in policy and recent projects have delivered on this objective. However, while policies support a range of housing types in existing developed areas, the development industry has generally not responded. Affordability for low income families and seniors has become an issue in the past few years due to an expanding oil and gas exploration. Affordable housing policies should be investigated to support the growing needs of all residents. Communities with growth boundaries are also ideal for encouraging infill and innovation in housing form and development policy. Recent expansion of the City through ALR exclusion has reduced pressure on infill in existing areas thus delaying the opportunity for intensification and innovation. Increasing density across the community, comprehensively and/or in concentrated nodes over time, could facilitate efficient and more frequent transit service, and therefore use, and improve the walkability of the community. Beautiful parks are an important component of any community; Dawson Creek has an enviable park system. Measures should be considered to protect, enhance and enforce better use and management of natural features such as Dawson Creek and possibly other areas.

Key Opportunities to Investigate:

- **Promote Infill in Town Centre:** Incentives, projects (demonstration, city-led, etc.) and/or programs to encourage infill in town centre.
- **Promote Infill in Greyfield sites:** Incentives, projects (demonstration, city-led, etc.) and/or programs to encourage infill in existing auto-oriented retail only areas.
- **Neighbourhood Centres:** Re-designate 'Neighbourhood Centres' in current OCP in already developed areas and not on the edge of built areas and take an aggressive approach to encouraging infill with developers that is acceptable to residents. Neighbourhood centres could support modest local serving retail and service opportunities as well as home based businesses.
- **Plan the Recently Expanded portion of the Community:** Investigate opportunities for working collaboratively with land owners, other local community stakeholders, and senior funding agencies (i.e. CMHC, Province, FCM, etc.) to develop a sustainable neighbourhood plan for the recently excluded ALR

lands. This activity could be an important opportunity for broadening the discussion amongst residents and building staff and Council capacity regarding the benefits of sustainable community planning and design. Build out of the neighborhood, if executed as planned, could lead to local examples of higher quality neighbourhoods and could serve as a catalyst for considering all neighborhoods in the community.

- **Develop an Affordable Housing Strategy:** Gain a deeper understanding of the extent of the housing needs and investigate the viability of housing agreements with developers and / or raising funds for new affordable housing through per door fee levies.
- **Revisit the Zoning Bylaw:** Revisit lots sizes, setbacks, dwelling unit definitions and lot diversity in new developments to encourage a range of lot sizes, dwelling types and development requirements for new projects.
- **Coordinate and Integrate Land Use and Transportation Planning:** Land use planning is key to ensuring an efficient and high quality transportation system. Land use decisions and patterns are an important contributor to encouraging alternative transportation options and viable transit systems. Primary objectives should focus on densities and land uses that support walking and cycling options followed by transit use and then vehicle travel. 'Walksheds' should be considered as a basis for planning and design of neighbourhood centres. Walksheds are usually defined by a 5 (400m) or 10 (800m) minute walk in which many of uses would be located and a variety of housing densities would support a broad range housing needs and household incomes. Each centre would be supported by a major bus stop.

3.2 Develop an Environmentally-Friendly, Community-Oriented Transportation System

Why is this important? An environmentally-friendly, community-oriented transportation is primarily focused on addressing mobility needs through a range of strategies that respond to local issues and ensure access for all. Among the strategies developed to respond to local concerns, environmentally sound choices are made available. Conventional development patterns have typically relied on single-use zoning models and low density, sprawling communities with subsidized transit service; a result of this approach has been social segregation and ever increasing car dependence. While effective for addressing many needs, this model puts a significant portion of a community at a disadvantage. For instance, elderly people who no longer drive or own a car; people who cannot afford or choose not to own a car; and youth tend to lack mobility options and certain have numerous access issues. Key to increasing walkability and cycling in a community is land use choices (as discussed in the previous section). Ultimately, many planning and design aspects of the different components that make up the transportation system contribute to success in this area; how we plan for and design streets, street networks, transit systems, vehicle circulation networks, parking, etc. all have an impact on behaviour, personal choices, and a community's modal split (% driving / % walking / % cycling / % transit). For instance, as it relates to streets, how a street cross-section is designed and the quality of the built environment and uses along it are the greatest contributors to the quality of a community's public realm and major determinant of mobility choices. For instance, sidewalks, street trees and landscaping and awnings that offer shelter from the elements along a street with a mix of uses, including residential, encourage walking over car usage.



Dawson Creek Policy Status: All in all, Dawson Creek lacks a focused and coordinated transportation strategy that guides road, sidewalk, trail, land use and transit planning. Also, Dawson Creek residents are only beginning to see new options for getting around. For instance, some policies and recent initiatives are supporting the furthering of a pedestrian network of trails and sidewalks. However, there remains significant untapped potential for embracing walking and cycling as not only viable options but also as primary modes of getting around. For instance, the downtown revitalization plan offered a new typology of place in Dawson Creek (a pedestrian focused urban centre and plaza). While developed as a tourism strategy, the execution of the plan as envisioned would lead to as many benefits, if not more, for local residents if pursued. Also, this level of investment in a community's public realm would serve to send a strong signal to the broader business and residential development sectors that the City would like to see investment in the town centre. This same type of thinking, planning and design could be applied broadly across the community in most new and existing neighborhoods and could lead to a series of neighbourhood centres stitched together with high quality pedestrian and cyclist amenities. With respect to transit, more frequent service would result from different land use decisions. Promoting general and/or strategic densification of the community would lead to more viable and more frequent service. The City's DNA, its street network, is mostly a well connected grid pattern that is ideal for accommodating a range of uses and densities required for more walkable communities. Also, connected grids are permeable for pedestrians and cyclists and leads to more convenient travel routes.

Key Opportunities to Investigate:

- **Focus on the Walkability of the Community:** Through land use planning efforts, define 5 and 10 minute (400m, 800m radius respectively) walksheds throughout the community. Prioritize walkability of the community by ensuring appropriate neighbourhood structure and urban design at all scales. Work to develop planning and design strategies (guidelines, standards, etc.) for districts / sub-precincts, neighbourhoods, corridors, blocks, and parcels. For instance, at the neighbourhood scale, define the neighborhood by the 10 minute walkshed (800m), where the 5 minute walks supports a wide range of land uses and the 10 minute supports a wide range of residential land uses predominantly. Promote the development of high quality public places of gathering with neighborhoods that can support celebration, farmers markets, and other public events and activities (formal or informal). Promote the location of food stores in neighbourhood centres as much as feasible. Ensure parks and open spaces are maximized and integrated in the built environment. Finally, ensure densities and infrastructure planning can support green or efficient district energy systems at the time of development or at a point in the future. At the street scale, ensure design and development integrates transit service and infrastructure, provides high quality transit

rider amenities, and accommodates pedestrian and cycling uses. Block structures are connected and permeable (for pedestrians). At the parcel scale, residential densities are transit supportive and support a range of dwelling types.

- **Alternative Development Standards for Streets:** Consider investigating or developing unique DC alternative street design strategies that would deliver on a broad range of objectives including, stormwater management, snow storage, cycle and pedestrian circulation, play and/or rest areas, landscaping and vegetation, parking, safe vehicle passage, habitat creation, etc. Engaging streets contribute to pedestrian activity.
- **Capital Spending Strategies:** Many communities have taken a strategic approach to improving the walkability and cyclist amenities by allocating a significant proportion of their roads budgets to sidewalk and trail development (ie. 30% of capital budgets for roads for pedestrian and cycling realm improvements and/or policies that prioritize spending that promotes walking / cycling over spending on roads upgrades or improvements).
- **Transit Demand Strategy:** Transportation Demand Management (TDM) refers to various strategies that change travel behavior (how, when and where people travel) in order to increase transport system efficiency and achieve specific planning objectives. A TDM strategy can be developed for a community and/or for major employers. TDM strategies typically combine a range of 'stick and carrot' as well as supportive strategies that foster, encourage and discourage certain practices such as single occupant vehicle use, carpooling, transit use, cycling etc.
- **Priority / Free Parking Strategies:** When cars are used, it is good policy to support alternative vehicle technologies such as hybrids and/or smaller more efficient cars should be encouraged. Some communities have encouraged hybrid or compact car ownership by allocating free parking stalls in the community and/or allocating priority parking stalls close to building entrances.
- **Idle-Free Bylaws Supported by Strong Enforcement:** Vehicle idling during the cold winter months is a wasteful use of energy, contributor to noise pollution and local air quality issues. Strong bylaws with a commitment to enforcement should be considered as a strategy to discourage this practice.
- **Social Marketing Campaigns:** Social marketing techniques that aim to inform and raise awareness about behaviour and practices.
 - **Transit Use:** In smaller communities, transit use often equates to a perception about status and disposition (i.e. "only poor people take the bus"). Social marketing strategies could focus on addressing stigmas and thus encouraging different travel patterns and mode choices.
 - **Breaking Idling Myths:** There many deeply entrenched myths about the need to idle trucks during cold winter nights. Evidence suggests that it is not required for starting or performance purposes and in fact actually significantly reduces the useful life of the vehicle. An effective strategy for addressing myths may include information sessions at hotels, brochures, billboards, etc. Partnerships can be pursued to work with the City to carry out these tasks with youth groups, local environmental groups, trade organisations, etc.

3.3 Promote Green Building Practices to Increase Livability & Reduce Energy and Resource Consumption

Why is this important? Buildings have a profound effect on the environment, which is why green building practices are so important to reduce and perhaps one day eliminate impacts. In North America, buildings account for 39% of total energy use; 12% of total water consumption; 68% of total electricity consumption; and 38% of total carbon dioxide emissions on average. Green building is the practice of increasing the efficiency of buildings and their use of energy, water, and materials, and reducing building impacts on human health and the environment, through better siting, design, construction, operation, maintenance, and removal. Strategies that deliver on green building objectives contribute to a number of broader community social, environmental and economic objectives. Green building strategies for new and existing buildings should be considered to address new stock development and the existing built environment.



Dawson Creek Policy Status: Dawson Creek has reviewed energy efficiency and renewable energy improvements in new homes but is limited in their legislative power to enforce the report findings. The legislative authority given to most municipalities in the province currently precludes the passage of a minimum energy performance bylaw for buildings, since the municipal exercise of authority under Section 8(3)(l) of the Community Charter [buildings and other structures], which in relation to bylaws that establish building standards is a concurrent authority listed under Section 9(1)(d) of the Charter, is limited by Section 53 of the Charter to an exercise of authority "...for the health, safety or protection of persons or property." Since a locally established green building and/or energy efficient standard would constitute a building standard additional to the BC Building Code and not related to health, safety or the protection of persons, it would go beyond a municipality's authority to regulate in relation to buildings. It is worth noting that the Province of BC is in the process of revising their building code to include green building and energy efficiency measures. The new code is anticipated to be launched in the spring of 2008.

Key Opportunities to Investigate:

- **Support development industry capacity building and education:** Building sector training is an avenue to build knowledge of and confidence in green building and energy efficiency practices. Seminars, workshops, and training modules can be effective in building capacity. A related tool is creating a stakeholder consultation group, comprised of representatives from the development industry. Most municipalities that have successful green building / energy efficiency programs solicited the input and advice of the development community from the outset, thereby learning about the benefits and the pitfalls together.
- **Consider Density Bonusing for provision of an amenity:** Density bonusing is when a municipality permits additional density beyond the zoning allotment, usually in exchange for the provision of an amenity with public benefit. Planning departments can promote energy efficiency in buildings by including high performance "green" buildings as a public benefit (linked to environmental/health benefit), and granting additional density for green building measures. Density bonusing is usually only used in a core, where valuable, revenue-generating space is available in sufficient quantity to invite participation by developers.
- **Policy:** Policy statements in an OCP can encourage green buildings for new and existing buildings. However, the measures would be strictly voluntary, with "no regulatory demands, standards or expectations by the City." Supportive OPC policies could be the foundation for future changes to land use, zoning, subdivision and servicing, and/or development cost charge (DCC) bylaws, for example a community could:
 - Lower Development Cost Charges for green buildings in serviced / high density areas
 - Relax minimum servicing standards (e.g. road widths, and off-site sanitary and drainage requirements), which could be achieved with variances, and
 - Relaxation of Zoning Bylaw regulations by way of either variances, or by introducing more flexible use and density provisions (i.e. more mixed uses and density bonuses).
- **Performance-based Approval Process:** Planning and building departments can expedite development/building permit application processing if green buildings or energy efficiency measures are

included. This can be linked with third party building labeling programs to alleviate onus on municipalities to be trained in energy efficient measures.

- **Support alternative financing strategies and mechanisms to address barriers:** Municipalities could work with lenders to develop financing strategies and programs such as:
 - **Financing Incremental Costs of Energy Efficient Measures:** This tool involves a municipality financing the incremental cost of an energy efficient feature (i.e. a ground source close loop system). The municipality would then bill the building occupants over the required number of years for the municipality to recover its initial investment plus a fair rate of return. Occupants could be billed per square foot of space in place of the heating bill from the electric or natural gas utility (with considerable savings). Once the municipality's investment (plus a fair return) is recovered, they could turn the ownership of the system over to the building strata to reap the ongoing, energy-saving benefits. This could also be accomplished by a financing institution offering an energy mortgage such as employed by Windmill Development and VanCity for the Dockside Green project in Victoria.
 - **Foster the Development of Energy Efficient Mortgages:** Municipalities can encourage credit unions in their community to offer "energy efficient mortgages." The mortgages would allow homebuyers to borrow more for the purchase of a home based on predicted household savings from energy efficient features. In essence, the lender would take into account the estimated reduction in heating costs as the result of an energy efficient system (i.e. geothermal, solar hot water) thereby increasing borrowing power. Ideally, a condition of the additional borrowing power would be that it must be applied directly toward an energy efficient feature (versus more square footage, which would have the opposite intended effect).
- **Discounted Building Permit Fees:** Municipalities may offer discounted Building Permit or other municipal fees for selected buildings under Section 194 of the Community Charter. However, Permit fees and even tax exemptions may represent such a small portion of development costs that they are not a sufficient incentive to developers.
- **Service Area Bylaw:** This type of bylaw establishes service areas for particular types of energy services (e.g. hydronic heating systems to ensure ease of retrofitting to community energy systems). The City of North Vancouver's bylaw is a good example; hydronic heating systems are a requirement in buildings and the City in turn provides hot water for space heating through their district energy system.
- **Demonstration Projects:** Demonstration programs enable learning by doing and can be a powerful tool for building awareness and local demand. A demonstration project could be City- or developer-led and would involve collaboration with developers, architects, city planners, engineers, and trades-people. The exercise would provide an opportunity to test new ideas, challenge existing practices, and monitor successes and failures.
- **Consider varied development cost charges¹:** Local governments in BC use DCCs levied on new development projects to cover the capital costs of servicing new development. Allowable DCCs include those that directly offset the capital burden absorbed by municipalities to service new development: sewer, water, storm drainage, road and parkland needed to accommodate growth. There are innovative ways municipalities can vary DCCs by geographic area and building type so as to favour both smart growth and high performance green building design.

¹ The Local Government Act provides the legislative authority for levying DCCs, which can only be charged for the incremental costs of specific servicing infrastructure due to the increased demand associated with a new development. Specific infrastructure includes water, sewer, drainage, and roads. Levies for parkland are also allowable. DCCs cannot be charged for operating/maintenance costs, only capital burden absorbed by the municipality to service additional development. DCCs cannot reflect other sustainability considerations such as air quality, energy consumption, support for transit use, or maintenance of water quality, despite their overall benefit to society. Thus, reduced DCCs for energy efficiency would have to be indirectly linked to the incremental capital costs of providing a development with key services (water, sewer and/or storm infrastructure).

3.4 A Multi-tasked Open Space Supports Both Community and Ecological Uses

Why is this Important? A sustainable community should offer a wide range of opportunities in its open space design, to accommodate both community and ecological needs. Key environmental areas such as riparian corridors, important natural features, groves and forested areas should be protected where possible and integrated into broader circulation systems such as walking trails and surface stormwater management systems as much as possible. Where development occurs we know there will be impacts. An approach to address this concern is to understand opportunities and develop strategies to rehabilitate the site through ecological design during and after development. For instance, a landscape can be designed with ecological enhancement in mind, including enhancing biodiversity through using native plants and native-compatible plants. Landscape design can also minimize or eliminate the need for irrigation and the use of pesticides. Not an opportunity to overlook, the integration of food growing and celebration opportunities is key. Community garden space, of instance, in multi-family areas, public parks and other interstitial areas can provide an opportunity for residents to grow food to meet their needs and meet others. Health, social networks and fun in the community should be enhanced through the provision of active and passive recreation opportunities throughout neighbourhoods. Great efforts should be undertaken to provide as many facilities and opportunities for all imaginable outdoor activities in the centre of the community. These animate the public realm, greatly increase health and quality of life, and can significantly reduce transportation impacts from people leaving the community to play. It is also important to recognize that in an increasingly diverse population, good landscape programming involves adding new facilities and activities over time, as the desires and activities driven by the market continue to change.



Dawson Creek Policy Performance: The OCP includes a development permit area for natural areas. Recent initiatives include the development of a new trail system throughout the community with special focus on Kin Park. Also, a natural area was recently designated as a Heritage Nature Park. The City also completed a Parks & Recreation Master Plan that focuses on a range of park spaces and recreation needs. The policy is a strong piece of work as it relates to meeting the recreational needs of residents. Overall, the report lacks an understanding of the ecological context in which the parks exist and how those facilities and places might be improved or enhanced to perform a broad range of tasks such as managing stormwater and / or meeting the habitat needs.

Key Opportunities to Investigate:

- **Integrated Ecosystem & Community Open Space Strategy:** A more rigorous look at the community's open space system would highlight opportunities for creating a more extensive, and possibly interconnected, system that could be developed over time to fulfill a range of ecological functions such as stormwater management and wildlife habitat. Integrating public uses such as trails and play fields (active and passive) throughout would lead to a highly utilized and multifunctional open space system.
- **Habitat Landscaping Strategies:** A better understanding of local species (flora and fauna) could be used to develop a comprehensive landscaping strategy for private and public projects. This would ensure a range of species could be supported throughout the community.
- **Creek Crossing Policies:** Dawson Creek currently serves as an important wildlife corridor and habitat for many species. Creek crossings can be detrimental or destructive if not planned and constructed to a high standard. Consider developing a policy to ensure new creek crossings allow for passage plants and animals rather than impeding passage.
- **Watershed Management:** Watershed management often is outside the jurisdiction of a community. The City of Dawson Creek should continue to work with all levels of government to ensure high quality water will be available to support residents of Dawson Creek.
- **Partnerships:** A key strategy for broadening a community's involvement in planning, maintaining open spaces and enforcing practices is to forge strategic partnerships with active groups to play a key role in ensuring long term health of the community's natural assets.

3.5 Integrated, Green Infrastructure Systems Address Sustainability Objectives

Why is this important? Infrastructure systems have a direct impact on a community's ecological footprint. A sustainable community pursues innovative and green infrastructure wherever it can. "Green" infrastructure addresses sustainability objectives in the supply and management of energy, water, waste water, materials, solid waste, and others. Specifically, green infrastructure seeks to:

- **Energy and Emissions:** Increase energy efficiency, reduce emissions and support local, clean and renewable energy sources.
- **Water and Waste Water:** Water supply and treatment management systems that reduce demand for potable water, use benign treatment systems, recycle and reuse treated water where possible.
- **Stormwater Management:** Coordinated stormwater management addresses issues such as street design to minimize runoff, emergency flood management, stormwater retention and reuse, sustainable stormwater management through natural treatment systems.
- **Solid Waste:** Divert as much waste from the landfill as possible, and turn wastes into resources where possible. Other strategies include construction waste management, design to accommodate recycling and organic, compost diversion (3 stream separation) at all scale of the living (i.e. kitchen design, building design, collection, transfer and final disposal) and others.
- **Integrated Infrastructure:** Integrated infrastructure systems seek to maximize opportunities for synergy between different hard and soft infrastructure systems. For instance, heat can be drawn from a sewage pumping station flows. Parking and transportation facilities can often be shared amongst land uses or businesses to reduce impact and cost.

Dawson Creek Policy Performance: The City of Dawson Creek is currently completing a Community Energy Plan which will develop detailed and focused strategies for reducing energy consumption and demand and review opportunities for local energy generation. The PRRD is also developing a Waste Management Plan; the City of Dawson Creek is contributing the development of the plan. The City currently lacks a comprehensive stormwater management strategy and water management plan. Lastly, the City might benefit from a comprehensive eco-industrial networking strategy with local operators in order to maximize potential for minimizing energy, water and/or material consumption from local businesses and homes.

Key Opportunities to Investigate:

- **Small-Scale or Modular District Energy Systems:** District energy systems reduce GHG emissions because they are highly efficient and generally lead to local jobs / economic activity. Large multi-family projects (i.e. 100 residential units +) tend to be the threshold for viability for new systems. It is unlikely that Dawson Creek will see such a project come forward in the short term. However, this should not be a reason to rule out investigation of a small-scale or modular district energy system. Funding from senior governments and/or other groups could be pursued to assess options and financial strategies.
- **Integrated Stormwater Management Planning:** Stormwater management strategies in Dawson Creek are generating some concerns amongst stakeholders and a flash flood most recently brought this concern to the forefront of many people's minds. Undertaking an ISMP process would lead to a number of strategies for managing stormwater for the Dawson Creek catchment area.
- **Establish an Integrated Utility:** The City could investigate establishing an integrated utility that could manage waste and resource flows for water, energy, solid waste, etc. This would maximize the potential for innovating and minimizing overall impact of the community on the environment. Other benefits include local jobs and possibility for minimizing costs.
- **Build on Success of Recycling Programs:** Local participation rates in recycling are higher than average when compared to the rest of the PRRD. What elements contributed to this success and what can be learned going forward for other initiatives?
- **Eco-Industrial Networking Strategy:** Develop a comprehensive EIN strategy that reviews resource and material flows in the community from businesses and homes and develops strategies for cascading, and/or using waste streams as a resource. For instance, wastewater from municipal treatment lagoons may be viable for industrial re-use or waste heat from coolers could be reused for space heating or other industrial uses.

3.6 A Comprehensive Arts and Cultural Focus is Integrated into the Community for Economic & Social Well-Being

Why is this Important? There is an increasing recognition that community arts and cultural facilities, programs and policies contribute to a positive identity and enhanced a sense of place and ownership and overall healthier and longer living citizens. It is fostered through careful attention to physical and cultural features, programs and events. This is especially true in older, established communities where there are existing unique qualities and cultural histories of which to build on and define a 'place' in a city. Such aspects become the centerpiece to a strong a sense of place and provide a source of meaning, pride, and longevity. Another more tangible benefit includes real jobs and/or economic development opportunities that provide for meaningful local employment opportunities. The arts also have a very strong ability to assist both the young, especially youth-at-risk, and seniors. For the young, arts-based education and activities have been demonstrated to effectively teach skills that are essential to success in life; to build healthy relationships with adults and their peers; to lead to success in school and higher academic achievement; and to provide a way back into a productive life for many who have run into difficulties with schooling, addictions, or the law. For seniors, participation in even a once a week professionally taught arts-based activity has been demonstrated to have a positive impact on the seniors' physical and mental health; to contribute to increased social contacts in their lives and a more positive outlook; to reduced use of medications and visits to doctors; and to a greater likelihood that they can live independently for a longer period of time.



Dawson Creek Policy Performance: Policies and programs are strong in this regard. Indeed, Dawson Creek has a vibrant cultural scene. The city includes an art gallery (which includes 14 exhibits annually, a gift shop, picture rental program and Workshops for all ages) and significant historical sites including the Station Museum and the Walter Wright Pioneer Village. The arts community is led by the Community Arts Council that consists of over fifteen energetic groups including historical, performing, literary and visual arts organizations. The South Peace Art Society, which also operates the Dawson Creek Art Gallery for the City, is one of the very active cultural organizations in the community. The Society operates an Annual Art Auction, Monthly arts newsletter, "Cultural Café" noon hour presentation, active cultural programs, and downtown murals. Also, the Kiwanis Performing Arts Centre (KPAC) enhances the performing arts and related cultural industries within the region. Lastly, the Unchagah Hall operates successfully in the community. There is also discussion about adaptive reuse of older buildings in the core as an arts and performance centre which would only add to the vibrancy and provide a needed facility. The Fall Fair & Exhibition is also a popular community event that is very successful and engaging. The City has also worked hard to develop heritage and cultural resources in the name of tourism through the Heritage Strategy for Dawson Creek; Alaska Highway Corridor Thematic Strategy; Dawson Creek Interpretive Strategy; Dawson Creek Downtown Revitalization Plan; and Alaska Highway House Concept Plan. Some interviewees pointed to shortcomings of current plans and strategies related to specific cultural communities.



Key Opportunities to Investigate:

- **Engage the Métis and First Nations Community:** While there is a Friendship Centre operating in the community, there was a sense that increased and sustained focus on this community would lead to positive outcomes.
- **Public Art Policy:** Dawson Creek has interesting street signage, murals, and public sculptures in and around the core. A public art policy could focus and ensure long term development of public art that contributes a unique sense of place.

3.7 The Health and Well-being of Citizens are Essential Characteristics of a Sustainable Community

Why is this Important? There are many activities that take place within community social networks and relations; some are healthy and welcome, some are not. Issues related to citizen and community health are integrally linked with the level and quality of person to person interactions; the design, maintenance and effective use of the urban environment; the capacity of individuals and neighbourhoods to identify and respond to their own needs; the interconnections between crime and other social factors (income, gender, race, etc.); the extent in which basic needs are met (food, shelter, etc.); opportunity for expression (cultural, spiritual, etc.) and the overall physical health of individuals. Strategies that focus on reinforcing and furthering social cohesion and community development contribute to overall positive change and can be effective in lowering of crime and crime related issues, improving safety (perceived and real) and improving overall community health. Community design also contributes to healthy individuals. Walkable communities allow citizens to integrate physical activity into their day to day activities.



Dawson Creek Policy Performance: The City completed a Parks & Recreation Master Plan that focuses on a range of park spaces and recreation needs. The policy is a strong piece of work as it relates to meeting the recreational and health needs of residents. Similarly, strategies and/or programs are in place related to substance abuse, literacy, and safety. Other factors not addressed, but may be under consideration in the Social Plan include accessibility for the disabled community and poverty reduction. Another major social issue that should be considered is related to affordable housing. Issues that contribute to housing affordability challenges are related to availability of housing, cost of housing, tenureship options, income or employment challenges and shelter needs.

Key Opportunities to Investigate:

- **Affordable Housing Strategy:** A strategy could be developed to better understand the extent of the need for affordable housing so as to focus programs, resources and decision making. The strategy should consider needs (tenure, available resources for housing, etc.) and supply of housing (starts, types, etc.), housing choices, citizen health and quality of life as it relates to housing choices and needs, linkages to economic well-being and the cost to the public.
- **Universal Design Guidelines:** Universal design, which is related to "inclusive design" and "design for all," is an approach to the design of services and environments to be usable by as many people as possible regardless of age, ability or circumstance. Many communities are adopting policies to ensure new design directions take into account the needs of all residents of a community.

3.8 Governance, Citizen Engagement, and Education Ensure an Equitable and Progressive Society

Why is this Important? There are many organizations, agencies and governments that have direct impact on the lives of citizens in a community through policy choices, regulatory powers, funding decisions, resource allocation and decision making forums. In smaller communities, inter-agency collaboration is not untypical and can often lead to many innovative programs and activities that contribute to positive change. While it is very important that a wide range of agencies have a meaningful role in decision making; it is also just as important, if not more, that citizens also have a meaningful role in decision making. Ensuring the decisions that are made reflect the needs and



desires of citizens requires engaged, active citizens who want to help create and participate in being a part of solution development for pressing issues and the long term well being of the community. Developing and implementing relevant and appropriate plans, programs and/or projects that factor in the diverse social, environmental, economic, and cultural aspects requires a commitment to actively involving more people in the broader discussion and maximizing opportunities for shared learning and education so that initiatives are more robust.

Dawson Creek Policy Performance: This is a typically a matter of practice over policy. The City has successfully engaged its citizens on a number of issues and projects over time and has most been recently been very successful in raising awareness about sustainability issues and directions across the community. Going forward, continued engagement will be key to deepening the awareness and capacity needed to encourage lifestyle changes that are much needed to make progress on sustainability. The City's well developed and award winning website, planningforpeople.ca, is an excellent resource for ensuring regular communication.

Key Opportunities to Investigate:

- **Public Engagement Policy / Strategy / Guidelines:** While not typically formally placed on paper, it's worth the effort to set policy or direction as to how citizens will be engaged in process or decision making so that all parties understand their role and responsibilities. The strategy should consider setting targets or strategies for how and where community members will be engaged and how each initiative can effectively contribute to a broader strategy of developing an informed and actively involved citizenry.
- **Reporting / Communication Protocols:** Continue to use the City's web and news publication resources as a means to communicate and inform. Formalizing protocols and messages could be considered for ensuring, again, that each communication or reporting initiative effectively contributes to a broader strategy of developing an informed and actively involved citizenry.

3.9 A Robust Economy Sustains Community Goals

Why is this Important? A sustainable community offers many economic opportunities for investment, business and employment that supports a diverse and prosperous community. Local serving commercial or village areas offer a range of commercial facilities to maximize working and shopping opportunities within close walking distance to homes. Community economic development (CED) and cooperatives can also offer hope for revitalizing and economic activity. Finally, a sustainable community works to encourage the adoption of sustainable business practices and other systems that enhance both the environmental and economic performance of businesses in the community.

Dawson Creek Policy Performance: Policy is supportive of economic development and industrial and retail activity in recent years suggests this has not been an issue in the community. Capitalizing and building on successes in the tourism sector has been a core focus on economic activity lately. The City has undergone a number of visioning and planning efforts in this area and is looking to implement some of the many great opportunities revealed during those processes. Opportunities mainly lie in fostering expansion of existing businesses and supporting new commercial development in predominantly residential areas as a means to put residents closer to services and daily needs.

Key Opportunities to Investigate:

- **Encourage Small Scale Mixed Neighbourhood Retail:** Consider more small scale neighbourhood mixed use nodes that place shopping and work closer to homes. Retail and services are predominantly in the core and along major roads, encouraging mixed use infill in already developed areas will provide greater opportunity for walking and cycling for daily needs.
- **Focus on Business Expansion:** An often overlooked and effective economic development activity, a focus on business expansion could lead to numerous new jobs and taxes. Also, local businesses activity retains dollars in the community. Engage the existing local (owned and operated) business community to better understand their needs (employment, training, skills, services, infrastructure, supply, etc.) to develop a business expansion strategy.
- **Foster new business development in the Town Centre:** Investing in public realm upgrades (i.e. plaza) coupled with promoting or encouraging residential development in the core would be a strong signal for interest in business development in the core.
- **Community Economic Development:** Poverty reduction, skills training and other objectives can be met through an effective community economic development strategy.

4.0 Interviews Summary

The intent of the interviews was to involve key staff and council members early in the process to ensure their priorities and concerns would influence design and execution of planning efforts going forward. Ten (10) interviews were carried out over two (2) days in early June 2007 at City Hall. For a full list of interviewees and questions, please see Appendix C. Appendix D contains their responses without indication of who made the comments.

The following observations are based on interview findings. The interviewer looked for themes in the responses; they are noted below. These observations should be considered by the team going forward as decisions are made.

Strong Sense of Pragmatic Strategies for Delivering on Sustainability Goals

Most pointed to the finiteness of resources, with much reference to local water resources, as a key issue driving sustainability planning. In a similar way, there was a shared sense that planning for the next generations was key and that focusing on youth and children engagement (in schools) was important and should be pursued. To reinforce importance and the opportunity, the ‘recycling’ example was often cited – many interviewees noted that recycling in homes really took off when they began teaching kids that recycling was important. This message ‘trickled up’ (mostly through guilt trips for parent throwing away cans and the like) to parents. Recycling has now become a common family activity in many homes as evidenced by high household recycling rates in Dawson Creek. There was a shared sense that this period in time is a transitional period for communities and that embracing change is an opportunity for Dawson Creek to prosper. In fact, some felt that it was a must for Dawson Creek in that there were political and community expectations that Dawson Creek will need to continue to show leadership. Increase activity in this area recently has raised expectations and the time to walk the talk is very important. More importantly, staying at the edge of progressive is also critical. One interviewee noted that Dawson Creek itself is a community in transition (economic, demographic, etc.) and that pursuing sustainability is an opportunity to strengthen the case for residents and families to stay; in essence, sustainability planning will help ensure opportunities are sustained over time. It was felt that successes in Dawson Creek could be found in many areas where there were untapped opportunities and there wasn’t a well developed sense of local competitive advantages.

Strong Interest in Being Involved & Aligned

Staff members expressed a need and desire to be invited and engaged to work collectively and maximize opportunities for joint strategy development and decision making, information sharing and education. Many felt there lacked ‘alignment’ around sustainability objectives at the organisational level (i.e. department structure and interrelationships), at the working level (i.e. who management team members interact and how management interacts with staff teams) and with Council and the public. Many staff members and elected officials felt there were opportunities to refocus staff responsibilities and organisation to be aligned to deliver more effectively on sustainability priorities.

Need for Broader Capacity Building and Education (Staff, Council & Community)

Some interviewees took the opportunity to voice some concern about staff and council alignment and opportunities and managing change over time. Because city hall has experienced a lot of turn over in last 5 years it was a great opportunity for making a change. However, change management will be important going forward or the team could expect setbacks. An insightful observation was shared during the interview: sustainability is nobody’s responsibility, so therefore, it’s everybody’s responsibility! It was felt that the city should further embrace the opportunity to show strong leadership since the activities and regulatory power of local government ‘touches almost every facet of people’s lives’. This would need broader capacity building amongst the staff and council team in the form of engagement, training and/or dialogue and joint / interdisciplinary decision making.

Focus on Action

It was almost universally felt that the proceeding without a focus on concrete projects and actions could lead to setbacks or frustrations with Council, staff and the public. Interviewees indicated that any planning process populated with concrete actions that demonstrated progress. Interviewees acknowledged that some activities will need public consent and direction for statutory purposes (i.e. OCP amendment or review). Interviewees also acknowledged that it

would be strategic and/or beneficial to pursue public involvement in planning exercises as a means to build citizen awareness and community capacity to make changes in the home or lifestyle choices.

Strong Sense of What Needs to Change or be Fixed

When asked about the top issues to be dealt with in the community as it relates to sustainability, most often cited responses included:

- Downtown revitalization
- Drug use and prostitution in core; high aboriginal / Métis usage
- Affordable housing, homelessness
- Social development (education , skills, youth, crime, etc.)
- Alternative energy systems
- Healthier citizens
- Water (watershed management, demand management, high industrial usage)
- Solid waste
- Transit / transportation, walkability
- Education (re: issues of climate change, sustainability, etc.)
- Community design (compactness vs. expansion; its connections to transportation & infrastructure)
- Arts & culture (history of 'high culture', lack of cultural knowledge amongst Métis members of community)
- Climate change issues

Know What is Feasible, Make Hard Decisions, and Prioritize

There was tension or a range of views on how best to proceed on this file. The main views and concerns were:

- **Move forward comprehensively and work to make progress on all accounts:** Many felt it was important to point all parties in the same direction and begin working together to achieve goals. It was perceived more important to show broad progress rather than continue with 'one offs'.
- **Set strategic directions generally and pursue items one at a time:** Many had a more pragmatic view that was based on staff and community capacity and budget / resource issues. It was felt that the City's resources would be better utilized if projects were pursued one at a time so that the impact was more visible and meaningful.

The above concerns and ideas informed recommendations in the following section for going forward. The analysis of policies and programs should be considered as the team gets going on planning efforts. Based on the above, building an action-oriented plan that involves key staff, council and members of the public should be the top priority.

5.0 Creating and Fostering a Sustainable Community: Recommendations

“Sustainability is nobody’s responsibility... that’s why it’s everybody’s responsibility.”

- Bryna Casey, Youth Coordinator For Youth Sustainability Development, June 8, 2007.

Bryna’s seemingly simple observation is actually quite profound. It implies a very important question that is rarely asked: “Who is responsible for sustainability in a community?”. Without knowing the answer at this stage, we do know a few things. While many governments, organizations and agencies may be working diligently in any given community to make progress on sustainability, we know they will likely always encounter limited successes due to resource constraints or regulatory barriers. And while well intentioned, they will always most certainly fall short of the progress that is truly needed if long term prosperity is the goal as a matter of jurisdictional constraints or lack of participation from others. If ‘everybody’ is responsible for community sustainability, as Bryna suggests, it changes the focus from **planning detailed activities within the constraints of one group’s ability to make change happen** to **prioritizing the need to coordinate activities so as to ensure all parties are working towards the same set of goals**. Focusing activities is when a community can truly begin realizing synergies and win-wins and do away with ‘trade-offs’ and frustrated individuals.

Ultimately, sustainable communities depend on a large group of individuals actively involved in change and pulling in the same direction, either as leaders in their respective areas, as contributors in focused initiatives or as individuals in their daily lives. A municipal government is ideally positioned as a coordinator. Similarly, the municipality can be a leader and contributor on many fronts, but will need broad support and action from a wide variety of groups to make the desired progress. **The first step in this process is pointing the ship in the same direction**. Once its clear ‘where’ the ship is headed, engagement, collaboration and coordination are made much easier and visible and tangible outcomes soon follow.

1. Set Long Term Goals and Identify Actions in a Workshop Setting:

This analysis revealed a number of plans, policies, programs and actions that can be pursued and implemented. Prior to pursuing implementation, it would be worthwhile to develop long term goals to ensure all actions are working towards achieving the same goals. Consider identifying long term or ‘stretch’ goals that may even seem unattainable or difficult to achieve for a broad range of sustainability topics as a means to better identify priorities, roles and responsibilities and tasks in the short-, medium- and long-term. Goals should be focused on basic elements of a community that most directly impact the sustainability of the community such as energy, water, etc.

Consider using the Sustainability Matrix© as a tool for developing a set of strategies / actions for making progress. The Sustainability Matrix© is a useful tool for comparing core sustainability goals (energy, water, etc.) with the core elements of community planning (land use, transportation, housing, etc.). In this context, elements of community planning are thought of as ‘levers’. This is a useful term since it sharpens and clarifies the role of the municipality as a regulator and service entity. For instance, a broad range of community planning levers can be employed for achieving energy targets, not just a few.

Sustainability goals could include long term goals for: *(but not limited to):*

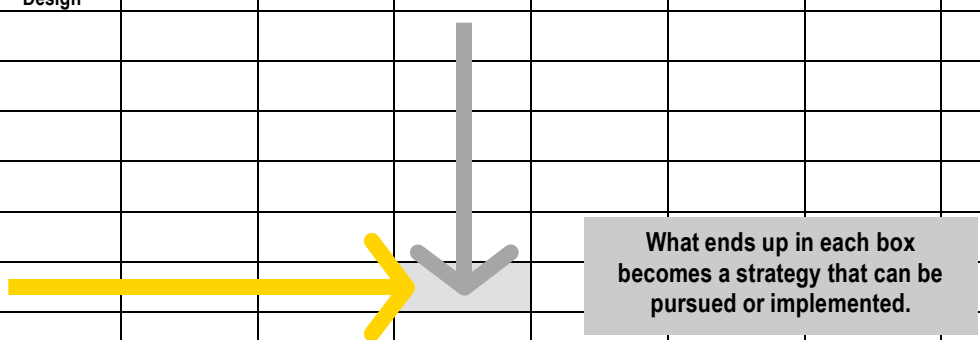
- Ecosystems & Biodiversity
- Community Health
- Personal Health & Satisfaction
- Stable and Diverse Local Economy
- Climate Change and Energy
- Water System
- Resources and Solid Waste
- Food supply

Community levers include *(but not limited to):*

- Land Use & Urban Design
- Housing
- Transportation
- Building Performance
- Parks & Open Space
- Infrastructure
- Arts & Culture
- Economic Development
- Food System
- Social Development

The Sustainability Matrix can guide the development of objectives and policies in the following way:

		Community Levers							
		Land Use & Urban Design	Transportation	Housing	Buildings	Parks / Open Space	Economy	Food	Social Dev't
Sustainability Goals	Ecosystems & Biodiversity								
	Community Health								
	Personal Health & Satisfaction								
	Arts, culture and Identity								
	Diverse Local Economy								
	Climate Change & Energy								
	Water System								
	Resources & Solid Waste								
	Food supply								



One of the most important benefits of using this framework is that it will almost ensure there are few to no stones left unturned, and that there will be few surprises when engaging stakeholders in consultation on sustainability.

Elements to consider:

- Begin with DC's vision as a starting point for discussion
- Work to set long term goals (i.e. 2050) and uncover short term actions (i.e. projects, etc.) simultaneously
- Frame performance of vision against baseline results (in this report) and highlight opportunities for focus for more work in this area.
- Involve consulting team members currently carrying out work in DC (i.e. social plan, CEP, Green Building Policy, etc.)

Key Tasks for this Work:

- a. Pre-planning session with core staff team
- b. 1-day workshop with staff and council
- c. Wrap up session with core staff team to identify strategic leverage points / activities (i.e. amend OCP, introduce bylaw, develop or enhance programs) and identify priority
- d. Develop draft and final reports Pre-Plan elements of the World Café (next recommendation) such as identify groups to invite, topics to address, venue, role of staff and council, and possibly others.

2. Engage the broader community / stakeholder / governments:

The World Café is a simple and low cost format for meaningfully engaging a broad group of individuals on a specific topic. World Café (WC) is a dialogue-based format for hosting conversations about questions that matter. Conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues that are most important in their life, work, or community. Considering engaging at least 100 members of the community, stakeholders, other agencies, etc. in a dialogue-based strategic planning session designed to refine long term goals, develop draft interim goals (i.e. 2020, 2030, 2040), and contribute to developing strategies for going forward. This would not only serve to engage and educate a broad range of groups and individuals, but also would allow participants to be a part of implementation. The output of this stage would be a focused action plan for all parties to implement.

Elements to consider:

- Present to WC participants 2050 goals as identified in the Staff & Council Strategic Planning session
- Challenge participants to identify projects, strategies and interim goals (i.e. 2010, 2020, 2030, 2040).
- Enlist and challenge participants to take on role in activities and initiatives.
- Develop action plan collaboratively with broad group.
- Begin execution immediately

Key Tasks for this Work:

- a. World Café planning and execution
- b. Community planning group engagement and facilitation.
- c. Strategic Action Plan development and reporting

3. Focus on Sustained Coordination and Action:

Set up measurement, reporting and meeting protocols to ensure progress.

Elements to consider:

- Know what to measure and report and what not to.
- Ensure regular interaction with groups and the public to ensure progress

Key Tasks for this Work:

- a. Web reporting tools
- b. Establish teams / groups / etc. responsible for implementation of components of the action plan as a means to maintain momentum and communication.

6.0 Potential Catalyst Projects

Many great ideas were put forward during the analysis of plans and programs and through the interview process. A short list follows that could be pursued that could lead to concrete actions and direction:

1. *Implement the Downtown Revitalization Strategy*

The downtown plan will not only address concerns about tourist safety and pedestrian circulation throughout downtown it will also serve to send a strong signal to the business and development sectors that they should be focusing on downtown as well. The revitalization strategy should be reinforced with stronger policies / programs for encouraging new development downtown as well.

2. *Plan and organize a charrette for the large contiguous sites north of town (recently removed from ALR, south of Road 210, north of 90th Ave.)*

Planning a neighborhood at this scale would allow a range of issues and topics to be investigated and discussed that would be applicable to all other areas of Dawson Creek. A core focus of the charrette and planning process would be to develop a sustainable neighborhood. Outputs would include 'Made in Dawson Creek' strategies that could be broadly applied at all scales of planning and development. Charrette processes are excellent tools for engaging and educating residents, developers, staff and councilors on the topic of sustainability because they integrate high level thinking and on the ground actions in one process.

Elements to consider:

- Engage the landowners to be partners in the process
- Define and gain buy-in from staff, council, and public that this project will be a model sustainable neighbourhood in Dawson Creek (i.e. that will develop and guide new policy development re: development, stormwater management, open space planning, green infrastructure, etc.)
- Raise funds from Sr. Governments, FCM, BCREP, CMHC, others as needed to fund charrette, planning process, and projects.

Key Tasks for this Work:

- a. Engage landowners, Council, community groups, staff as required for concept introduction, goal setting, fundraising, etc.
- b. Complete funding applications / funder liaison as required
- c. Coordinate and execute planning process (open houses, stakeholder engagement, project management, etc.)
- d. Charrette facilitation
- e. Land Use / Neighbourhood Plan development

Appendix A – Analytical Framework

1. Create compact, complete communities

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Dense & Diverse Neighbourhood Centres									
Land uses encourage efficient use of land and high density development (8 -15 units/acre)						X	High density & mixed use encouraged and limited to core (OCP 3.2.5 - 6)	X	Avg. densities in RS zones: RM zones are low.
Residential and employment densities support the transit system								X	Integrated transportation and land use planning in OCP
A fine grained mix of uses (residential / commercial / office) are encouraged within town/neighbourhood centres						X	Local retail in 'Neighbourhood Centres' (OCP 3.3.13)	X	'Neighbourhood Centres' on periphery of residential areas. And are not centrally located. Re-designate n'hood centres in OCP in established areas and encourage infill with policies and projects.
						X	Downtown Revitalization Plan encourages residential in core; provides design guidelines		
Arts, cultural and entertainment uses in the village centre						X	Major office, retail, arts and cultural facilities encouraged in core (OCP 3.3.4)		
Commercial activities are centred upon a pedestrian oriented main street or Village Centre						X	Pedestrian-orientation is prioritized in core	X	Auto-oriented commercial development defines more commercial / retail areas
Infill is permitted / encouraged						X	All residential uses permitted in 'residential areas'.	X	Recent ALR exclusion north of City will promote further sprawling. Industrial park expansion near airport?
						X	OCP 3.4.2 – Industrial infill encouraged	X	
Encourages adaptability and flexibility in built form and land use over time									
Highly connected and permeable block structure and street network						X	Original street network is connected systems with lanes		
Provides access to public spaces (parks, plazas)						X	Downtown revitalization plan focus on pedestrian friendly 'Mile		

							0' piazza		
Educational and cultural facilities are provided / designated in centres						X	OCP 3.5.4 – 5% of dev't site (or cash in lieu) for schools.		
Provides access to recreational spaces (sports fields, swimming pools)						X	Multiplex is accessible but auto-oriented		
Housing									
Affordable housing policies / programs						X	Municipal properties made available to special needs groups at reduced rate.	X	
A diverse range of housing types are offered						X	Undeveloped areas will have a range of housing (types, tenure, income?) (OCP 3.2.7)		
Housing needs are met with following groups									
Low income families								X	Affordable housing remains an issue for low income families and seniors (BC Housing – Housing Profile 2006)
Low income couples / singles									Unsure
Seniors								X	Unmet demands for supportive housing for elderly seniors who live alone; also a shortage for care facilities (BC Housing – Housing Profile 2006)
Families								X	Young families have limited choice of housing types and sizes within the current home ownership market (BC Housing – Housing Profile 2006)
Short term / rental									Unsure
Multiple lot sizes within block / neighbourhood to accommodate many housing and tenure types								X	Dev't patterns are mostly similar form lot to lot.
A variety of living spaces layered within the parcel to accommodate different family and income types								X	Encourage more diversity of forms and uses on lots within Zoning Bylaw
Secondary suites are encouraged / permitted						X	Secondary suites are permitted		
Dedicated units are available to tenants on lower incomes								X	City administration of some affordable units or enter housing agreements with developers re: % of affordable and/or rental.
Housing regulations do permit home occupation so as						X	Zoning Bylaw, Section 4.13		

Housing regulations do permit home occupation so as to facilitate live/work conditions.						X	Zoning Bylaw, Section 4.13		
The community supports coordination between land use and transportation								X	OCP policies re: density along transit routes.
								X	Work with BC Transit to determine thresholds of density to support more viable transit service.
Location									
Development is located in or near existing communities						X	OCP 3.2.3 - 4	X	Recent expansion of City boundary to incorporate farm land
Residential developments are located within a 10 minute walk of neighbourhood stores, parks, and transit								X	Finer grained, local serving neighbourhood centres (Majority of housing not located within 10 m walk of services/amenities)
Developments are located on brownfield sites						X	Commercial development (but not residential) permitted north of Alaska Hwy industrial area		
Developments are located on sites with existing infrastructure						X	OCP 3.2.3 - 4		
New developments are located on an existing or planned transit route						X	Transit service runs through community, densities do not support higher level of service		
Environmentally sensitive sites are protected from development						X	Park systems clearly identified incl recent Chamberlain Heritage Natural Park	X	Some dumping occurring in Dawson Creek
Developments are not located on valuable agricultural land						X	Some Agri land within city border	X	Recent ALR exclusion north of City.
Cluster development on sites (to preserve open space for environmental or social uses)						X	Some higher density dev't is proposed		
Range of Uses									
Commercial and industrial land uses are maintained and support the local economy						X	OCP – 2.2.2		
Enhancement / Beautification / Safety									
Safe and clean environments are maintained						X	OCP – 2.2.3		

Possible Indicators

- Density
- New housing starts & New multi-family units as percentage of total new units
- Live/work units
- Rate of homelessness / # of people using homeless shelters
- Homeownership rate
- Waiting time for subsidized housing
- Annual applicants for affordable housing
- Number of housing units vs population
- Average annual vacancy rate
- Housing price to income ratio
- Low-income renters paying more than 30% of income on rent

2. Develop an environmentally friendly, community-oriented transportation system

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Pedestrian Orientation									
Promote pedestrian transportation						X	Sidewalk improvements (widening, environmental protection) considered for core	X	Pedestrian realm underdeveloped along key corridors such as Alaska Hwy, 8 th St.
Develop a fine-grained shared pedestrian/cyclist network, carefully designed for safety								X	OCP allows some relaxation of sidewalks in certain areas. (OCP 3.9.6)
Provides pedestrian pathways that have direct links to important areas of the community						X	Downtown Revitalization Plan promotes safe pedestrian movement in city square through to 'Mile 0' post.		
Pedestrian trail network through natural areas						X	Chamberlain Heritage Nature Park and extensive trail system along Creek and throughout community		
Pathways are constructed with permeable, non-toxic materials such as gravel, porous pavement, or recycled materials						X	Variety of materials are used	X	Pilot projects that lead to the dev't of more stringent policies / standards for materials used for hard surfaces (i.e. permeable pavement, brick pavers, etc.) that still meets the needs of users.
Promotion of cycling									
Provides a cycling network throughout the community						X	Extensive trail system along Creek and throughout community	X	Safe and convenient bike routes (mostly for commuters) designated and designed into the City grid system and trail network.
Cycling network is safely integrated with pedestrian pathways									
Bicycle facilities provided (secure storage, change rooms, shower facilities)								X	'End of trip' cycle facilities at municipal buildings and for new projects (commercial, multi-family residential, etc.)
Bike racks in the public realm						X			

Bike racks in the public realm						X			
Designated and mapped of bicycle routes in the area								X	Engage cycling community and co-develop cycle system. Plan and design systems to support use and safe passage for cyclists.
Parking									
Parking does not detract from the pedestrian environment						X	Not a focus in downtown area		
Minimize surface parking facilities								X	Opportunities for shared parking facilities
Locate all off-street parking facilities at the sides or rear of buildings								X	Not prescriptive to location
Parking standards are minimized to encourage reduced car ownership (and encourage affordable housing)								X	
Parking standards reflect pedestrian orientation of denser community design or town centres						X	Zoning Bylaw, 5.3 - Parcels within the area delineated in the "Downtown Parking and Loading Exemption Area" are exempted from providing parking and loading spaces		
Provide dedicated spaces for bicycle, hybrid, and carpool parking spaces								X	Zoning Bylaw or voluntary request for new projects or requirement during rezoning.
Alternative transportation									
Develop a transportation demand management plan								X	Develop strategies for encouraging more transit use such as social marketing, increased land use densities; etc.
Promote the use of hybrid and alternative fuel vehicles						X	City operations has a Green Fleet policy	X	Free on street parking for hybrids;
Develop alternative fuel vehicle refueling stations									promote alt. fuels distribution / production locally
Establish a car sharing								X	- Encourage local development of car sharing service; - Car share city vehicles with community during after work hours -
Promote car pooling programs								X	- Carpooling parking and/or coordination

Transit								
Increase transit availability in the region								Subsidized transit passes
Comfortable, safe transit facilities (partially enclosed shelters, lighting, kiosks, bulletin boards, and transit information)								
Multi-tasked streets								
Promote a highly connected, fine-grained street network						X	Original City layout is fine grained and connected	X New developments are not always connected grids
Provide pedestrian-oriented streets						X	Sidewalk requirements are detailed in Development Bylaw	X Opportunity to focus on creating more defined and pleasing pedestrian realm such as providing a visually interesting walking and cycling environment (with elements such as benches, textured pathways, and water features) X Consider apportioning the 'streets' budget for to dedicate resources towards creating pedestrian-oriented streets.
Reduced widths of paved surfaces, minimizing the amount of impervious surface								X ?? Street design accommodates snow storage, but Alt. Dev't stds could be investigated.
Traffic calming measures to discourage fast driving and cycle use / walking along defined streets						X	Currently envisioned for downtown area (Mile 0 post)	
Roads follow the natural contours of the landscape to minimize earthworks and site engineering						X	Hillside development patterns follow curves	
Lining streets and boulevards with trees and native vegetation for wildlife habitat and increasing ecosystem services						X X	Some landscaping requirements for parking facilities. Street trees in medians have been planted along some streets	X Not currently included in Dev't Bylaw
Constructing streets with permeable, non-toxic materials such as gravel, porous pavement, or recycled materials								X Alternative Dev't Stds could be investigated
Stormwater features such as road-side swales, infiltration basins, and subsurface engineered infiltration systems								X Alternative Dev't Stds could be investigated

Streets are designed to frame important views								X	Consider view corridors around significant features, such as elevator
Car-free streets						X	Contemplated or downtown are (Mile 0 post)	X	Could be considered to support Farmer's Market
								X	Consider woonerfs or housing on greenways.

Possible Indicators:

- Total length of bicycle routes
- VKmT
- Modal split (% of population taking each mode of transportation)
- Automobile occupancy rate
- SOV's (Commuters driving alone)
- Average commuting distance to work
- Vehicles per household
- Motor vehicle registration
- Annual transit ridership per capita

3. Green Building practices increase livability and reduce energy and resource consumption

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Energy efficiency & supply									
Solar energy systems (active / passive)		X	X			X	Considered in the Energy Efficiency & Renewable Energy Improvements for New Homes report.		
Solar and wind orientation to address natural heating and cooling								X	Could be considered for all new dev't applications' include in Subdivision & Dev't Bylaw
Increased envelope energy efficiency						X	Considered in the Energy Efficiency & Renewable Energy Improvements for New Homes report.		
High efficiency appliances and lighting								X	Could be considered in the Energy Efficiency & Renewable Energy Improvements for New Homes report.
Per unit energy metering								X	Investigate feasibility
Daylighting								X	Could be considered for all new dev't applications' include in Subdivision & Dev't Bylaw
Geo exchange heating and cooling systems								X	Rezoning discussion item, incentives and/or district system
Wastewater heat recovery								X	Green building information package to developers & consumers
								X	Incentives for green energy; i.e. 10% onsite / renewable energy for all development.
Design to support future installation of solar hot water or PV installations on roofs (eg: conduits installed)								X	Future-proofing resources as part of a Green building information package

Design to support future installation of solar hot water or PV installations on roofs (eg: conduits installed)								X	Future-proofing resources as part of a Green building information package
Micro wind power								X	Green building information package to developers & consumers
								X	Incentives for green energy; i.e. 10% onsite / renewable energy for all development.
Water efficiency									
Opportunities for water reuse and recycling are incorporated into building and site design								X	Green building information package to developers & consumers
Baselines for low flow fixtures and appliances (toilets, urinals, faucets, showers, dishwashers, clothes-washers)								X	Incentives for green energy; i.e. 10% onsite / renewable energy for all development.
Rainwater harvesting and storage						X	Web resources re: water conservation strategies.	X	Rainwater harvester subsidy
								X	Water conservation regulations / programs
Water metering in multi-family buildings								X	Water conservation regulations / programs
Sustainable materials									
Incorporate sustainable materials into both the interior and exterior of buildings (see Infrastructure section)								X	Green building information package to developers & consumers
								X	Incentives for green energy; i.e. XX% recycled and/or rapid renewable content.
Indoor atmosphere									
Non-toxic, low VOC interior finishing for air quality								X	Green building information package to developers & consumers
Excellent ventilation performance for air quality									

4. A multi-tasked open space supports both community and ecological uses

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Ecological conservation									
Map and inventory key environmental areas such as riparian corridors and important natural features						X	OCP Land Use Map & Dev't Permit Area		
Preserve key environmental areas such as riparian corridors and important natural features						X	OCP – 2.2.4		
Riparian buffers are sufficient to support healthy fish habitat						X	Stream improvements highlighted (OCP 3.11.2 – 4)		
Stream crossings are designed to minimize impact on aquatic habitat								X	Municipal policy re: crossings that support habitat.
A comprehensive fish and wildlife management plan								X	Work with local groups.
Habitat mapping, endangered species inventory								X	Work with local groups.
Habitat conservation plan								X	Work with local groups.
Control invasive species & support native species								X	Parks policy & projects re: native and invasive species
Eliminate pesticide and herbicide use						X	Use of potent vinegar solution as pesticide		
Establish an integrated pest management program						X	Considered for cemetery and other areas		
Implement sustainable resources use guidelines (e.g. local forestry, fishing)								X	Work with local groups, standards association (i.e. FSC) and provincial agencies
Ecological restoration									
Restore the ecological capacity of previously developed sites								X	Guidelines for ecosystem restoration for eligible sites
Wetland reconstruction								X	Municipal policies, programs, and capital projects supporting reconstruction.

Community restoration projects						X	Chamberlain Heritage Nature Park	X	Other priority areas?
Create a biodiversity enhancement strategy / Design landscapes for wildlife habitat								X	Mapping and strategic plan / policies for encouraging biodiversity
								X	Landscaping guidelines supportive of biodiversity (i.e. Urban Songbird Habitat Landscaping Strategies)
Regional native plant list for designers, planners, residents								X	PCRD resource
Establish a soil building program								X	PCRD resource
Establish a community forestry (urban forest) program						X	Poplar planting program?	X	Inventory activities with local groups / schools and implement planting and harvesting programs
Develop and implement environmental education programs						X	Northern Lights solar energy programming.	X	Work with schools and college.
Hydrologic System									
Design a landscape that will minimize or eliminate the need for irrigation						X	City xeriscaping program	X	Landscaping DP areas where possible
Watershed management plan								X	Work with PCRD & Province
Open Space and Recreation									
Variety of recreational spaces (Pocket, community, regional parks, sports fields, playgrounds, etc.)						X	Parks Master Plan - Variety of play areas, incl. skate park		
Public open spaces allow for a range of activities.						X	Downtown Revitalization Plan promotes safe pedestrian movement in city square through to 'Mile 0' post.	X	Consider community gardening
Public art to enliven the public realm						X	Downtown Revitalization Plan promotes public art in core.		
Integration of Ecology & Recreation									
Layers of ecological protection and passive recreation are mutually supportive						X	Dawson Creek / Kin Park integrates passive and ecological use well		
Public parks, school sites, etc. and surface water								X	Maximize opportunities for using active

Public parks, school sites, etc. and surface water management facilities are integrated								X	Maximize opportunities for using active public places to manage surface water systems (i.e. surface detention, conveyance, wetlands, etc.)
Ensure that golf courses are designed and managed in an environmentally sustainable manner								X	Golf Course??
Create a network of greenways						X	Extensive trail system integrated throughout community		
Link protected areas (parks & preserves)						X	Kin Park & Chamberlain are integrated	X	Could work towards integrating north and south systems internally and externally (outside of DC)
Greenways connect with a regional ecological network								X	Connections?

Possible Indicators

- Biodiversity – flora, fauna, songbirds
- Number of species at risk, population of endemic species for which the region has key custodial role
- Proportion of species approaching target population size
- Stream miles opened for migratory fish
- Open land lost to development in square km
- Number of acres of major terrestrial ecosystems
- Land area in parks and wildlife refuges
- Percent of significant natural areas protected
- Forest land acres
- Privately owned acres placed under conservation easement
- Acres of natural wetlands; Area of restored wetlands
- Size and distribution of significant wetlands
- Number of environmental education programs for community; schools
- Amount of road salt used on rural regional roads
- Parks and playgrounds as percent of urban area

5. Integrated, green infrastructure systems address sustainability objectives

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Energy									
Community energy and emissions strategy						X	CEP underway		
Reductions in fossil fuel energy						X	CEP underway		
Optimal energy efficiency						X	Strategy developed for improving EnerGuide performance to 80		
On-site renewable energy systems						X	City Hall solar collectors		
District renewable energy systems								X	Densities do not permit, new projects may be able to consider this technology.
Renewable Energy Resources (Solar, biomass, etc.)						X	Wind power project in planning stages		
Site Recovered Energy								X	Geothermal technologies?
Water and Wastewater									
Water and wastewater management plan						X	Water Demand Mgmt Strategy under development		
High efficiency water saving devices in buildings						X	City hall uses efficient fixtures	X	Building strategies for residential, commercial and industrial are not in place.
Rainwater collection and reuse								X	Municipal collection and storage for reuse (i.e. parks, roofs, streets, etc.)
Rainwater collection and use for irrigation								X	Rain barrel program; rainwater retention and slow discharge or reuse
Greywater recycling for non-potable uses								X	Greywater reuse for industrial / oil & gas sector / agriculture
Water conservation educational program						X	Some info. resources on website		

Efficient irrigation systems						X	Parks have implemented irrigation systems		
Waterwise landscaping						X	Some xeriscaping at City Hall & resources available on website		
Stormwater									
Stormwater management strategy						X	OCP 3.9.8 – Stormwater sewer replacement strategy	X	Current outflow into Dawson Creek – flooding? First flush? Creek pollution, etc.
						X	Drainage plan approved by Approving Officer		
Emergency flood management						X	Zoning Bylaw, Section 4.15		
Retention, re-use, and quality management								X	Retention / detention strategies Rain barrel program
Street design for permeability								X	Std curb design, swales, ditches in developed areas (non-industrial)
Solid Waste									
Solid waste management strategy						X	PRRD Waste Management Plan under revision, goal to reduce landfilling, increase recycling		
Recycling and organic compost diversion (3 stream separation)						X	Compost and recycling facilities in town		
Building scale (e.g garbage room design)								X	Design strategies for separating waste in house
Community scale (curb-side recycling)								X	Community facilities are operated
Community composting						X	Available to residents		
Construction waste management								X	Some dumping occurring in Creek
Hazardous waste management program								X	TBD
Minimized use of hazardous materials						X	Developing Green Procurement Strategy		
Community / Employee awareness programs						X	PRRD programs,		

Producer responsibility programs									X	GVRD and BC legislation under consideration
Materials										
Establish/support sustainable, local material suppliers									X	Consider in Green Procurement Strategy
Encourage suppliers to carry materials produced with recycled content									X	Developer / builder training sessions & information resources Development incentives, density bonus for green buildings.
Encourage suppliers to carry materials produced with rapidly renewable resource content									X	
Support the re-use of materials from demolition sites									X	
Locate production facilities close to the raw material source									X	'Green' and/or 'Local' products database for suppliers, builders, etc.
Integrated Infrastructure / Eco-Industrial Networking										
Recycled materials used in infrastructure (e.g. recycled asphalt for paving)									X	Recycling databases, resources. Water for industrial uses could be high quality greywater or WW effluent.
Waste heat recovery from greywater / wastewater									X	Sewer heat recovery, lagoon heat recovery
Methane recovery from on-site wastewater treatment									X	Potential in lagoons??
Energy recovery at pressure-reducing valves in distribution mains									X	Potential?
Nutrients recovered from wastewater in on-site treatment, for resale or reuse									X	Reuse of sludge?
Heat sharing between buildings									X	Waste heat from any industrial facilities? FCM grants could be pursued for feasibility studies.
Eco-Industrial Park development									X	Eco-Park planning & development. Industrial stakeholder engagement strategy re: EIN.

Possible Indicators

- Water quality
- Monitored wells showing groundwater contamination

- Groundwater quality index
- New septic tank permits

6. A comprehensive arts and cultural focus is integrated into the community for economic and social well-being.

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Arts									
Community art programs give all ages and abilities access to arts education						X	Dawson Creek Art Gallery has programs for all ages		
Public art is visible within the community						X	Downtown street signage	X	Public Art policy
Access to the arts is available through galleries and museums						X	Dawson Creek Art Gallery & others		
Culture									
Programs and services respond to cultural shifts in the community						X	Arts Centre in planning stages	X	Strategies for addressing needs of newer working class population
Cultural groups have a voice within the community									
Indigenous cultural values are visible and respected						X	Friendship Centre is operating in community	X	Concerns with health of Métis population
Cultural education, i.e. language and values, is available						X	Communications Plan provides credible theme and design strategies re: DC culture/history		
Diverse of places of worship, reflecting multi-cultural community members, are available						X	Churches of many denominations		
Heritage									
Heritage sites are identified and protected						X	Heritage Park and others		
Heritage sites are restored for the enjoyment of residents and tourists						X	Communications Plan provides credible theme and design strategies re: DC culture/history		
Heritage buildings are preserved						X	Buildings of importance have been identified and some		

Heritage buildings are preserved						X	Buildings of importance have been identified and some preserved.		
The region's history is made known within programs and facilities						X	Tourist economy is strong; Communications Plan provides		

7. The health and well-being of citizens are primary characteristics of a sustainable community

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Poverty reduction programs and facilities						X	Social policy under dev't	X	Comprehensive strategy / plan needs to uncover needs and develop responsive strategies.
Buildings and public places are universally accessible								X	Universal design policy and standards
Appropriate health care facilities and programs are available to all citizens						X	Hospital in community		
Economic benefits are distributed fairly across the community								X	
Affordable housing is available for sale								X	Affordable housing strategies / policies for new dev't such as per door fees and/or inclusive zoning.
Affordable housing is available for rent								X	Affordable housing strategies / policies for new dev't such as per door fees and/or inclusive zoning.
Community members have access to public libraries						X	Libraries in the community		
Citizens have access to all community services						X	Parks & Recreation Master Plan has been developed		
Leisure services aim to foster a sense of community and focus on improving the health of citizens						X	Parks & Recreation Master Plan		
The community is focused on crime reduction						X	RCMP programs: Drug Abuse Resistance Education; Big Brothers and Sisters; Community Policing; Crimestoppers; Citizens on Patrol; Rural Crime Watch; Speedwatch; Block Parents;		

The community is focused on crime reduction						X	RCMP programs: Drug Abuse Resistance Education; Big Brothers and Sisters; Community Policing; Crimestoppers; Citizens on Patrol; Rural Crime Watch;		
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8. Governance, citizen engagement, and education ensure an equitable and progressive society

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Citizen participation in community decision making processes is encouraged						X	Info. resources are developed to inform and direct opportunities for involvement		
Citizen input is sought by decision making bodies						X	Community visioning and other public processes sought public input.		
Decision-making is transparent						X	Council and municipal processes are open to the public; committees are struck on many issues		
Educational opportunities are available to all age groups and abilities						X	Programming is diverse		
Literacy for all citizens is encouraged						X	Dawson Creek Literacy Plan as part of the 2010 Legacies Now program. ²		

² 2010 Legacies Now Website: http://www.2010legaciesnow.com/fileadmin/user_upload/Embrace_Learning/PDF/Dawson_Creek_Community_Literacy_Plan.pdf

9. A robust economy sustains community goals

Topic	Economic	Environmental	Social	Cultural	Governance	Policy & Program Review			
						YES	Reference (Policy, Plan, Program, Service, etc.)	NO	Implementation Opportunities & Tools
Increase the diversity of economic opportunities						X	ED supportive decision making and programs (i.e. tourism) in place		
Job shortages in critical sectors are addressed								X	Region dealing with serious labour shortages of home builders and construction trades; work with local CHBA members, developers and Province
Land use policies support jobs and enterprise development						X	OCP supports industrial and commercial land uses.		
Land near infrastructure for business (rail, air, etc.) are maintained for industrial / commercial uses						X	OCP 3.4.1		
Commercial and neighbourhood centre areas offer a variety of retail and office facilities						X	Downtown provide variety of retail & office uses	X	Neighbourhood Centres are poorly defined & on the fringe of residential areas adjacent to open space / agricultural lands.
Employment opportunities build upon local skills and knowledge						X	Northern Lights college programming is diverse and reflects local employment and future opportunities.		
The community welcomes / encourages socially and environmentally responsible companies								X	
Strong community based economy; Community does not rely heavily on foreign exports						X	Local economy is strong as it relates to oil & gas and agriculture		
Focus on community assets as economic engines.						X	Strong focus on tourist industry and good plans have been developed		
Small-business support								X	Supportive policies, programs and / or incentives
Non-profit community-development corporations								X	Supportive policies, programs and / or

Non-profit community-development corporations								X	Supportive policies, programs and / or incentives
Apprenticeship programs with local business are						X	City working with Northern Light		

Appendix B – Policies, Plans & Programs Reviewed

The following municipal plans, reports and documents were reviewed:

- Official Community Plan
- Subdivision & Development Servicing Bylaw No. 2616, 1991
- Zoning Bylaw
- Energy Efficiency & Renewable Energy Improvements for New Homes in DC
- Heritage Strategy for Dawson Creek
- Parks & Recreation Master Plan
- Communications Plan (which included the Alaska Highway Corridor Thematic Strategy, Dawson Creek Interpretive Strategy, Dawson Creek Downtown Revitalization Plan; Alaska Highway House Concept Plan)

Other Resources reviewed as part of the document review included:

- Pease River Regional District – Solid Waste Management Plan Review – Policy Options
- BC Stats – Community Fact Sheet, 2001 for Dawson Creek
- BC Housing – Housing Profile 2006³

³ BC Housing Web Site: http://www.bchousing.org/resources/About%20BC%20Housing/Research_Reports/Northeast/NE_Report_App_A_Dawson_Creek.pdf

Appendix C - Questions for Interviewees & Interviewees

Interviews with key staff and council members were carried out on June 7th & 8th, 2007 to gain a deeper sense of the team's priorities, concerns and opportunities. Questions developed for the interview were designed to be inviting and engaging with the goal of enabling not only top of mind answers but also thoughtful and reflective responses.

The interviewer looked for emergent themes in the collection of interviewee responses. Themes are summarized in this report.

The following questions were posed. Most interviewees did not answer all questions due to time constraints.

1. Why is planning for sustainability important or meaningful or worth doing at this time? Why should people care?
2. What are the top 5 critical issues you want to see addressed in a sustainability planning exercise?
3. What are the challenges you have experienced with current policies / plans / regulations that make it a challenge for achieving sustainability goals? What policies / plans / regulations need to change to make progress?
4. What would be different if Dawson Creek were sustainable? How would you recognize the change? What are the specific outcomes we should aim for?
5. What are you doing now that is already helping to bring that future into being?
6. What would make this project / process a wild success?
7. Who would you invite to participate in an integrated sustainability planning process and what are their interests that we need to pay attention to?
8. Lots of innovation and great ideas will emerge as a result of this process, help me understand some of your concerns of where this can go 'off the rails' or... how do we know we are on target? Where are the edges of what can be done here?

The following staff and council members were interviewed:

- Ryan McIvor, Tourism Development
- John Malcolm, Deputy Chief Administrative Officer
- Marilyn Belak, Council Member
- Chante Patterson-Elden, Facility Manager
- Calvin Kruk, Mayor
- Kevin Henderson, Director of Operations
- Bryna Casey, Youth Coordinator For Youth Sustainability Development
- Darcy Perrin, Parks Manager
- Melanie Turcotte, Sustainability Clerk (completed paper questionnaire)

Appendix D – Interviewee Responses

1. Why is planning for sustainability important or meaningful or worth doing at this time? Why should people care?

- we've visioned to death; time to walk the talk
- sustainability is sexy
- Social issues such as drug use downtown and public drunkenness having a negative impact on tourist experience
- Recognition of finiteness of resources
- Embrace need to change as a means to prosper – recognizing this is a transitional period
- Resources are stressed (i.e. local water resources) and financial resources are always limited
- The community is in transition, its important to have a reason for people to stay, sustainability planning will help ensure opportunities are sustained
- Resource depletion is an issue and sound future for our children
- So much potential that is not begin connected or tapped; DC needs to uncover advantages; 'change starts here', DC has a tradition of leading the way in the North
- Stewardship of the land is critical; DC prides itself on sense of community / family; DC has a history of doing the responsible thing
- People are beginning to realize potential; there is a history of 'one offs' – we'll need to be more comprehensive and focused going fwd
- Its time to be aggressive and proactive to issues and making what we want happen today!
- Pointed in the same direction so as to not waste resources is an important starting point
- Local gov't touches all aspects of peoples lives; we must be leaders
- Great opportunity to make a change for this generation; city hall has experienced a lot of turn over in last 5 yrs; change management will be important here – expect setbacks otherwise; increase activity in this area recently has raised expectations – time to walk the talk is very important – staying at the edge of progressive is critical
- Water drought was a concern last fall
- Not convinced council knows what 'sustainability' means on the ground
- Sustainability is nobody's responsibility, so therefore, its everybody's responsibility!
- Important to get started before we get too far; important to build and maintain momentum – too resource intensive otherwise
- Avoid early demise; make it better in fact!
- We abuse and waste what nature gave us! (air, water, etc.)
- Planning for future generations; teaching them becomes very important in this context so that it becomes habit
- Community growth and development pressure in rural areas is causing concern

2. What are the top 5 critical issues you want to see addressed in a sustainability planning exercise?

- Need to focus on implementation and decisions; strategies for prioritizing
- Downtown revitalization has been stagnate for some time
- Drug use and prostitution in core
- Need to know how much we can actually do; may need to make some hard choices going forward; what is a priority, what can wait and what can we not take on
- Set of actions moving in a common direction
- A strategy that incorporates the community; but,... public, industry, etc. have been consulted significantly, time for action and moving fwd

- Developing a cohesive plan of action for a community of our size & capacity recognizing we are a service provider
- 'Sustainability' should become the organizing principle for how we do business; not a 'department'; the Program of Excellence could be replaced with a sustainability focus.
- Affordable housing; social planning; alternative energy systems; and water are all critical to address.
- Conserving energy in facilities; DC as a role model
- Communication and leadership role of DC is critical to support and enhance (inform, model, teach)
- Child obesity, obesity and healthier citizens is important to be in line with BCRPA's goal of 20% more active by 2010. "active schools" should be pursued: could implement a City-wide wellness program (i.e. free or reduced rate facilities)
- The city needs to 'care' about this issue; this may require training and getting all parties on board.
- Opportunities for public awareness at the Fairday should be maximized.
- Cohesion & balance; take advantage of the economies of scale
- Lay the groundwork for going fwd; education is key
- Affordable housing is important
- At risk: community pride (i.e. education / messaging around what we are doing is lost)
- City-wide progress on this file is important, not really into one-offs
- Stronger strategic planning of services between senior staff and council; council has fear of strategic planning
- Get commitment to do it in earnest; the biggest gap in strategic planning efforts here.
- Water: demand management, industrial use demonstrates that value of water is undervalued – its currently sold for nothing
- Infrastructure: recently adopted an asset management approach
- People: citizens, staff, council ,etc all need to building tin a community re: sustainability, all must contribute and 'sell it home' (i.e. the result of educating children re: recycling has increased household recycling on the whole)
- Solid waste: current plans underway at RD. Creating a culture of use is important, recognizing that it will take time
- Transit / transportation: walkability (but concerns about safety); some prestige/ enamour with large trucks
- Education: accessibility; most don't know about water issues; government accessibility – getting informed, proactive citizenry; being heard and showing action is key (building trust)
- (Over-) consumption: avoiding waste, replacing, reducing, recycling, composting, etc.
- Drug issues – high aboriginal / Métis usage)
- Compactness vs. expansion; its connections to transportation & infrastructure
- Culture – arts & culture strong history attached with 'high culture' immigrants who established and fostered an orchestra, operetta, etc. now being lost – how do we foster and grow these back?!; it appears 'blue collar' workforce that largely defines DC today less interested in being actively involved; lack of cultural knowledge amongst Métis members of community – increasing group of people that are researching roots and celebrating / restoring pride
- Climate change issues: education, etc.
- Homelessness
- Keep things green – not to lose green space or well developed park system and programming.
- Educating the public / education in schools
- Create policies and follow through by doing (have public input during policy dev't)
- Forget about baby steps, lets move forward in leaps and bounds; make change happen now

3. What are the challenges you have experienced with current policies / plans / regulations that make it a challenge for achieving sustainability goals? What policies / plans / regulations need to change to make progress?

- Downtown revitalization has been stagnate for some time; plans are not funded, lack municipal champions
- Community is small, needs to know what battles to choose, i.e. make hard decisions about what is possible and what is not
- Leadership gap on tourism industry needs
- Policy support for “keeping out the bad” & encouraging the “good”
- Financial primarily; also, ‘where do we go, what do we do’
- Pointing the team in the same direction; info. dissemination is an issue across the municipal staff team (i.e. “I had no idea Emanuel was doing so much”); regular mtgs such as WCB mtg could have a ‘sustainability component’.
- Capital planning should be a joint process; there currently is no group discussion re: budgeting.
- Mostly related to sr. gov’t (i.e. energy efficiency bylaw)
- Getting the right developer
- Believing in ourselves, increasing the level of confidence
- Human resources – people need to be in place who are engaged, informed all over in Council, staff, volunteers, etc.; alignment is key
- Measurable at the leadership level – as a means to redirect, refocus on our successes and future efforts
- Zoning bylaw: minimum lot sizes and massive front yards (25’); interested in density bonusing strategies to deliver on community objectives.
- Water pricing is leading to extreme usage; prices should reflect value of resource
- Public Transit – 2 routes aren’t enough; should investigate commuter bus to Pouce Coupe
- Stormwater: no settling, no screening; have experienced erosion & debris – this is an opportunity for wetland restoration in area.
- Creek landfilling: dumping in riparian area; this is an enforcement issue
- Illegal dumping in Creek (more of an issue in RD); littering and unsecured loads; fuels / oils in storm drains
- Takes too long to process; let people get involved that want to help
- Listen to employees; communicate; if residents see Council and staff caring, then they will.

4. What would be different if Dawson Creek were sustainable? How would you recognize the change? What are the specific outcomes we should aim for?

- Tangible things being delivered – no more glossy reports
- Action is critical; measurable is key
- Waste stream management/separation with RD; currently no curb side recycling despite high local % of recycling by household (local supplier is subsidized); currently no industrial / residential stream separation.
- Alternative means of transportation (at least in summer)
- Biofuel refill stations
- Cohesiveness of physical planning – no more sprawl. Compactness and better mix of housing important
- More gathering places downtown and a mixed use downtown
- Fish in Dawson Creek; no dumping in Creek
- Universal accessibility
- Closer connection to nature: restoration of west end wetlands
- Taking better care of ourselves and neighbours; stronger, better interactions
- People will live closer to work
- Downtown will include residential / mixed uses – a downtown that is safer, more vibrant, close to schools and is walkable
- There is affordable entry housing for the young / young families
- No plastic bags, disposable cups

- Public transit is used, less people in cars; improved modal split; transit service and experience is more convenient and comfortable.
- Industrial waste is charged more at landfill
- Positive programs (i.e. tree planting); educated public; strong families and neighbourliness; more trees!
- A City that cares about people (neighbours, the land, nature, etc.); a safe place to live

5. What are you doing now that is already helping to bring that future into being?

- DC Watershed Society, Ducks Unlimited, BC Wildlife Society completing a baseline and possibly preparing a masterplan for the watershed
- Preserved Chamberlain Heritage Park
- Working to get Post Office for arts & culture centre
- Supporting wind energy
- Laying the groundwork; searching our every opportunity
- Street sweepings (rock & salt) is recycled; lighter more durable ice blades were purchased leading to a 20% fuel savings)
- Annual spring cleanup
- Actively planting trees; street trees (some issues with salt / calcium for winter roads and drainage)
- Vinegar being used to replace pesticides
- Recycling; sharing info re: sustainability; minimizing impact at home on many fronts.

6. What would make this project / process a wild success?

- Restructuring of City Hall to be aligned with a vision for a sustainable community and as sustainability as a mandate and the administrative and political level:
 - Strategic planning session
 - Reassigning staff
 - Team building is important
 - Review of programs to identify opportunities for integration / streamlining
- By the end of 2007 – all residents within the City & rural areas are educated on ways to make this area more sustainable

7. Who would you invite to participate in an integrated sustainability planning process and what are their interests that we need to pay attention to?

- Public input important, but, “Visioning to death”
- Local environmental groups (Peace Energy Coop; Timberline Nature Club); business groups & chamber of commerce; oil & gas sector; school systems (noting there has been a distancing between local gov’t & schools recently); housing groups
- A public quarterly mtg to discuss issues related to sustainability would be helpful
- Young families – key people growing and shaping the community today
- Developers – help them understand the City’s objectives
- Contractors – try to avoid retrofitting by future-proofing
- Schools (the next generation!) to increase grassroots involvement also as a means to get to parents; the “previous” generation as well: seniors!
- Watershed society
- Strong-willed, energetic individuals that want to make a difference
- Rural communities; Regional District; Pouce Coupe

8. Lots of innovation and great ideas will emerge as a result of this process, help me understand some of your concerns of where this can go 'off the rails' or... how do we know we are on target? Where are the edges of what can be done here?

- A long process w/out substantive outputs / projects
- Really need tangible results "Road to sustainability needs to be paved with concrete projects"
- Strategies must be integrated across the board; align all policies, plans, etc. quickly so as to prevent 'jerking' ahead; buy-in and commitment from staff
- 'Just do it' aspect is important here.
- Too much too fast; be strategic about when we do things
- A timeline for implementation will be important; focus on low hanging fruit and look at 5 yr capital plan for other elements.
- Educating 100% of everybody is a must
- A balance must be struck – remember the 3-legged stool, not too biased to one side (i.e. economy or green technologies, etc.)
- Keep doing the same thing – that when we know we are off the rails
- We must all work to be creative to overcome boundaries / barriers
- Measurable is important
- Commitment at the Council level; not split
- Measurable is important (vs. compared to 'directions')
- Need agreement on the directions
- Concerned about not fully understanding where we're going... don't want to get backed in a corner
- Bite sized projects – allows for change / adjustment to occur if the wrong direction was chosen
- Danger in a completely new council
- Amateur development community; potential for developers to convince council that DC is asking for 'too much'
- Committed & strong staff group
- Enough resources to pursue implementation; taxes have not increased much in the past 13 yrs.; a more sound financial plan needs to be developed – one that factors in tax increases.
- Ensuring political will is there in view of past with special interest groups
- Know we are on target if we do what we say we are going to do.
- Must be respectful each other and work together with all parties.