NELSON PATH TO 2040

Process Document

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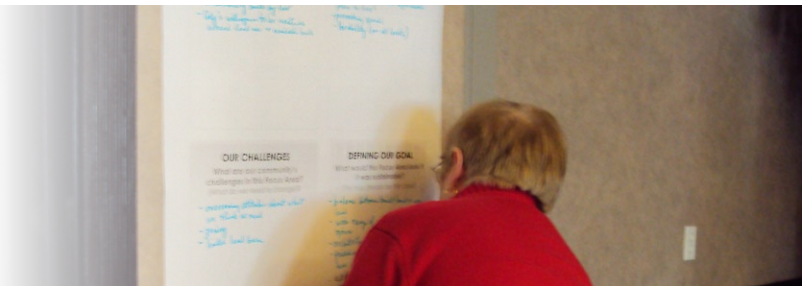

1.0 PROJECT DETAILS

The City of Nelson Path to 2040 Sustainability Strategy builds on the Community Assessment conducted in Phase 1 of Nelson's Integrated Community Sustainability Plan (ICSP). This initiative is the first step in Phase 2 of the ICSP and forms the Framework for future policy and planning work in the City. The Sustainability Principles and Directions contained in this initiative will be implemented through future policy and planning initiatives conducted in the City.

Participants

The following people contributed significantly to the development of the Path to 2040 Sustainability Strategy.

Steering Committee

Deb Kozak, *Councilor*
Kim Charlesworth, *Councilor*
Kevin Cormack, *City Manager*
Dave Wahn, *Manager of Development and Sustainability Services*
Dallas Johnson, *Planner*
Mike Stolte, *Working Group Lead*
Bill Reid, *Working Group Lead*
Theresa Southam, *Working Group Lead*
Terri MacDonald, *Working Group Lead*
Graham Edwards, *Working Group Lead*
Gillian Aubie Vines, *Consultant*
Aviva Savelson, *Consultant*
Michelle Laurie, *Consultant*

Working Group Members

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Gil Bogaard
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Allison Alder
Christine Schmidt
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Jocelyn Carver
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Paula Kiss
Susan Flynn
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Blair Weston
Brooke Campbell
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Jesse Harkness
John Southam
Kim Klassen
Laurie Carr
Mel Reasoner
Norm Carruthers
Robin Urquhart

[1] For further details on this process, see the Path to 2040 Process Document.

2.0 MARCH SESSIONS

Public, Youth, and Stakeholder Engagement

The Path to 2040 initiative began with early meetings between the project team and invited stakeholders, youth, seniors, and the public-at-large to offer specific input on the strategy's 10 Focus Areas. In addition, specific information on each Focus Area was solicited, including:

1. What are we already doing in Nelson to excel in this Focus Area?
2. What do we love about this Focus Area that makes it important?
3. What are our community's challenges in this Focus Area?
4. What would this Focus Area look if it was sustainable?

The outcomes of these meetings were used to update the Focus Area descriptions, develop the Community Inventory, and inform the context materials for the Working Groups on Assets, Challenges, and Goals. This material is contained in the Resource Package for Workbook Round 1 (**Appendix A**).

3.0 WORKING GROUP MATERIALS

The purpose of the Working Group process was to recommend balanced, implementable draft End-state Goals and Objectives for sustainability in each of the 10 Focus Areas, and provide insight that can be used to create Sustainability Principles and Directions for further action. In total, there were five Working Groups, each exploring two Focus Areas.

The City took great care to involve a balance of business people, environmental professionals, cultural sector leaders, seniors, youth, and City representatives in the Working Group process. Each Working Group was led by a local facilitator, and contained one representative from the list above. This was done to ensure the values of the broader community were represented and reflected in the final Strategy.

The Working Group process involved the following exercises:

Round 1

1. Define the scope of the Focus Areas.
2. Understand assets, vulnerabilities, threats and opportunities for each Focus Area
3. Identify 'key players' for each Focus Area

Round 2

4. Create an End-state Goal for each Focus Area
5. Create Objectives
6. Share the End-state Goals and Objectives with other community members

Round 3

7. Detailed Review of End-state Goals
8. Assess how far Nelson is from reaching the End-state Goals and Objectives

Between each Round of Working Group meetings, the Working Group Leads brought comments, questions and issues back to the Steering Committee for resolution. Based on the advice from the Working Groups, the Steering Committee made adjustments to the process over the course of the project. The Workbooks and Resource Packages are included in **Appendix A**.

The Strategy Document includes the Focus Area description, Goals and Objectives that were developed by the Working Groups.

Appendix B includes a summary of additional outcomes from the Working Groups including:

- **Assets (Opportunities), Threats, and Vulnerabilities:** Summarizes the context for this Focus Area, and provided necessary background to make relevant, meaningful End-state Goals and Objectives.
- **Community and City Inventory:** Lists Community and City initiatives that are currently in place to support this Focus Area.
- **The Scale:** Illustrates how 'close' Nelson is to achieving the End-State Goal and Objectives.

4.0 OCTOBER SESSIONS

Online Survey and Intergenerational Interviews

The project team used outcomes from the Working Group Process to draft final End-state Goals and Objectives, and create the Sustainability Principles and Directions. The public was asked to comment on the outcomes of the Working Group process. Input on the Sustainability Principles and Directions was sought through intergenerational interviews and an online survey. Youth from LV Roger's leadership class participated by interviewing people of all ages in the community; the same questions were put to the public-at-large through an online survey, promoted by the Working Group members, local media, and local advertizing. The Survey Document is provided in Appendix B.

Survey Results

The response survey was good, with 99 online responses, and 65 Intergenerational Interviews (164 responses in total). Feedback was positive and supportive of City and Council action on these principles and directions. The results from the two processes were similar:

- 80%-90% of residents strongly or largely supported the proposed Sustainability Principles and Directions
- There was slightly more support for Healthy Neighbourhoods, Resiliency, and Robust Ecosystems (90%) while Prosperity and Cultural Strength was slightly less supported (80%)

Reasons given for the slight decline in support include:

- The role of sport is missing from cultural strength
- Specific mention of Heritage is missing from cultural strength
- Multiple respondents thought that economic factors are well represented in these principles.
- There is a tension between those who think economic factors are overstated while more emphasis should be placed on environmental and social factors, and those who think the economic factors should be more strongly stated in the principles, while culture and the environment could be less emphasized.

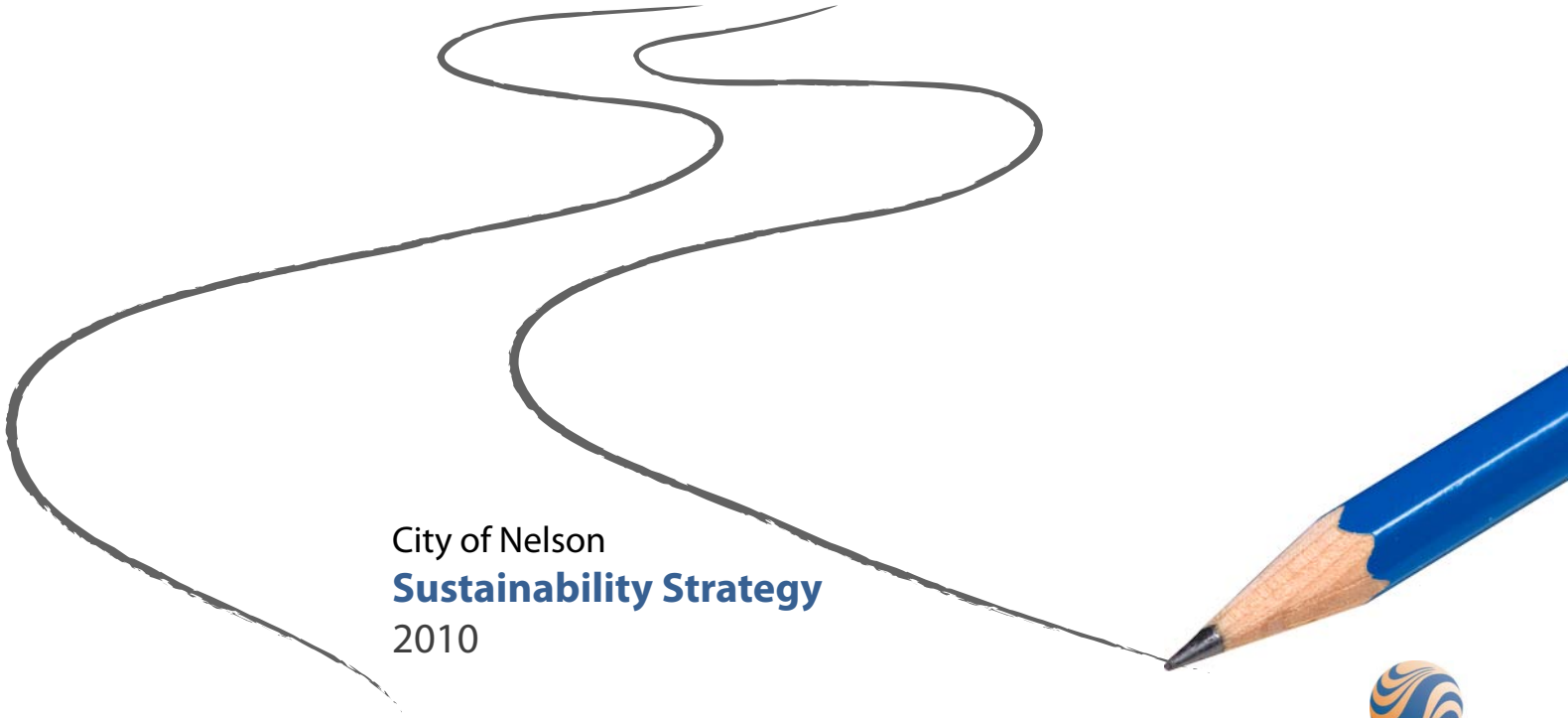
The raw survey results are included in **Appendix C.**

APPENDIX A
WORKBOOKS & RESOURCE PACKAGES

Nelson Path to 2040

Working Group

Workbook



City of Nelson

Sustainability Strategy

2010

CITY OF NELSON

Stantec

Introduction

Thank you for volunteering your time to participate in a Working Group (WG) for the Path to 2040: Nelson Sustainability Strategy. You will be working on behalf of the community to help set goals and recommend strategies for our City's sustainable future. Path to 2040 will recognize and define what is great about Nelson, and give direction on how we can preserve and enhance what we love about where we live. It will also help the City and Nelson's citizens determine how future uncertainty may affect our City, and identify how we can gather strength and improve on things that need to change if we are going to reach or goal – to be a sustainable City.

The WG process is central to the development of the Path to 2040 Sustainability Strategy, and illustrates the City's commitment to work with citizens and stakeholders to plan and act for our future. The City has chosen a WG process because it recognizes there is a wealth of knowledge in the community, and by working with you, this strategy will be built on community knowledge and expertise. The WG process will also reach further into the community by accessing input through your own personal and professional networks. Perhaps most importantly, involving the WG members in the onset of this strategy shows the City considers the community as a partner in the implementation process, making this a community and City owned strategy.

The City is tasking the Working Groups to conduct three critical exercises that together will create the Sustainability Strategy:

- Conduct an in depth community assessment that describes what Nelson is currently doing in the 10 identified Focus Areas.
- Set a community goal for each Focus Area, reflecting the wishes of diverse community members. These goals will be adopted by council and carried forward in future City-led programs, plans, and projects.
- Recommend high level, long-term strategies for reaching our community goals for each Focus Area.

The outputs of your work will also be used to create a sustainability decision making tool that will be used by council as part of their ongoing decision making process.

The City has designed a highly collaborative process to work with the public to plan and act for Nelson's future. Thank you again for volunteering to be a partner in this process. This guide includes homework and meeting material for Round 1 only. Materials for Round 2 and 3 will be provided later in the process.

Working Groups

Understanding that cities are complex and made up of a many interconnected systems, we are dividing the City into ten distinct, functional systems. In this process, we are calling these systems Focus Areas. By separating the City into Focus Areas, we are able to understand each area in depth while also exploring how Focus Areas interacts with each other. Below is the list of the ten Focus Areas for this project, by Working Group.

WG 1

1. Arts, Culture, Heritage
2. Local Economy

WG 2

1. Water: Water, Waste Water, Stormwater
2. Local Economy

WG 3

1. Healthy Living and Social Well-Being
2. Food and Agriculture

WG 4

1. Land Use
2. Transportation and Mobility

WG 5

1. Energy and Climate Change
2. Natural Areas, Recreation, and Leisure

Timeline

The WGs will be running from May 11th until the end of September, with a break during the summer. The WGs will go through three rounds. Within each Round, there are homework assignments, and multiple meeting exercises.

	Dates	Activity	Objectives
Training	**May 11th**	Workshop	• Introduce concepts and process
ROUND 1	**May 11- May 28**	**Homework** with two exercises **Meeting** with three exercises (WG can choose to spread material over two sessions)	• Define Focus Areas • Identify assets. vulnerabilities, and threats •Identify key players
	June 15th	Steering Committee meeting	• Present analysis •Review progress, and address concerns
ROUND 2	**June 16 - June 29**	**Homework** to be completed between meetings **Two Meetings**	• Create end state goals and objectives • Understand the gap (Backcast)
	July 16th	Steering Committee Meeting	• Present analysis •Review progress, and address concerns
	July 27th	Council Presentation	•Present and adopt end-state goals
ROUND 3	**September TBD**	**Homework** **Meetings**	• Develop recommended strategic directions

Ground Rules

The role of a WG member is to act on the behalf of their community and provide consistent input to the creation of the strategy. We expect that WG members will always strive to represent 'community' interests over personal or group interests, in order to ensure Nelson's Sustainability Strategy represents the community's voice and will. This includes the voices of: residents, experts, community organizations, municipal representatives, local business people, First Nations, youth, seniors, and other community stakeholders discussed in the Training Session.

Diversity of opinion can lead WG members to disagree. We invite WG members to:

- listen to understand each other's valid opinions,
- seek to be understood, and
- work to find common ground when confronting conflict.

The goals and strategies that you recommend in your WG will only be successful if they represent the community at-large. To ensure there is a balance between community interests, you will be asked to speak with others in the community as you move through these exercises. To achieve balanced input, we are asking you to speak with people who have different opinions than you to learn about the various perspectives in your community. Remembering that your role is to represent your fellow citizens may help when you are working through difficult conversations with your other WG members. Your Lead Facilitator is also a resource to support the resolution of conflict that may arise.

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Workbook: Round 1

Objectives

1. Develop a clear understanding of the two Focus Areas assigned to your WG.
2. Identify who plays a key role in your assigned Focus Area, define what that role is, and assess to what extent each player can exercise control over the Focus Area.
3. Conduct an assessment for each assigned Focus Area. This will involve identifying assets and vulnerabilities for each Focus Area
4. Explore the impacts that external threats might have on the long-term on the assigned Focus Areas.

Expectations

This round will guide each WG through a series of exercises that will result in a community assessment illustrating how and what Nelson is currently doing in each assigned Focus Areas. It is expected that your WG will meet at least once during this round, or break this 3 hour meeting into two shorter meetings. There are approximately three (3) hours of material to cover in this meeting. In preparation for your meeting(s), WG members are to:

1. Complete Homework Assignment 1 to define what is included and not included in the assigned Focus Area, and
2. Conduct the Asset Mapping exercise with at least 10 community members from diverse audiences (as highlighted in the Training Session).

NOTE: Details on each of these homework assignments are described in the following pages.

Homework

Exercise 1: Defining our Focus Areas

Each WG is responsible for two Focus Areas. This exercise is designed to help WGs define the scope of their two Focus Areas. Developing a thorough understanding of the scope of your Focus Areas will help frame all further WG conversations. We will be asking you to record your conversation in order to capture adjustments, clarifications, or refinements and share them with other WGs. Your input will also be incorporated into the final strategy.

- Review the 10 Focus Area descriptions from your Resource Guide. Then re-read your two assigned Focus Area descriptions.

For each assigned Focus Area, brainstorm and write down what specific purpose this Focus Area serves in our community. Think and record what is included and not included in each of these Focus Areas. Refer to the other Focus Areas to help you determine what is in scope and out of scope in the assigned Focus Area. This can include, services, amenities, etc.

Example from Local Economy:

Included: Grocery stores, small businesses, tourism

Not included: Distribution of local food (in Food & Ag Focus Area)

Focus Area 1: _____

Included:

_____

_____

_____

Not Included:

_____

_____

_____

Focus Area 2: _____

Included:

_____

_____

_____

Not Included:

_____

_____

_____

Homework

Part 2: Community Assessment

The purpose of this exercise is to understand assets and vulnerabilities as they apply to your two assigned Focus Areas.

Before conducting this exercise, read the Sustainability Lens sheet in the Resource Guide!

WG members are asked to canvas 10 or more community members (neighbours, colleagues, family members, friends, people on the street, business owners, etc) to identify Nelsons assets, vulnerabilities, and threats for each assigned Focus Area. Ensure people are aware what community assets, vulnerabilities and threats are, using the definitions and examples given on the next page.

When canvassing community members, remember to ask people to reflect on the Sustainability Lens discussed at the Training Session (and in the Resource Guide) when responding to the following questions:

Assets

1. What resources are currently established to support this Focus Area in Nelson?
2. Do you know of any emerging resources to support this Focus Area in Nelson?
3. How does Nelson show local and regional leadership in this Focus Area?

Vulnerabilities

1. What is missing from this Focus Area that is compromising its strength (beyond funding)?
2. What is present in this Focus Area that is detracting from or making it less functional?

Threats

1. What external forces will have a negative effect on this Focus Area?

Record responses on the following pages.

Asset Example:

- Farmers Market

Vulnerability Example:

- Local value added to foodstuffs

Threat Example:

- Future weather changes (drought)

Homework: Resources

The information on this page prepares you for the homework assignment and WG exercises that follow.

What is a Community Asset?

A community asset is something that has value that is part of a community. These include skills, networks, current initiatives, programs, policies, structures, or other resources that can be leveraged to improve our community's sustainability.

Types of Assets to consider:

Infrastructure, networks, programs, skills, services, businesses, people, land, organizations, institutions, government, natural features, funding sources, etc.

What is a Vulnerability?

A vulnerability is something that will compromise our ability to be prosperous. Vulnerabilities challenge a Focus Area, or render them less able to cope or be successful.

Examples of vulnerabilities may include:

- Competition
- Dwindling resources
- Lack of skills or knowledge
- Unengaged population

What is a Threat?

A threat is something that may put a Focus Area in danger. Threats may be imminent (this will happen), or possible (this might happen). Both types should be considered when assessing the current reality of a Focus Area. Factors that may manifest as threats to your Focus Area include:

- Demographic changes
- Economic shifts
- Climate changes
- Natural resource scarcity
- Technology changes
- Shifting views & values
- Unexpected shocks

Homework: Canvassing Responses

Focus Area 1: _____

Assets	Vulnerabilities	Threats

Homework: Canvassing Responses

Focus Area 2: _____

Assets	Vulnerabilities	Threats

Meeting

Suggested Agenda

Duration

The following is a suggested timeline to guide the meeting, though every WG will be managing their own time. If the WG feels this is too much to accomplish in one meeting alone, it is suggested that two meetings are held, the first dealing with Focus Area 1, and the Second with Focus Area 2.

Time: 10 min	Introductions and review ground rules
Time : 1 hour	Exercise 1: Defining our Focus Area
Time : 2 hours	Exercise 2: Identify Assets, Vulnerabilities, and Threats
Time: 1 hour	Exercise 3: Identifying the Players

These exercises are designed to help WGs understand what is currently happening in the assigned Focus Areas. We have a lot of resources in Nelson! Our job is to determine what the community is already doing in each Focus Area by creating an inventory of assets, programs, and initiatives that are currently in place. This exercise will identify where Nelson is strong, draw attention to where we are growing, and illustrate where we rely on regional networks. It will also expose our vulnerabilities, and make us think about what is threatening us. The vulnerabilities and threats that emerge in this exercise will provide fodder for goal setting and the assets will help understand the steps to be taken when working towards our goals (Workbook Round 2).

Meeting

Exercise 1: Defining our Focus Areas

Begin the exercise by:

1. Reviewing your Focus Areas and then those assigned to other WGs. This list is found in your Resource Guide. Reading the other Focus Area descriptions will help you to understand what others are focusing on, and the limits of your Focus Areas.

2. Review what is currently happening in your assigned Focus Area. This background information will help you further understand the reaches and limits of your Focus Area. A inventory of some key initiatives happening in the community can be found on in the Resource Guide.

In discussion:

Based on your review and the input collected by all working group members, use the following questions to explore and define what is included in your assigned Focus Area. To avoid confusion, discuss each Focus Area separately.

1. What services does this Focus Area provide?
2. How is this Focus Area unique from others?

On the poster provided by the WG Lead, record ideas of what is included in your Focus Area. Remember to reflect on the full list of Focus Area descriptions when defining what is in scope and what is out of scope. Feel free to jot notes in the boxes on the next page for your own use.

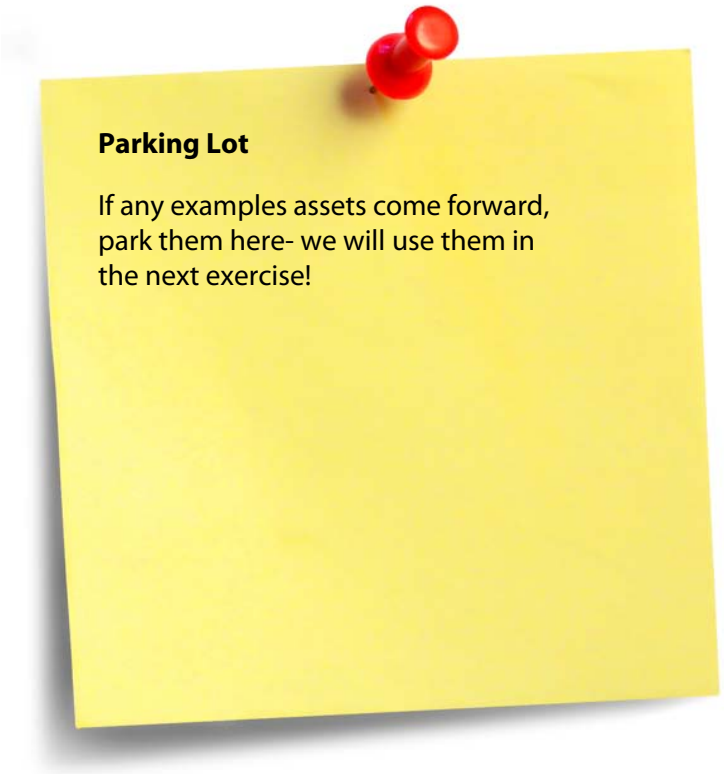
Remember…

You are trying to work towards a shared understanding of the scope of this Focus Area. This understanding will inform all future working group exercises and conversations.

Meeting

Focus Area 1:_____

Focus Area 2:_____



NOTE: Facilitator to ask the WG:

1. Go back and read the original Focus Area description in the Resource Guide. Has this description changed? Is there anything missing? Reflect on your discussions, and summarize your assigned Focus Area in bullets on the poster provided by the WG lead. These bullets will be used to update the focus area descriptions. Updated descriptions will be circulated to all WGs.

Exercise 2: Assessing our Assets, Vulnerabilities and Threats

1: Background

The following information has already been collected to begin to help you assess the assets and vulnerabilities:

- A SWOT analysis by the City and Council.
- An inventory of City led initiatives.
- Public input from the March 2010 Public & Stakeholder Workshops.

These items should be reviewed and can be found in your Resource Guide should be reviewed.

2) Reflect on the Homework Assignment

In your WGs, discuss the types of assets you uncovered while speaking to community members. Were any surprising to you?

Record notes of conservation on the poster provided by the WG Lead. You may use the box below to record your own thoughts.

Reflections on Homework Exercise 2:

Meeting

3) Work Together to Complete a Community Asset Map for your Focus Areas

Working Group Lead: *Supply two large format maps for Asset Mapping Exercises.*

The purpose of this exercise is to further understand assets and vulnerabilities as they apply to your two assigned Focus Areas. Reflecting on the material collected from the community in your homework assignments, work together to determine assets that enhance your assigned Focus Area. Then, take time to recognize the vulnerabilities that challenge your Focus Area. The groups will submit one map for each assigned Focus Area. Once complete with the first Focus Area, switch to the next.

Assets – Mark on the map with a O

1. What resources are currently established to support this Focus Area in Nelson?
2. Are there any emerging resources to support this Focus Area in Nelson?
3. How does Nelson show local and regional leadership in this Focus Area?

Vulnerabilities – Mark on the map with a X

1. What is missing from this Focus Area that is compromising its strength (beyond funding)?
2. What is present in this Focus Area that is detracting from or making it less functional?

Not all Assets and Vulnerabilities are Spatial!

If an asset or vulnerability cannot be drawn on the map, list them on the poster provided by your WG Facilitator.

4) Work Together to Consider the Impact of Threats to your Focus Areas

When assessing the current state of your Focus Area, it is also important to understand some of the external threats that may have an impact on this Focus Area over time. Below are a selection of external threats that may have an impact to your Focus Area. Exploring threats will expand your understanding of the Focus Areas and enable you to proactively respond when recommending strategies in Round 3.

As a group, complete the following table for each Focus Area. Record your answers on the poster provided by your WG Lead. Use the space below in the table to record your own thoughts.

External Threat	Potential Long-term Impacts on Focus Area 1:_____	Potential Long-term Impacts on Focus Area 2: _____
Demographic Shifts – aging population, global trend towards urbanization	Eg. More retirees wanting to move to Nelson - more demand for active retirement living services and housing	
Transitioning Economies & Economic Instability – US decline, growth in Asia		
Resource Scarcities - fossil fuel, food, water, etc.		
Climate Changes - warmer, drier summers, increased storms		

Meeting

External Threat	Potential Long-term Impacts on Focus Area 1:_____	Potential Long-term Impacts on Focus Area 2: _____
Technology – energy, communications, media, etc.		
Views and Values – political changes, demographic changes		
Shocks – unforeseen disasters		

After reflecting on this exercise, what do you think the **major threats** are to this Focus Area now, and in the future? Record your responses on the poster provided. Record your own thoughts on the space below.

Focus Area 1	Focus Area 2

Exercise 3: Identifying the Players

Exercise 3 is designed to help understand who has influence over the assigned Focus Areas. This will help us further understand what is currently happening in Nelson. It will also enhance our understanding of all the voices in the Nelson community. Knowing the players will be important when creating strategies in Workbook Round 3.

Review the assets, vulnerabilities, and threats when answering the following questions. Record your answers in column 1 of the table below:

A: Identifying Players:

1. Who is thought to be responsible for this Focus Area?
2. Who else makes decisions that affect the success of this Focus Area (positively or negatively)?
3. Who controls the funds associated with this Focus Area?
4. Who are the users of the services provided in this Focus Area?

B: Identifying Role of Players:

For each player, decide what role they play and list answers in Column 2. Possible roles include:

Possible Player roles include:
- Decision maker
- Influencer
- Supporter
- User
- Funder
- Audience

C: Degree of Influence:

For each player, determine their degree of influence, and describe how they are able to use their role to affect the Focus Area. Record answers in Column 3. Examples of degree of influence range from :

- **Strong** (able to control directly),
- **Medium** (able to influence in partnership with others), and
- **Low** (not able to affect much change).

Feel free to be descriptive when describing each player's degree of influence.

Facilitator Note: Record the group's responses on poster provided.

Meeting

Focus Area 1

Name of Player	Role of Player	Degree of Influence

Focus Area 2

Name of Player	Role of Player	Degree of Influence

Outcomes of Round 1

Check the circles if you feel you have achieved each of the outcomes for this Workbook Round.

- ◯ Clear understanding of two assigned Focus Area
- ◯ Understanding of how our assigned Focus Area is distinct from other Focus Areas
- ◯ Understanding of what is currently taking place in Nelson related to assigned Focus Areas.
- ◯ Map and list of community assets and vulnerabilities
- ◯ Understanding the impacts that external threats might have in the long-term on the Assigned Focus Area
- ◯ List of Focus Area players, their roles, and level of power to affect the Focus Area

Once complete, your WG Lead will submit your materials to for review and analysis. This analysis will be discussed at the Steering Committee Meeting on July 15th, at which time Working Group Leads will receive your next Workbook assignments for Round 2.

Facilitator's Note: Please have a short discussion with your WG to assess how well they achieved the outcomes of this Round. Assess what WG members:

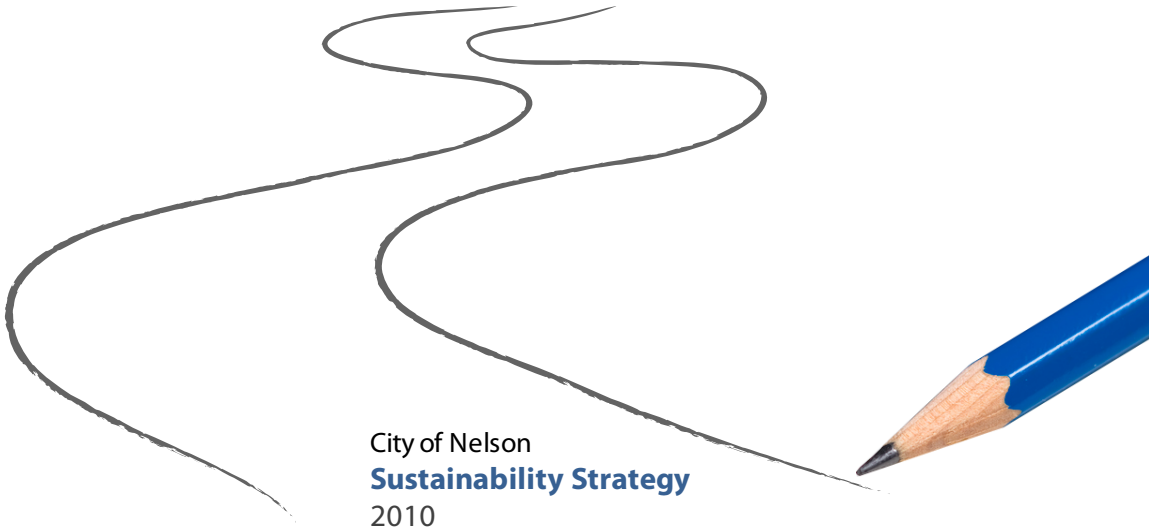
- liked about these exercises, and
- what they would like to see changed in Round 2.

Please send these comments to the WG Coordinator.

Nelson Path to 2040

Working Group

Resource Guide



City of Nelson
Sustainability Strategy
2010

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Glossary

Asset: A community asset is something that has value that is part of a community. These include skills, networks, current initiatives, programs, policies, structures, or other resources that can be leveraged to improve our community's sustainability.

Focus Area: Understanding that cities are complex and made up of a many interconnected systems, we are dividing the City into ten distinct, functional systems. In this process, we are calling these systems Focus Areas.

End State Goal: This is a descriptive statement that describes what a focus area looks like when it is sustainable. End state goals are not bound by what is achievable by a certain date, but rather what the Focus Area will look like when sustainability is achieved. Goals are high level statements of what a community aims to achieve.

Objective: Objectives provide additional details about the goal. As goals are high level, objectives offer specific insight into what the goal is aiming achieve.

Parking Lot: A place to put good ideas that do not directly relate to the question at hand. Remember to refer back to your parking lots then dealing with relevant questions.

Strategy: A strategy describes the approach, partnerships and resources employed to work towards achieving a goal.

Threat: A threat is something that may put a Focus Area in danger. Threats may be imminent (this will happen), or possible (this might happen). Both types should be considered when assessing the current reality of a Focus Area. Factors that may manifest as threats to your Focus Area include: Demographic changes

- Economic shifts
- Climate changes
- Natural resource scarcity
- Technology changes
- Shifting views & values
- Unexpected shocks

Vulnerability: A vulnerability is something that will compromise our ability to be prosperous. Vulnerabilities challenge a Focus Area, or render them less able to cope or be successful.

Focus Areas

Working Group 1

Arts, Culture, and Heritage

Culture is based on shared and diverse attitudes, values, goals, practices and heritage. This Focus Area has many components, including music, theatre, and film; literature; visual arts; formal and informal education; food; multicultural celebrations and traditions; recreational choices; and history and heritage buildings. This Focus Area is also about how residents participate in civic life and engage with each other. This Focus Area will define how to recognize diversity in Nelson and articulate how arts, culture and heritage will support and enhance life in Nelson.

Local Economy

Our local economy is about providing a diversity of jobs from a healthy cross-section of sectors. Nelson's economy is a system supported by a regional network of businesses, government services, NGOs, and consultants, investing capital from the region and afar into our community. Local economic activity supports a healthy City, and ensures the tax base supports and enhances liveability in Nelson. This Focus Area will define how to meet our community needs for a strong local economy.

Working Group 2

Water: Potable, Waste Water, and Stormwater

Protecting our natural water systems and providing a dependable supply of clean and safe water requires working with the Regional District, industry, businesses, and citizens to maintain clean water, minimize erosion, and use water efficiently. This Focus Area will define how to protect natural water bodies, use water efficiently, and manage waste water and stormwater responsibly.

Solid Waste

Solid waste is about the garbage we create and dispose in our landfills. Our city has a responsibility to reduce and manage our waste as best we can. This means reducing what we use, reusing and repairing what we can and recycling what we can't. It also means working to eliminate toxins in our environment that are released in the waste stream. This Focus Area will define how we effectively reduce and manage waste generated in our community.

Working Group 3

Healthy Living and Social Well-Being

A healthy lifestyle includes physical activity, mental health, education, healthcare, and supportive social networks. It is also is about equity, volunteerism, and participation in civic life. The City and governments and community partners contribute to the health and social well-being of our

citizens. This Focus Area will define how we can enhance our ability to meet the needs of our citizens.

Food and Agriculture

Local food systems support growers and producers to be stewards of the land and contribute to a diversified economy. This means supporting the agricultural sector to grow and add value to local crops. Local agriculture allows citizens to buy and eat from a regional food chain, supporting businesses and markets offering local products. This Focus Area will explore how Nelson can protect foodlands and strengthen the distribution of locally grown, produced, processed, and distributed food.

Working Group 4

Land Use

The City manages the development and renewal of land and buildings in our neighbourhoods and commercial areas. Our compact size and distinct downtown area helps make Nelson a desirable place to live for residents of all ages. This Focus Area will define what it means to develop our lands, neighbourhoods and housing in a livable, affordable and sustainable way. This Focus Area includes exploring how to promote a diversity of housing, maintaining our community's walkability, and ensuring complete, compact neighbourhoods that support aging in place.

Transportation and Mobility

Transportation and mobility is about the movement of people, goods and materials in our community. From roads to rail, sidewalks, bike paths, and car sharing programs, this Focus Area is about creating desireable, affordable opportunities to negotiate the challenging geography of our City and region. This Focus Area will define how we can safely and efficiently conduct our daily lives while also exploring alternates to single occupant vehicles.

Working Group 5

Energy and Climate Change

Every day, our homes, businesses, institutions, and cars consume valuable energy resources that have a lasting impact on our climate. Cities and communities are being challenged to quantify, manage and reduce energy use. They are also exploring alternative energy systems that save financial and environmental resources over the long term. This Focus Area will explore how we can use energy resources responsibly while protecting air quality and adapting to the impacts of climate change.

Natural Areas, Recreation, and Leisure

Natural areas and parks help protect local ecosystems and biodiversity while providing spaces for recreation and leisure. Natural recreation amenities are paired with indoor and outdoor recreational facilities, creating fun, safe sporting venues for young people, families, and seniors. This Focus Area will define how Nelson's natural and recreational areas will be protected and enhanced for accessible leisure and social opportunities.

Sustainability Lens

Nelson's Four Pillars

Be sure to use the Four Pillars lens in your Asset Mapping Exercise. Consider the Environment, Social interactions, our Culture, and the Economy when answering each question.

When planning for Nelson's future, it is not enough to create a strategy with end state goals that describe an attractive and friendly community- we also need to work towards a future that is sustainable, over time, for all citizens. One way to do this is by using a sustainability lens to guide discussions about where we want to go. The four pillars below provide the basis for viewing your Focus Areas though a sustainably lens. This lens is meant to help citizens ask thoughtful questions about how they want the City to grow over time.

A sustainability lens is useful when describing and working towards a desirable AND sustainable future. I may desire to eat caviar and Champaign everyday, but my health, my finances, and food miles would not allow me to sustain this behavior over time. This lens will help WG members guide the desire conversation in a direction that can endure over time.

In this process, the Four Pillars will serve as a guide to answer many of the questions and put forward in this Workbook. They are:

Environmental: Land, air, water, biodiversity, conservation, restoration

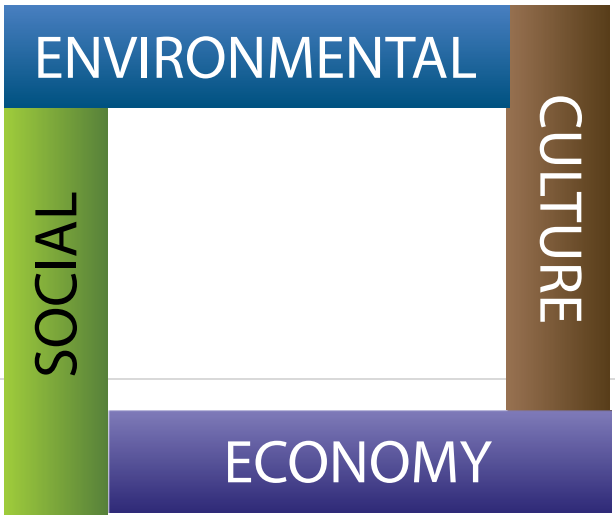
Social: People, services, education, justice, equity, community, working conditions, health services, educational services, social justice

Culture: Festivals, music, art, language, theatre, culinary, politics

Economy: Business, debt, jobs, fair wages, security, infrastructure, fair trade, technology

Sustainability is about enough, for all, forever. This lens applies to citizens of Nelson as well as people abroad.

Imagine these Four Pillars as the sides of a picture frame. They provide clear boundaries for the canvas inside, and it is up to the community to create the painting of each Focus Area operating sustainably. The Four Pillars are descriptive, rather than prescriptive, allowing space for each WG to be creative when painting the picture, and building strategies for success.



Resource Guide: Inventory

City Activities by WG and Focus Areas

Below is an incomplete list of what the City is currently working on to support sustainability in the various Focus Areas. During your Community Asset Mapping Exercise, you may identify additional actions being taken by the City to support sustainability.

Working Group 1

Arts, Culture, and Heritage	**Art in Public Places Policy (2010):** Guides activity of the Cultural Development Commission in implementing the Art in Public Places program. **Heritage Register Update (forthcoming 2010):** Completion of a contextual background for the City and Statements of Significance for 70 Heritage Sites within the City. **Community Heritage Commission:** Monthly meetings to review heritage matters. **Cultural Development Commission:** Bi-monthly meetings to review cultural matters. Cultural Ambassador?
Local Economy	**Downtown/Waterfront Master Plan: (forthcoming 2010/2011):** Creation of a comprehensive plan to guide the revitalization/development of the downtown and waterfront areas, including Design Guidelines. **Nelson Economic Development Partnership**

Working Group 2

Water: Potable, Waste water, and Stormwater	**Cottonwood Storm Water Trap Project:** Purchase and install storm water treatment catchments Water Master Plan completion Sanitary Sewer Master Plan ongoing
Solid Waste	Recycling and waste program?

Working Group 3

Healthy Living and Social Well-Being	
Food and Agriculture	

Working Group 4

Land Use	**Downtown/Waterfront Master Plan (forthcoming 2010/2011):** Creation of a comprehensive plan to guide the revitalization/development of the downtown and waterfront areas, including Design Guidelines. **Nelson Housing Forum (start-up 2009, ongoing):** A forum made up mostly of local service providers that cooperate and collaborate on the increasing issue of affordability in Nelson. Intent of monthly meetings is to provide space for sharing information, resources, expertise, and communication among various groups that are working on housing/affordability/transition issues within the City. **Housing Study (forthcoming 2010):** Two-phased Strategy to: 1) complete an overall analysis of current and future housing needs and 2) to identify the potential responses to the identified housing needs; to identify the roles in meeting these housing needs in the form of partnerships with various levels of government, non-market housing providers, businesses, agencies and charitable foundationsl and recommendations on how the non-profit sector can build its capacity. **Regional Housing Forum** Amendment to the Land Use Regulation Bylaw (2009): Allows for secondary suites in all residential zones. **Update to the Land Use Regulation Bylaw (forthcoming 2010):** Staff is reviewing and updating the Land Use Regulation bylaw to meet best practices. **Subdivision and Servicing Bylaw (forthcoming 2010):** **Sustainability Checklist (2009)** **Advisory Planning Commission** – Monthly meetings to review planning matters.
Transportation and Mobility	**Transportation Master Plan:** **Comprehensive Active Transportation Plan:** Completion of an active transportation assessment, community consultations and a comprehensive plan to highlight multi-use trails and network for active transportation. **Local Motion Program** - Integrated walking and cycling network; upgrades to sidewalks and multi-use paths within the City. **Public Transit Exchange:** Improve public transit, improve roadways to encourage reduction in car dependency, public transit innovations,

	paths/trails designed for commuting

Working Group 5

Energy and Climate Change	**Corporate Climate Change Action Plan:** GHG inventory, Building energy audit and energy reduction measures for City related emissions **Community Climate Change Action Plan (forthcoming):** GHG Inventory, forecast, reduction strategy, and targets for community related emissions (Upcoming) **E3 Fleet program:** Energy certification for City vehicles **Our City has made the following commitment to reduce energy use and GHG emissions:** Climate Action Charter (Develop a plan to be carbon neutral in city operations by 2012) Partner for Climate Action (commit to complete the five milestone process and achieve 6% GHG reduction in city operations in 10 years) BC's Community Action on Energy and Emissions: Multiple community level targets for energy and GHG reduction.
Natural Areas, Recreation, and Leisure	**Local Motion Tree for Tomorrow Project:** Davies Street Park development **Act Now Seniors Park:** an outdoor workout area for Seniors at Lakeside Park.

Summary of Community Input

Arts, Culture, and Heritage

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- 'Imagine Nelson'
- Several theatre groups and venues providing space to celebrate and showcase talent
- Art and music school
- Heritage is valued and preserved
- Library, archives
- Top notch museum
- The coop idea is working well
- Top notch museum
- Diverse arts community with focus on local culture
- Presentation of main street asset – the ambience of Baker Street
- Kootenay coop radio
- Oxygen
- TNT
- Capitol etc.
- CDC (Cultural Development Commission)

Our Values: What do Nelsonites love about this Focus Area that makes it important?

- Context, story, vision
- Offers inspiration
- Our past is remembered and celebrated
- Our diversity
- Immense Creativity
- Richer life
- Preserve and encourage cultural and ethnic diversity
- Encouraging creativity to enhance quality of life
- Beauty, creativity, and freedom of expression

Our Challenges: What are our community's challenges in this Focus Area?

- Getting over the idea that new is not often better
- Lack of funding for arts and culture
- Access to arts and culture – alternatives for those without means.
- Incredibly difficult to make it a living as an artist
- Community needs a smaller, dedicated city supported venue (80-100 seats theatre, dance, jazz trio, etc), for promoting greater community accessibility and new innovative work
- TNT playhouse
- Charlotte's (DTSC) was not supported by city, no tax break
- Less community focus on hockey
- Greater venue subsidy
  Eg. Maisons de la Culture in Montreal and Quebec
- Spaces: railway house, any of the many churches that are coming up for sale
- Community character comes from its arts community, but artist can't afford to live here
- Financial support for Coop radio

Defining our Goal: What would this Focus Area look if it was sustainable?

- Providing entertainment as an alternative to consumption (goods and resources)
- Personal and social involvement in "creation" and appreciation
- There would be partnerships among cultural and arts facilities + community and city.
- Local music festival right Downtown or Lakeside Park
- Paid concerts at Lakeside
- Alleys (heritage potential reached) – arts alleys
- Small 80-100 seats subsidized venue – eg. Chamber of music
- Presence of various ethnicities and languages
- Valuing Peace and Anti-war efforts

Local Economy

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Nelson Economic Development – the business retention and expansion program
- Coops / social enterprise
- Incentives for green
- Shop local
- High value local businesses
- Succession planning
- The economy is good considering the small population of the city
- Diversity of businesses
- A lot of small independent business
- A lot of co-ops
- Size of town enables word of mouth
- Geography – key element of resiliency (size small allows traffic between mall and downtown
- Creativity of current business owners
- Community futures – helping businesses set up and running
- Pot as a main staple of our economy

Our Values: What do Nelsonites love about this Focus Area that makes it important?

- Can shop locally
- Strong values of good living
- Diversification
- We like unique and value diversity
- Good organic coffee and good quality foods
- The people who live here – they're engaging and involved
- The heritage buildings
- Triple bottom line is always considered
- Individuals determined to keep it going

- People act local, think global
- Owning and operating a small business

Our Challenges: What are our community's challenges in this Focus Area?

- Transparency and public buy-in to government spending
- Balanced and 'sane' fiscal policies
- Affordable housing for the working poor
- Providing jobs with a decent living wage based in manufacturing (clean based) tourism industry is all that is being promoted and it only represents minimum wage jobs – we need to attract clean INDUSTRY – all we are attracting right now is "home based" individuals – live here and work from home worldwide.
- High businesses turn over
- Greater internet access
- Need support for small businesses
- High commercial taxes are a problem
- Organized crime is taking over the "underground" economy
- The financial viability of many of our small businesses
- Distance from markets
- Potential impact of fuel prices on tourism
- Aging population of business owners
- As soon as an industrial park or retail mall is built o/s of town it will suck energy away
- Few high paying jobs
- Unstable power – keeps new high tech employers away
- Current global economic system
- Pot is main staple of recovery

Defining our Goal: What would this Focus Area look if it was sustainable?

- Jobs available for all age groups, particularly the youth
- Focus on existing businesses
- Development of incentives for 'green' jobs / businesses
- Re-localized economy
- More local businesses being able to provide basic goods and services
- Incentives for creation and continuation of socially and environmental progressive business and services.
- Businesses are successful and growing
- Business retentions expansion
- Realistic taxation expectations on business sector.
- Sufficient good paying jobs
- Venture capital available
- Local currency to create resiliency
- Well supported local food producers
- Local ownership of local businesses
- Incentives for local sourcing of supplies
- A city buy local policy
- Nelson could consider not allowing franchises

Water: Potable, Waste, and Stormwater

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Water restriction
- Providing potable water to the community
- Looking towards conservation methods (summer months in City)
- Replacing water lines
- Water masterplan that addresses, use, source, treatment, and infrastructure
- Number of water conservation initiatives
- Part of CBT's water smart program
- Considerable strides in conservation
- Summer water restrictions
- Updating infrastructure
- Beginning to meter large business
- CBT initiated "WATERSMART"

Our Values

What do we love about this Focus Area that makes it important?

- Clean drinkable water
- It is a critical resource
- Some equate water with spirituality.
- Water bounty – myth but we like to think this
- Water (lakes & rivers) define our community
- Good, clean water
- Fire protection focus
- Gravity fed system
- Conservation and using the resource honourably – non waste, non polluting, eye to climate change
- Pay as you go
- High quality water
- Water conservation
- Well managed sewage and wastewater
- Water use to not negatively affects ecosystem

Our Challenges

What are our community's challenges in this Focus Area?

- Corporate buy-in.
- Education – exploration of innovative ideas and systems
- Using treated water for toilets etc. – watering gardens.
- Maintaining a clean watershed
- Infrastructure is old and breaking down
- Getting water meters installed
- Enforcing the existing bylaws
- Irrigation no need to water lawns
- Education of public – clean water is a finite resource!
- Attitude that cottonwood is an open storm drain has to change
- More water for gardeners
- Real assessment of groundwater systems in the area
- Assessment of long-term glacial resources
- Keeping chemicals out of our work systems (intentionally and otherwise)
- Bountiful water makes community "lazy" in preservation of precious resource
- Influx of populations into this region based on surrounding dry areas (Washington / Okanagan)

- Groundwater systems (wells, springs) might not be refilling as quickly as we are using them
- Old city infrastructure (piping)
- We waste water and produce wastewater (storm and black) because we think it's ok).
- Need to shift from uphill source to lake
- The potential impact of global warming on watershed
- Meet financial challenges
- Task of one primary source
- Fire risk
- Leaks
- Personal responsibility
- Awareness / education
- Resilience
- City considers water a utility – however it is a resource – need it to live
- Grey water legislation – rainwater
- Utilization – diminishes demand on system
- Watershed management
- Money/funds
- Storm drain system inadequate in places

Defining our Goal

What would this Focus Area look if it was sustainable?

- Xeriscope yards
- Reuse of stormwater
- Brown lawns or no lawns
- Systems scattered throughout the community
- Creating systems were we don't pollute water with our solid waste or septic
- Use and capture of rainwater
- Greywater use and reuse and restoration
- Use of water (hydro) for power in methods not yet tried (ie. bring water back up mountain, Kootenay River widgets, microhydro).
- No storm water runoff from impervious surface (infiltration only)
- No black water production
- Use greywater + storm water for irrigation
- Permaculture principals for water and land use
- Increasing the upstream reservoir capacity
- Infrastructure renewed – the water rates – funds necessary to maintain
- Less risk of water source loss as a result of climate change, forest, fire, land slide.
- Generate micro hydro
- District heating combined with secondary source
- Reduce use
- Water will be metred
- Use of grey water for watering
- collection / storage of rainwater
- personal responsibility
- grey water reuse
- meters 9 CD phase in thru new construction)
- removing chlorine and implementing ozone treatment or alternative purifying

Solid Waste

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Landfill waste is shipped to Nelson
- Garden waste is free to drop off
- Clean is beautiful. We have a good system for keeping things tidy.
- Transfer stations (batteries, toxic goods, etc.)
- There are garbage/recycling pickup services in place
- Paying for the amount of garbage produced.
- Blue bags
- Tags and garbage

Our Values: What do Nelsonites love about this Focus Area that makes it important?

- It forces us to cut consumption, shift our collective consciousness, diversify the local economy, and create alternative uses.
- We want to know our waste is taking "care" of and that we are being "green"
- We enjoy recycling
- Participation
- Responsibility for your merchandise
- Learn and demonstrate to the larger community – from local to global

Our Challenges: What are our community's challenges in this Focus Area?

- Biomass and Methane
- Having to ship waste to Salmo
- There is a challenge to educate everyone, especially youth, regarding recycling, consumption, and alternatives. The generation and exploration of new ideas and systems.
- The transportation of waste and the location of the waste facilities
- Restructuring values at fundamental level
- Ways to re-use in place – network formed
  (ie. restaurant waste – community garden compost – restaurant food), Newspaper waste – tree bedding – newspapers) – bad examples
- One group's waste might be another's input need but these groups aren't currently connected to provide each other than material
- Packaging- manufacturers produce waste but don't help create a cycle. Burden falls to government and citizens
- We are disconnected from our waste. Most citizens don't know where our garbage and recycling goes
- Partnership with region
- Glass not part of bluebox
- Lack of compost opportunities
- Being part of the regional system does not equate to local Nelson goals
- Cheap consumer items in stores

- Poor business practices – highly polluting products that are sold
- Running out of landfill
- Informing and influencing public policy
- Cooperation/relations with RDCK
- More cohesive electronic/battery/waste oil, paint collection
- Textiles – reallocation of fiber
- Bears/wildlife – garbage / attractions

Defining our Goal: What would this Focus Area look if it was sustainable?

- Zero waste!
- We would have a plan for all waste products.
- A smaller community management of waste, i.e. community composting.
- Financial commitment from the government
- Attack consumerism
- Responsibility for waste back to original creator / seller
- Money attached to waste increase
- Zero waste taken one step further to delivering net positive
- Permaculture systems that feed back to produce not benefit (not only closed loop)
- Continuous cycles e.g. central composing
- Reduce from the source – i.e. less packaging
- Products developed that can be fully recycled
- Elimination of waste rather than simple reduction
- Things would be recycled locally and actually recycled
- Needs to focus on using less
- Community compost
- Increase cost or penalize to throw away garbage
- Make sure recyclables are actually getting recycled
- Waste to biofuel/power plant?
- Subsidize / reward self composting at home
- Incentive to attract local recycling industry
- City initiative to purchase recyclable/biodegradable bags/takeout containers for citizens
- Pick up garbage less frequently
- Incentives for less packaging

Healthy Living and Social Well-Being

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Other non-traditional healing
- Rich spiritual community
- Dedicated volunteers
- Good range of excellent social services
- Good City support (eg. Tax breaks)
- Existence of a community social planning society (SPAN)
- OCP that supports social and housing development
- Not keeping up with need
- Smoking by-laws
- Very active and engaged community organization – e.g. seniors, success by six, SPAN Nelson, Community Cares, dong good work in social area
- Nelson regional sports council
- Active community with all kinds of opportunities for involvement.
- We have a broad range of perspectives and initiatives that promote healthy living and well being
- Access to nature is a "built in" healthy factor
- New Lakeside outdoor exercise area (outdoor machines) is great
- Numerous small business people support citizens' goals – providing alternative medical care, classes, etc.

Our Values: What do Nelsonites love about this Focus Area that makes it important?

- To address the current and future health challenges of an aging population
- There are so many regions and spiritual groups here
- Our physical environment feeds the soul
- Inclusion
- Participation
- Valuing children and youth
- Valuing vulnerable populations
- Sense of community support and sharing
- Diversity in opportunities
- Clean environment for being active outside
- They are diverse, lots of points of view
- In order to move forward we need to feel balanced from within – a healthy mind, body and spirit, a healthy and resilient community
- To be socially inclusive by: age, gender, race, culture, faith, sexual orientation, etc.
- Access to the back-country via FSR, parks, rec sites

Our Challenges: What are our community's challenges in this Focus Area?

- Failure of traditional medical model
- Professionalization of care
- Reframing the collective values around death

- Not widely included in City and regional decision making processes
- Not addressing social needs adequately for now and in the future
- We rarely feel responsible for our own or our communities health
- We're not (culturally) prone to preventative maintenance
- Provincial aging "silos"
- Income assistance levels. According to "State of Basin" CBT report, incomes in this area are lower than the rest of the basin.
- Affordable child care
- More recreational options for youth – especially "bored" youth
- Youth themselves identified "drug and alcohol abuse" as the major issue
- Rising senior population needs support for health and well being
- Difference can be our greatest strength, but also our greatest weakness if we as a community, become polarized and fragmented with individualistic perspectives.
- To provide meaningful opportunities for gainful employment; skills training entrepreneurship, self employment
- To provide these opportunity for all regardless of health or social status
- Poverty – lower income, working poor

Defining our Goal

What would this Focus Area look if it was sustainable?

- Local relatedness
- Delegation of traditional medical roles – nurse practioners
- Limits and bans of garden chemicals / industry that pollutes (in a variety of way)
- Promotion, retention and development of city green spaces.
- Everyone has decent quality of life and aging
- Access to and sustainable health care for those in need
- Increased focus on disease prevention (City advocacy to provincial/federal)
- Multi envelope funded street front lifestyle education /skills acquisition centres e.g. multi generational community kitchen – seniors + single parent families
- Healthy living would be prioritized by local governing policy to encourage active, nature-oriented supportive structures. Ie. ensuring our youth have opportunities to engage outside
- Smoke free area regulation
- Walking track/bike trails all along the waterfront
- More cooperative development (eg. Shared market space for wellness Practioners when Extra Food changes to the Coop.

Food and Agriculture

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Promoting locally grown and produced goods/foods
- Banned Sprays
- Farmer's markets
- Making a start at real community gardens
- Creation of Comm. Sustainable Agriculture System (CSA) System
- Providing multiple market / retail opportunism for local foods
- Access to agriculture land nearby – north shore, Creston
- Education - Ecosociety, Coop
- Progressive / supportive population
- Harvest rescue
- Community gardens
- Seed supply and exchange
- Emergency food supply
- CSA
- Resale of food grown from your garden

Our Values: What do we love about this Focus Area that makes it important?

- We are what we eat
- Wholesome, local food for all
- Sustainable growing land
- Land stewardship
- Feeding everyone with good food
- Local food
- It builds a resilient future, protects our environment, and builds our economy and health and wellness. Provides work and skills training to continue to build our economy.
- The capacity to be at least regionally self reliant in food is absolutely vital insurance for a future with supply lines
- Human right
- Basic requirement
- We love food
- Healthy food equals healthy population
- Self reliance
- Farms equal land stewardship

Our Challenges: What are our community's challenges in this Focus Area?

- Trying something new
- Keeping the skunk and raccoon population down – hard to compost
- Educate as to the true cost of food. – full cost accounting
- Roof top + balcony gardens
- Urban gardens with household incentives
- Community garden – storage preservation
- Shifting attitudes to local food production and consumption
- Tension between viability and affordability of local food production
- High cost of food, especially organic
- Lack of farmers and start up costs for them
- Financial risk
- Short season

- Consumer expectation (cheap food)
- Transportation
- Storage
- Processing
- No agricultural land in city limits
- Need for regional planning – control of development in RDCK
- agricultural areas to protect farmland
- Not sufficient growing area
- Education
- Cooperative gardening
- Vulnerable to increased transportation costs (peak oil)
- Having the grocery stores buy local products

Defining our Goal

What would this Focus Area look if it was sustainable?

- Community gardens / sharing of skills and knowledge
- Lawns to gardens
- Community and local markets
- Large percentage of food available in local stores is locally produced.
- The closing of ½ of the chain grocery stores – a sign of increasing local food supply
- Thriving Farmer's Markets and more of them
- Local growers have viable businesses
- Make food more affordable
- Decreased dependency on imported food
- Return of smaller scale farming sector
- Regional transportation system for food/agriculture products
- Storage facilities
- Food processing facilities
- Major multiplier effect on the nelson $
- Creating new business opportunities
- Consumer producer relationships continually built and enhanced
- Vertical integration facilitated to provide some consistent demand for locally produced food
- Aligning all other sectors in recognition of food self-reliance as a priority
- Better farmers market
- Move towards self-educated community
- Reliance
- Celebrating local food culture
- Plenty of real food
- Tax incentives
- Reallocation of city land (water front) for community gardening – greenhouses, edible landscaping
- Municipal leadership to buy local food

Land Use

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Allowing more secondary suites
- Subsidized housing
- Diverse housing all on the same block
- Not a 'gated' community
- Pride in fixing and painting homes
- Secondary suite by-law
- City's willingness to be creative around land use and available lands
- Commitment to secondary housing – quite a bit of it
- Increase in secondary suites
- Increased density
- Changing regulation for secondary suits
- Preserving a nice architecture and green yards
- Walking paths are preserved
- Renovation of the Selkirk college students residence
- Has a housing society and has made affordable housing a focus

Our Values: What do we love about this Focus Area that makes it important?

- The importance of affordable housing for all our residents
- It will create a plan that will keep Nelson unique and fit within its geography.
- "Human" Scale – supporting interaction
- Making the City a more affordable place to live
- Preventing sprall
- Livability (on all levels)
- Land use impacts culture, work, housing, entertainment, recreation and many other things – we need to have land use that has positive impacts on all these things – our place is our home
- We need a diversity of housing to meet the diverse nature of our demographic. We need affordable housing for the town generally – i.e. don't let developers take control of building or sales -
- Housing is a human rights (in the U.N. Charter of Rights)
- Integrating human habitat with surrounding natural environment
- Diversity – mixing people and use – no pocket
- Preserved a community like neighbor relationship
- Strong community

Our Challenges: What are our community's challenges in this Focus Area?

- Lack of land
- Lack of commercial tax base
- Lack of alternative housing for working poor
- Vacation homes with non-permanent residents, transient neighbourhoods
- Crumbling infrastructure on a granite slope.
- Overcoming attitudes about what we think we need
- Zoning
- Limited land base
- Access to under-utilized housing

- Affordable housing
- Planning for minimal energy use and minimal transportation
- Homes that are healthy (non-toxic) and employ sustainable energy use.
- Educating residents that more dense developments are good
- Very limited land base
- Affordable housing for young and/or low income workers and families
- Housing for aging / disabled population
- Address the substandard housing – ensure that a minimum of standards are met
- Building code can empeed the innovation of sustainable housing
- The geography
- No pockets of rich, uniform settlements
- Add more subsidized housing
- Sustainable property development entails mixed use development: commercial, industrial, residential and recreational/amenity facilities
- Reaching "critical mass" ie. large populations enable __ government, provisions, money

Defining our Goal: What would this Focus Area look if it was sustainable?

- Housing priced for all sectors
- There would be smaller communities within the larger community
- Smaller, more beautiful houses – away from the mega houses
- View the entire community as our own home.
- Create a balance between built land and open land
- Have a wide range of affordable housing options
- Architecturally beautiful
- Create guidelines for alternative energy use in new developments
- Address sub-standard housing (wastes energy, creates illness)
- Backyard gardening / farming and greenspace
- Affordable housing options for families
- Communities with amenities for less transportation mixed use communities
- Walkable/bikable city is a must
- Laws on industrial use in residential areas
- Support (incentives) to landlords to maintain and green their properties – composting, water use, clothesline, and bike racks, garden areas, etc.
- Grow existing tax base.
- Green buildings and facilities (eg.geothermal)
- Affordable and suitable housing
- More co-op and other alternative and sharing way of living
- Programs to make houses and rents more accessible
- Low rise on the waterfront – 3 stories – the view is for everyone
- Owner of housings actually live here and contribute to the community (also in values)
- Government subsidizes housing
- Start a residence affordable housing area where only local residence can purchase
- Airport? Sustainable? How about just keeping a helipad?

Transportation and Mobility

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Using car share and ride share programs
- Utilizing buses and bike racks on buses.
- Compact city lends to walking and bilking
- Great inter-city service
- Car coop
- Commuter challenge event
- Reviewing bus routes in the region
- Changing out old busses for more energy efficient ones
- Alternative transportation plan developed
- Upgrading of sidewalks, trails (including expansion)
- Good transit of sidewalks, trails (including expansion)
- Good transit system
- Active lifestyle promoted
- Compact community
- Walkable
- Rails to trails
- Bus system

Our Values

What do we love about this Focus Area that makes it important?

- It will cut our carbon footprint
- Fantastic, healthy city because it is walkable
- Reduction of cars leads to healthier town
- Freedom of mobility
- Healthy aspect of walking, biking, rollering (self- propelled transport)
- Public transport- transport for all
- Green transportation options, avenues
- Increase human powered and decrease energy consumptive methods
- Lessens need for health care when people are more active – many social / health / community benefits – meet neighbours, interact, see our town in a different way, get outside!
- We like to walk!
- Our society and economy depends on it
- Promote active community
- Be sustainable in an oil crisis alternative
- Transportation is one of the leading causes of green house gasses
- We value freedom of mobility
- We need to move people and products throughout and into the city – it would be best to do this in a low impact way

Our Challenges

What are our community's challenges in this Focus Area?

- Cut global supply lines
- Reduce car dependency and become more accustomed to car coops / public bikes.
- Encourage bus and train use
- Encourage local tourism rather than long distance trips

- Since many people live outside of Nelson, they have to drive to work, so carpooling would be a viable option.
- Lack of incentives
- Changing social class attitudes around using transit
- Improving inner-city bus routes so that you can reach your destination faster than on foot
- 8000 + influx of people from surrounding community come into Nelson daily (so I've heard) so working broadly outside the city with surround area is key
- Education regarding mind-set (re: car sharing, car ownership, time management)
- Economically individual transportation is still affordable for most. This needs to change before significant changes will occur
- Cooperation of RDCK areas
- Surrendering dependency on single person vehicles
- Funding for public transportation
- Snow, ice, and hills, weather
- Better public transportation – especially to Salmo
- Changing people's habits of driving everywhere
- Steep terrain
- Weather – winter
- Long distance commuting (Castlegar)
- Runoff into lake
- Diversify transportation for really long-distance (ie. no trains to major cities)
- Very inconvenient to take bus anywhere (bad schedules and routes)
- Narrow streets
- Have more frequent busses during main routes and less milkruns – not enough people using – the waits are too long
- Traffic congestion, especially on highway between city hall and safeway

Defining our Goal

What would this Focus Area look if it was sustainable?

- Zero carbon use!
- It would be a friendly, walkable city with residents talking with one another.
- Better publicity and marketing to promote regular use of transit
- Almost no personal use vehicles on roads – no need
- Zero emissions (ghg) used in transport (closed system)
- Next benefit might be measured by physical fitness and health
- Dedicated bike and walking lanes
- Reduced vehicle access
- City train station and rail transport regionally
- Safety!
- Commuter train between nelson and castlegar
- Bike racks on every corner
- Car-free bike / pedestrian corridors
- Train
- More public transportation between surrounding areas
- Train from trail to nelson – castlegar
- Active transportation equal a certain scale – Nelson is small
- More energy efficient transportation system (ie. electric)
- Noise limit on vehicles on baker street – ie. motorcycles
- Hybrid police vehicles and city vehicles

- How about building shweeds (bicycle pods)
- Increase use of bikes ie. bike sharing (electric bikes)
- Make taking bikes (shoulders) wheelchairs easier on bus
- Car-free downtown
- Local control of transportation - ie. car schedules
- Shuttle bus every ½ hour from uphill to downtown in 10 minute – it should be simple and quick to get downtown from anywhere in town.
- Bike share program
- All electric transit – we have the infrastructure
- Use of gondolas / cable cars

Energy, Air Quality and Climate Change

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- We have our own hydro power plant
- There is the 10th street renovation – Thermal / LEED
- A transportation plan
- Promoting alternative forms of transportation
- Providing incentives to increase building density to reduce transportation requirements
- Exploration of district heating.
- Garden waste burning stopped
- City's greenhouse Action Plan
- We are doing very little
- Car share
- Walking snow clearing
- RDCK and City's ICSP
- Encourage public transit
- No more wood stoves
- No burning
- Climate change action plan
- Transition nelson
- We generate our own power

Our Values

What do we love about this Focus Area that makes it important?

- A 'key' to sustainability
- A life and death issue
- Long-term thinking
- Personal Health
- Affordable
- Clean
- I like breathing, moved to small town for fresh air. Irony is we have terrible air quality
- Clean air
- Resiliency in the face of rapid changing climate
- Efficient use of energy, preferably renewable, non populating energy
- Long term thinking is essential
- Capitalizing on local resources – Nelson Hydro
- Diversity of energy supplies – both as a community and as individuals
- Potential
- We breathe it / it's fresh and cleaner than most
- Energy is everywhere
- Local power "green"
- Reduce reliance on oil
- Diversify energy resources
- Education
- Consume less
- Change behavior

Our Challenges

What are our community's challenges in this Focus Area?

- Using energy stupidly (use of a leaf blower when a broom does the same thing)
- Washing gravel off of sidewalks/roads
- The cultural worship of the lawn
- Access to distant markets without travelling to work
- District heating for new residential developments (e.g. Nelson landing)
- Cost
- People's willingness to change

- Significant numbers of people travel extensively during fall, winter and spring
- Teach residents to seasons / wood, turn clean and don't burn trash in fireplace
- Creating efficient buildings
- Reducing vehicle use
- Regulating wood stove use
- Regulating wood burning around town
- Managing waste to reduce GHG's, especially composting
- Rural growth 2/3 greater than growth in the city
- Making it easy for people to do sustainable house renos – must provide instruction and incentives.
- Peak metering system
- Reinstating the train system
- Public information:
- Consume less
- Upgrading / retrofitting wood stoves
- Supporting alternatives fuels (eg algae – based biodiesel)
- Preparing for extreme weather events
- We don't live in a bubble, we're a part of a global system – we affect others and vice versa
- Biomass/compost/yardwaste

Defining our Goal

What would this Focus Area look if it was sustainable?

- Educated populace who understand the big picture – energy usage and how to conserve!
- Energy produced much close to home
- "100 mile" solutions
- Clean air
- Energy efficiency throughout
- Affordable, efficient heating/energy
- Stop wasting energy. Reduce pollution
- Zero energy homes – they make what they use!
- Carbon neutral!
- No gas cars – no gas stations – install alternatives like electric cars and service stations
- Smaller footprint
- More food and bike paths
- Walk-only DT core
- Green roofs
- Solar panels
- River run through/micro power projects
- More green space / less concrete
- Use of geothermal
- Energy efficient housing standards
- Solar wind air source, heat pumps

Natural Areas, Recreation, and Leisure

Notes: connected to much more than recreation

Community Inventory: What the Nelson community already doing to excel in this Focus Area?

- Diversity of parks
- 2 arenas
- Planning and partnering with service clubs
- Tree maintenance and planning
- We have plenty of open space and a lot of recreational opportunities
- Railway right of ways
- Water front Path
- Soccer Fields
- Pulpit Rock trail
- Mountain station
- Rec center
- Lake Side Park
- Pulpit
- Rails to trails

Our Values

What do we love about this Focus Area that makes it important?

- Our outdoor areas and activities have become a part of our city's culture.
- We have a deep connection to nature – human health and biodiversity.
- Important to physical and mental health
- Special benefits
- Aesthetically pleasing, contribute to beauty of community
- We value the environment – parks and open space especially
- This is what draws people to Nelson
- Personal health and well-being
- Beauty
- Essence of Nelson in a lot of ways
- Why so many are here
- Access
- A factor that's driving our community – it is crucial to our emotional well being – stress management in our busy lives

Our Challenges

What are our community's challenges in this Focus Area?

- We need to convince visitors to respect our part of the world! They cannot expect to use it and abuse it and then vacate it.
- We need to establish protected zones
- Access to arena / pool complex expensive
- Old trees / removal
- Funding
- Usage – adults / children / gardeners juggling conflicting opinions
- Dog friendly or not
- Cost of operations
- Overall parks planning
- Lack of asset management

- Lack of real and viable local park (green spaces) throughout Nelson
- Over development – preventing sprawl
- Invasive species
- Cottonwood park not always maintained and has poor access
- Skate board park
- Connection people to wildlife / spaces ie. climbing trees instead of jungle gyms
- Nature scapes within the city
- Downtown park / gathering space
- Connecting communities with trails that can access bikes and joggers

Defining our Goal

What would this Focus Area look if it was sustainable?

- There needs to be an ongoing assessment of resources.
- Maintain diversity, protect park from development
- Cost effective facilities – arena, pool, etc
- Regional focus – trails, fields, parks cost sharing
- More partnerships – reigon
- Green space 5 min walk from any point
- No toxins
- Safe access
- What would this Focus Area look if it was sustainable?
- Natural and recreation spaces for everyone to use, in locations accessible by all transport means (should not have to drive to get to them)
- Protecting biodiversity
- Remove motorized vehicles from lake – jet skis etc
- Encourage soil, kayak, etc
- No more marinas encouraging motorized boats

Council SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
High citizen engagement	image isn't everything	green development opportunities	climate change
very aware groups	complacency	amenity migration	energy costs
experts'	compact: at some point will reach limits of what we can sustain	build on educational facilities	amenity migration
compact community	desirability (unless we change paradigm of thinking/adapt/find ways to be successful without growth)	partner with the Regional District - Police/Fire/Services	global economic stability
authentic	staff workload	Traditional revenue stream was forestry, mining, power: need to build up	work really hard to even make a dent - what is happening elsewhere?
excellent water	Regional District relationship - planning, transportation, land use, shared services.	Community Forests (i.e. Harrop-Proctor Forest Management)	looking internal vs. External (i.e. Should we invest the offset here or abroad?)
Nelson Hydro	wildly diverse community - hinders from exploring opportunities (b/c of different opinions)	Regional Hub	Lack of Regional District relationship (what happens in the Regional District can affect the City)
Education and health: alternative health care (Chinese Medicine, Health Co-op, college, Waldorf, private schools, alternatives with the public system)	aging infrastructure	likelihood of local tourism	different legal structure in the Regional District from the City
distance education programs	CP Lands/brownfields	share bureaucracy	Trade agreements
great cultural community	contaminated lands (gas stations)	streamline funding	Treaty agreements
diverse economy	complacency	Columbia Basin Trust as a huge asset	Aboriginal Relationships /difficulty defining
positive image	green infrastructure	Fraser Basin Council	cost of recreational services
cosmopolitan	Greenhouse - potential for future? Current costs of operations/staffing costs	Construction projects/developments	requests made on rural BC to meet goals is not being matched with sufficient funding to meet the requirements of Provincial and Federal downloads (water testing, catscan, water purification, sewage,

			composting toilets)
service centre	communication problems - down gaps in history (no waterfront 50 years ago, land fill/ignorance)	Federal/provincial $$ (what where does this $$ come from?) need to look at where $$ comes from (i.e.. Gas tax from driving)	lack of control of building regulations/health regulations
able to attract people	cost of recreational services	ethical guidelines/fundraising	peak oil
desirable community from professional to transient	transportation (i.e. 5000 cars across bridge)	offest market	is the reduction of use of fossil fuels the right direction
What is desirable?	Steep hills/topographical challenges	farmer's market/local produce - in touch were food comes from	conventional and new forms of energy that haven't been properly studied
sustainable/stable population growth (have growth but not necessarily within City boundaries)	amenity migration (both good and bad)	transit/transportation	narrow thinking
economy has been growing	overdeveloped citizen engagement	regional planning	fire threat
population density	apathy	Green hydro production / energy production	pine beetle
City capacity to do planning/work	newcomers more active than long-time residents	energy security	proximity to US border
attract young families	water infrastructure (risks to the main waterline)	hot bed for geothermal energy opportunities	radioactivity levels at 4 mile
Baker Street	flash floods/poor storm infrastructure		flavour of the decade'
outdoor recreational opportunities	transfer station/waste management		
Kootenay Lake	regional buy-in on services (library, theatre, arts)		
outdoors	intolerance		
Four Seasons	stress on services from region		
weather	cost of services (i.e. Police and fire)		
abundance	lack of cohesion		
green space	lack of affordability/availability (housing/studio space)		
small business communities	rental costs/facility costs		
innovative businesses	Youth Centre (funded only by City)		
technological infrastructure	no major industry (no industrial tax base)		
live here, work everywhere/elsewhere	fluctuations in mining and forestry		
local expertise (untapped)	home-based businesses		
# of Co-ops/ co-op movement	gentrification - 'snobbery'		

	about trailer parks and modular homes		
knowledgeable citizens	accepting products from other countries with no rules/regulations but would drive this same business out of the community		
generational expertise	lack of local shopping		
diversity	no jobs/lack of employment opportunities		
aging infrastructure	low wages (entry level)		
excellent pool of expertise	no entry level housing		
government sector important economically	nimbyism		
non-profit sector			
great restaurants			
tourism destination			
hub			
special events (i.e. Soccer tournament, cultural, music, conference, environmentalist events)			
Selkirk College			
CP Rail			
Redeveloping the old Station House			
Nelson Economic Development Partnership			
Light industry			
strong hospitality industry			
consulting industry (big pool)			
arts community			
hub for social services/large number of agencies/expertise			
strong library/literacy			
strong neighbourhoods			
supportive neighbourhoods (i.e. Greening up schools			
Parent Advisory Councils			
new school			
regional courthouse/legal base within City/sitting Judge			
City Police and City Fire Departments			
Provincial services/service Centre			
Presence of DFO and MOE			
Administrative hub			
strong sports groups			

volunteer groups			
sporting activities for kids			
youth centre/youth development			
dance/theatre			
capital theatre			
long standing music community			
Touchstones (older volunteer generation)			
Cultural Development Commission			
The Factory (supported by younger/diverse group of people)			
Professional amateur film/acting/big stage			
published writers			
heritage/Queen City/heritage holdings			
tolerant community for all kinds of people			
no dress code			
high gay community			
thriving churches and religious/spiritual practices			
regional involvement/interaction			
good shopping/unique			
not just 'tourism shopping' (also repair shops, traditional shopping services/non-mall approach to shopping)			
designers			
clean air			
environmental awareness focus			
pesticide free			
GMO free zone			
wildlife within the City			
protection of waterfront (park/pathway)			
versatile operations staff (Four season work)			

Staff SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Limited by boundaries (walkable)	Lack of jobs	Tourism	Economic crises
Strong downtown core	Lack of full time jobs	Industry	Not seeing travelling labour market
History	Travel (difficulty of getting here)	Waterfront devt	Aging workforce
Strong aesthetics	Lack of critical health care	Energy devt	Climate change (water shortage, pine beetle, interface/wildfire)
Diversity of recreation	Aging infrastructure	Youth services – reduction of ghg	Increasing fuel prices
Strong social service sector (food banks etc)	Expensive to maintain services	Advanced secondary education	More cuts to school system
Mix of cultures	Expensive to live here	More efficient connection of region (transportation, hospital, college)	Declining school population
Strong arts community	Lack of housing	Creation of jobs – based on age of city (i.e. retrofit heritage buildings)	Regulatory processes – fed and prov
Heritage	No university	Devt as a conference centre	Reliance on fed and prov grants
Education facilities	Childcare	More of a regional centre (health care/govt)	Pollution
Climate – 4 seasons	Limited boundary (limits how we can expand)	Growth of technology centre	Reliance on external food supplies
Diversity of ages	Limited tax base	Work with employers/employees to be well-rounded	Aging community
Health care	Ppl coming to community for services	Make community more friendly to seniors	Cultivation of ill. Drugs
Available water	Lack of industry	Recreation	Labour market (no entry level jobs)
Natural environment	Opposition (b/c of diversity)	Housing	
Police force	Difficulty to get around (elderly and wheelchair – topographical constraints)	Variety of funding for social sector	
Nelson Hydro	Sidewalks (not accessible)	Take advantage of climate change	
Paid fire dept	Weather		
Deep community roots			

Economic depth ($$ in the bank)			
Transit system – good roads			
Location of city as centre (hub)			
Airport			
Restaurants			
Personal safety			
Airport, rail and good road service			
Self-reliant b/c of location (separation from larger centres)			
Nice community to be in			
Tourism sector			
Retail sector			
Good professional base – govt centre			
service groups			
Volunteerism			
Adequate and improving hospital			
Diversity of medical support			
Alternative medicine			
Lack of chain stores			
Park system			

Nelson Path to 2040

Working Group

Workbook

Round 2

June 18–25

City of Nelson **Sustainability Strategy** 2010

Stantec

Workbook: Round 2

Objectives

1. Draft end-state goal for each Focus Area
2. Draft objectives for each goal statement
3. Community check-in on end-state goal and objectives

Round 2: Meeting 1

Suggested Agenda: Total time – Approximately **4 hours**

Focus Area 1

Duration	Activity
10 min	Review materials
30 min	Imagining our future
40 min	Crafting an End-State goal
40 min	Drafting objectives

Focus Area 2

Duration	Activity
10 min	Review materials
30 min	Imagining our future
40 min	Crafting an End-State goal
40 min	Drafting objectives

It is assumed that working groups will address these exercises **one Focus Area at a time.*

How is past work being incorporated in the Workbook Exercises?

Exercise 1: Imagining Our Future

1. Imagining Our Future

'Setting the destination' is about imagining and articulating what sustainability looks like for your assigned Focus Areas. These descriptions are not time sensitive – it may take 100 years to accomplish, or Nelson may already be experiencing success. Rather than fixating on what is achievable by a certain date, the purpose is to express **what is possible** in your Focus Areas.

- Reflect on the Community Values and outcomes of Round 1 for your assigned Focus Area and with other WG members.
- Imagine your Focus Area is sustainable. Brainstorm words that describe your Focus Area (when it's sustainable).
  - Use language that describes what Nelson will 'look like' in the future. These words could describe community values for this Focus Area (integrity, pristine, equitable) or they can describe aspects of this Focus Area (neighbourly, safe, welcoming, clean).

  A summary of Community Values is provided in your resource package.
- Record your **list of words** in the box below.

Focus Area 1: Our Future - Word Brainstorm	**Focus Area 2:** Our Future - Word Brainstorm

** The space provided is to record your input as you move through the process. It is suggested that your group completes the set of exercises for the first assigned Focus Area, and then moves to the second assigned Focus Area. The outcomes of the process will be summarized by the Working Group Lead.*

Exercise 2: Creating an End-state Goal

2. Creating an End-state Goal

It is important to set goals for the future to define what success will look like - if we can imagine it, we can start working towards it.

For this exercise, be sure to reflect on the words generated during the brainstorm in the last exercise, and use the Sustainability Lens and List of Players developed in Round 1 to ensure a broad community perspective for this exercise. Also reflect on community input on **defining our goal** provided in the resource package.

1. **Draft an end-state goal statement:** In pairs or small groups, answer the question below, in one sentence, to describe the desired end-state goal for your Focus Area.

   "Once Nelson has achieved sustainability, what will our community members, key stakeholders, and visitors say about this Focus Area?"

   Your answer should **not** include actions or solutions, but is meant to be a high level depiction of what success looks like. The next exercise will move into more detail through drafting more specific objectives for each end-state goal. Make sure the statement you make can apply to all aspects of the Focus Area. Record your answers in the box provided.

Focus Area 1: Nelson is…

End-state Goal

A descriptive statement that describes what a Focus Area looks like when it sustainability is achieved. They are high level statements of what a community aims to achieve. End-state goals are **long term** therefore not bound by time.

Focus Area 2: Nelson is…

Remember, this exercise is about imagination and vision. It is about possibilities. Don't compromise your high level goals because you think they can't be achieved. Instead, start from the perspective that barriers have been overcome, and imagine what is possible. This will help you set strong goals, and be a source of inspiration when developing strategic directions.

Exercise 2: Creating an End-state Goal cont...

2. **Share this statement with the group:** When Working Group members are sharing, pay attention to what is the same and what is different in each response.

3. **Revise the end-state goal:** Once everyone has shared their draft statements, work together as a group to agree on one end-state goal for your assigned Focus Area.

Focus Area 1: Agreed Upon End-state Goal

Focus Area 2: Agreed upon End-state Goal

WGL: Enter the agreed upon End-state goal into the facilitators recording sheet.

Exercise 3: Crafting the Objectives

3. Crafting the Objectives

The end-state goal just created is a high level direction towards a sustainable future. Your Working Group may have found it difficult to come up with one sentence because of the complexity of the desired future. This makes sense, because each end-state goal covers many aspects of the Focus Area. Objectives are used to define outcomes and elaborate on these aspects. An objective is a short, action oriented statement that provides additional details about what the goal is aiming to achieve.

Objectives

A short, action oriented statement that when met will move towards achieving the goal.

There are two steps in creating an objective. The first is to identify the key elements of the Focus Area. The second is to draft an active statement for each key element.

1. **Identify the key elements of the Focus Area:** The first exercise identifies the various, inter-connected components of the Focus Area. For example, if the Focus Area is Water, key elements may include: conservation, water quality, storm water.

   Reflect on the outcomes of "What is included in this Focus Area" from Round 1, and work as a group to come up with bullet points that reflect the key elements of the Focus Area. Each key element should be distinct, and speak to the broader end-state goal. Aim to identify 2-5 key elements that support the end-state goal for your Focus Area.

   A summary of "What is included in this Focus Area" is provided in your resource package and "Round 1 Summary".

2-5 key elements for **Focus Area 1**

2-5 key elements for **Focus Area 2**

Example

Focus Area: Water

End-State Goal Statement: We have clean, safe water and residents are committed to reducing water use to ensure that it remains pristine and plentiful for future generations.

Objectives:

- Reduce the amount of potable water used
- Protect the quality of our water supply and systems
- Enhance the reuse and on-site infiltration of stormwater

Exercise 3: Crafting the Objectives cont…

2. **Draft an active statement for each key element:** Once your group agrees on 2-5 key elements for each Focus Area, the next step is to draft objectives for each key element. Objectives are more specific and action oriented than an end-state goal. They start with a verb that denotes action (reduce, enhance, improve), and can be assessed at a later date with the question: "Did we (objective)?" As a group, create one objective for each key element identified in the previous step.

Example

Did we reduce the amount of potable water used?

Key Elements of Focus Area:	Objective
e.g. Water Conservation	e.g. Reduce the amount of potable water used.

WGL: Enter the agreed upon 2-5 objectives for each Focus Area into the facilitators recording sheet.

Exercise 4: Check and Review

4. Check and Review

Review your end-state goal and objectives and ask yourselves:

1. Does this end-state goal reflect the words or ideas in Exercise 1: Imagining our Future?

2. Does this end-state goal reflect the objectives defined in Exercise 3: Crafting the Objectives?

3. Does the end-state goal address a imagined future (Round 2 Exercise 1) that would be attractive to all the players identified in Round 1?

If not, revise your goal statements and objective for this Focus Area. Enter any changes on the facilitators recording sheet.

Complete this exercise for the second assigned Focus Area, and then turn to the homework assignment. Once you have completed Exercises 1-5 for all your assigned Focus Areas your meeting can be adjourned.

Turn to next page for details on your homework assignment.

Round 2: Homework

Homework Exercise: Testing Goals with the Community

After the Round 2 meeting and **before June 25th**, we ask you to test your goal statements and objectives for each assigned Focus Area with members of the public. This will provide some preliminary insight into whether community members feel the working groups end-state goals and objectives are well defined. Try and speak to at least **10 people in the community**, and ask them if the Goals and Objectives match their vision of a sustainable future.

Write the Goals and Objectives for each Focus Area in the first row of the table below. In the second row, record input from the community. Once complete, send this information back to your Working Group Lead to compile and return to the project team **BEFORE JUNE 25th**.

End-state Goal Statement and Objectives for Focus Area 1:	End-state Goal Statement and Objectives for Focus Area 2:
Community Input	**Community Input**

Nelson Path to 2040

Working Group

Workbook

Round 3

August 31 – September 20

Stantec

Workbook: Round 3

Objectives

1. Review and provide feedback on revised End-State Goals and Objectives
2. Define how close we are to achieving these Goals (Assessing the Gap)

Round 3: Meetings

Suggested Time: Approximately **2 hours** per Focus Area

Exercise	Activity	Duration
1: Review End-State Goals and Objectives	Review Revised End-state Goals and Objectives	90 min
2: Assessing the Gap	Establish Where We Are Now	30 min

It is assumed that working groups will complete these exercises **one Focus Area at a time.*

Expectations

- There is no homework (i.e. community check-ins) for Round 3
- Work is to be completed by September 20.
- There will be one additional meeting (celebration) for Working Group Members. This will involve all Working Group members in one meeting and will take place in late October or early November.
- There will be a Doodle poll circulated by your Working Group Lead to help us select the best date for the Working Group celebration.

Exercise 1: Review End-State Goals & Objectives

In your last session you drafted End-State Goals and Objectives for your Focus Areas. The project team has reviewed your work and revised your End-State Goals and Objectives. Goals and Objectives were reworded for consistency in language and clarity. In some cases Goals and Objectives were edited if:

- Community feedback requested some changes,
- There was a gap from Round 1 outcomes,
- There was a gap based on best practices in community sustainability planning,
- The statements were action oriented rather than high level, or
- The statements were not specific enough to guide policy.

The purpose of this exercise is to review the revised End-State Goals and Objectives and provide feedback on:

1. The revisions made to your Goals and Objectives,
2. How well your Goals and Objectives reflect the 4 Pillars of Sustainability,
3. How your Goals and Objectives relate to the other Focus Areas.

Review End-State Goals and Objectives

STEP 1: Review revisions to the End-State Goals and Objectives

Review changes and associated notes to the End-State Goal and Objectives for each Focus Area provided in the Resource Documents. As a group, determine if you are comfortable with the changes made. If not, please record issues or desired changes below. **Reflect on these boxes when completing Step 4**.

Comments of Changes for FA 1

Comments of Changes for FA 2

*Remember, an **End-State Goal** is a high level statement of what a community aims to achieve. They are not meant to address specific actions.*

*An **Objective** is a short statement that outlines specific results the Goal is aiming to achieve.*

Exercise 1: Review End-State Goals & Objectives

STEP 2: Ensure End-State Goals and Objectives reflect Nelson's 4 Pillars of Sustainability

It is important to check back and ensure our work completed to date is balanced and reflects Nelson's 4 Pillars of Sustainability, discussed in Working Group Training Session last March.

1. Discuss how your End-State Goal and Objectives contribute to each of the 4 Pillars. Use the following questions to guide your discussion:

   Are the End-State Goal and Objectives :

   a) directly related to each Pillar?

   b) indirectly related to each Pillar? or

   c) not applicable to each Pillar?

   Expand on your answer by describing ***how*** your work is related to each pillar.

2. Review the Influence Diagrams of potential climate change impacts for your Focus Area provided in the Resource Documents.

   a) How do these potential impacts effect the 4 pillars as they relate to your Focus Areas?

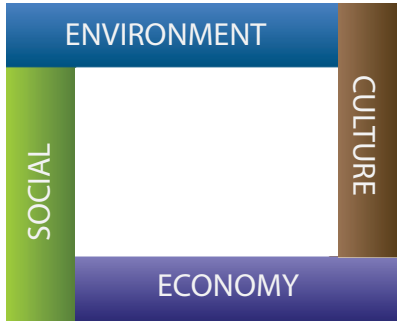
FOCUS AREA 1:

What were the key points of this discussion?

WGL: Record the outcomes of your discussion on the facilitator's recording sheet.

Based on this discussion, are there any changes to the End-State Goal and Objectives you would like to make that would strengthen their contribution to the 4 Pillars and/or enhance Nelson's ability to be more resilient to potential climate change impacts? **Reflect on this box when completing Step 4**.

Nelson's 4 Pillars of Sustainability



1. ***Environment:*** land, air, water, biodiversity, conservation, and restoration.
2. ***Culture:*** festivals, music, art, language, theatre, culinary, and politics.
3. ***Economy:*** business, debt, jobs, fair wages, security, infrastructure, fair trade, and technology.
4. ***Social*** : people, services, education, equity, community, working conditions, health services, educational services, and social justice.

Exercise 1: Review End-State Goals & Objectives

CONTINUED …STEP 2: Ensure End-State Goals and Objectives reflect Nelson's 4 Pillars of Sustainability

It is important to check back and ensure our work completed to date is balanced and reflects Nelson's 4 Pillars of Sustainability.

1. Discuss how your End-State Goal and Objectives contribute to each of the 4 Pillars. Use the following questions to guide your discussion:

   Are the End-State Goal and Objectives :

   a) directly related to each Pillar?

   b) indirectly related to each Pillar? or

   c) not applicable to each Pillar?

   Expand on your answer by describing ***how*** your work is related to each pillar.

2. Review the Influence Diagrams of potential climate change impacts for your Focus Area provided in the Resource Documents.

   a) How do these potential impacts effect the 4 pillars as they relate to your Focus Areas?

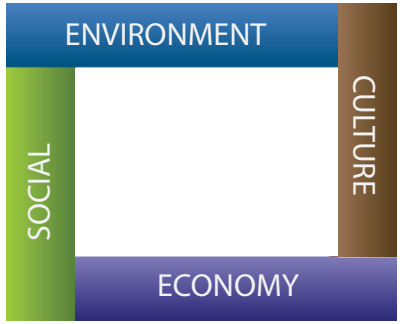
FOCUS AREA 2:

What were the key points of this discussion?

WGL: Record the outcomes of your discussion on the facilitator's recording sheet.

Based on this discussion, are there any changes to the End-State Goal and Objectives you would like to make that would strengthen their contribution to the 4 Pillars and/or enhance Nelson's ability to be more resilient to potential climate change impacts? **Reflect on this box when completing Step 4.**

Nelson's 4 Pillars of Sustainability



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3. ***Economy:*** business, debt, jobs, fair wages, security, infrastructure, fair trade, and technology.
4. ***Social*** : people, services, education, equity, community, working conditions, health services, educational services, and social justice.

Exercise 1: Review End-State Goals & Objectives

STEP 3: Ensure End-State Goals and Objectives relate well to the other Focus Areas

It is important that the Goals and Objectives from each Focus Area relate to and support each other. In the table below, assess how well your Focus Area relates to the corresponding Focus Area using the 4 Assessment Questions outlined in the textbox. You will find the End-State Goals and Objectives for the other Focus Areas in your Resource Documents.

	Focus Area 1:
Arts, Culture & Heritage	
Local Economy	
Water: Potable Waste & Stormwater	
Solid Waste	
Healthy Living & Social Well-Being	
Food, Food Security & Agriculture	
Land Use	
Energy and Climate Change	
Natural Areas & Recreation & Leisure	
Transportation	

Assessment Questions

1. *Do my Goals and Objectives apply to this Focus Area? If so, describe how.*
2. *Is there useful overlap or redundancy in these two Focus Areas? Explain.*
3. *Are any of my Objectives better suited to another Focus Area? If so, indicate which Focus Area and explain why.*
4. *Do the Goals and Objectives conflict, and if so, how should this conflict be resolved? Explain.*

WGL: Record the outcomes on the facilitators recording sheet.

Exercise 1: Review End-State Goals & Objectives

CONTINUED…STEP 3: Ensure End-State Goals and Objectives relate well to the other Focus Areas

It is important that the Goals and Objectives from each Focus Area relate to and support each other. In the table below, assess how well your Focus Area relates to the corresponding Focus Area using the 4 Assessment Questions outlined in the textbox. You will find the End-State Goals and Objectives for the other Focus Areas in your Resource Documents.

	Focus Area 2:
Arts, Culture & Heritage	
Local Economy	
Water: Potable Waste & Stormwater	
Solid Waste	
Healthy Living & Social Well-Being	
Food, Food Security & Agriculture	
Land Use	
Energy and Climate Change	
Natural Areas & Recreation & Leisure	
Transportation	

Assessment Questions

1. *Do my Goals and Objectives apply to this Focus Area? If so, describe how.*
2. *Is there useful overlap or redundancy in these two Focus Areas? Explain.*
3. *Are any of my Objectives better suited to another Focus Area? If so, indicate which Focus Area and explain why.*
4. *Do the Goals and Objectives conflict, and if so, how should this conflict be resolved? Explain.*

WGL: Record the outcomes on the facilitators recording sheet.

Exercise 1: Review End-State Goals & Objectives

STEP 4: Recommended changes to End-State Goals and Objectives

Reflect on your discussions in Exercise 1 and record any key changes you would like to see incorporated into the final End-State Goals and Objectives. Do not spend time working on the exact language of your End-state goals; rather, focus on the sentiment you would like to see reflected. These comments will be used by the project team when finalizing the End-State Goals and Objectives for the final strategy document.

FOCUS AREA 1:

FOCUS AREA 2:

WGL: Record the outcomes on the facilitators recording sheet.

Exercise 2: Assessing the Gap

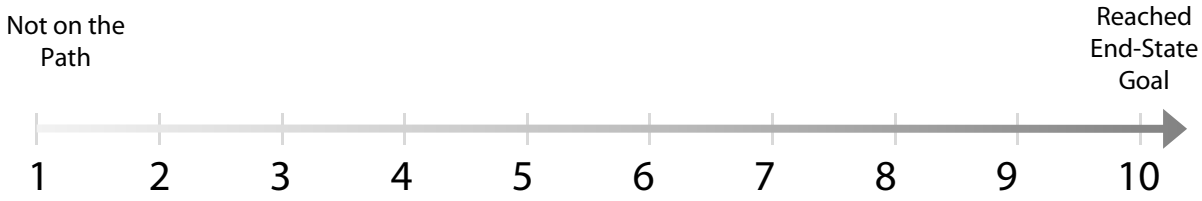
The purpose of this exercise is assess how close Nelson is to achieving the End-State Goal and Objectives, which is otherwise known as the 'gap' between where we are currently and where we want to be.

Establish Where We Are Now

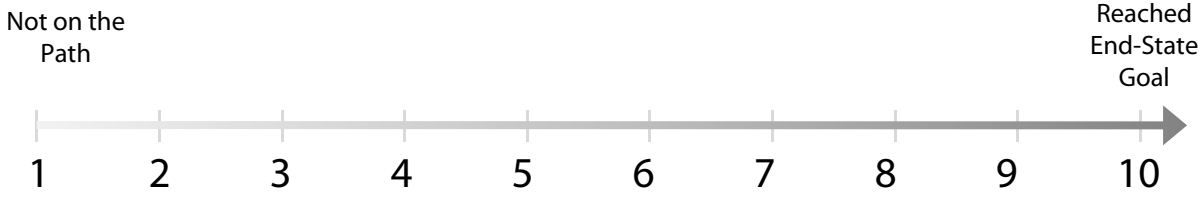
To assess the gap you need to determine how close Nelson is to achieving the End-State Goal and Objectives. You began this step in Workbook Round 1 when you assessed the current reality. To complete this exercise, you will need to review:

1. Your list of Current Assets, Vulnerabilities, and Threats (see Resource Documents).
2. The updated inventories of City and Community led initiatives currently underway in your Focus Area (see Resource Documents).

Reflect on these as a group to decide how close (or far) you are from achieving your End-State Goal. Record your response with an **X** on the line below.



Path to 2040 Scale (Focus Area 1)



Path to 2040 Scale (Focus Area 2)

WGL: Mark Path to 2040 scale on the facilitator's recording sheet.

Scale to Help Assess Where We Are Now

1 **Not even on the path**: no substantive assets, major vulnerabilities and threats.

3 **Early wins, but a long road ahead**: there are only a few initiatives already in place.

5 **We can see our destination, and are half way there**: there are several initiatives in place.

7 **We are well on our way, with some work still to do**: there are several initiatives in place and we have taken measures to address many of our vulnerabilities and threats

10 **We have reached our destination**

Exercise 2: Assessing the Gap

1.3 Check and Review

Review your work in this Round and ask yourselves:

1. Do the End-State Goals and Objectives reflect the Nelson's 4 Pillars?
2. Do the End-State Goals and Objectives fit with the other Focus Areas?
3. Does the group agree with the assessment of the gap 'Where we are now?"

If not, revise your work and enter any changes on the facilitators recording sheet.

Complete this exercise for the second assigned Focus Area.

Once you have completed Exercises 1 & 2 for all your assigned Focus Areas, your work is complete.

Congratulations! You have finished your last Workbook exercises!

Thank you for all of your hard work, time and commitment to this initiative. The project team looks forward to seeing you at the upcoming Working Group Celebration being scheduled for late October/early November!

Don't forget to take the Doodle Poll to help us select the best date for our celebration!

Next Steps

Remaining Steps in the Project

By September 20

Communicate Progress on Strategy to Public

Finish Round 3

October 4 – 15

Online Survey, Intergenerational Interviews: Feedback on Strategic Directions

End October/Early November

Working Group Session: Present Strategic Directions to Working Group Members for review and input. Celebrate participation in process. **Tentatively October 25, November 1, or November 2**

Present Progress to Date to Council

November

- Council Presentation
- Finalize Strategy Document

Nelson Path to 2040

Working Group

Workbook

RESOURCE DOCUMENTS

Round 3

August 31 – September 20

Draft End-State Goals and Objectives – WITH MARK UP

Overall notes on revisions:

- Goals and objectives were reworded for consistency in language and readability.
- In some cases objectives were edited if:
    - Community feedback requested some changes
    - There was a gap from round 1 outcomes
    - There was a gap based on best practices in community sustainability planning
    - Action oriented
    - Not specific enough

Notes on reading edits

- Red, underlined text indicates changes made from the original goals and objectives submitted by the working groups
- Strikethrough are suggested deletions
- Red bracketed text outlines rationale for revision

1. Water

End State Goal

ORIGINAL: If our watersheds and water courses remain pristine and we're committed to reducing consumption we will have a clean, safe, secure, and plentiful supply for ourselves and future generations.

Our pristine mountain watersheds and water courses are protected from over consumption and provide a clean, safe, secure, and plentiful water supply for ourselves and future generations. (reworded for consistency)

Objectives

1. ~~Create the optimum quality of water possible and ensure those standards are maintained.~~ (note: community input found it too general, incorporated in goal 8)
2. Ensure community stewardship and use of best management practices to ~~attain and maintain conservation goals~~ reduce water consumption.
3. ~~Reduce consumption while encouraging sustainable user requirements.~~ (note: community input found it confusing, similar to goal 2)

~~4. Foster conscious and aware water use.~~ (note: similar to goal 2)

5. ~~Maintain environmental integrity of the water supply.~~ Foster healthy environmental practices in the watershed, particularly as it impacts the quality of runoff water into streams and reservoirs. (note: made objective more specific)

6. Preserve and allocate pristine water supply for primary uses (such as drinking) and utilize lower quality water sources for secondary uses (such as irrigation and flushing). (note: incorporating community feedback to make objective more specific)

7. Manage runoff on a local level and encourage runoff infiltration and retention. (note: incorporating community feedback to make objective more specific)

8. Ensure the community maintains control over its water resources and are able to effectively influence other agencies in ensuring a healthy, secure potable water supply for residents. (note: incorporating round 1 notes/community feedback)

2. WASTE

END STATE GOAL

ORGINAL: Create a zero-waste community by avoiding and reducing consumption first, then reusing, recycling, and recovering waste, and finally ensuring responsible disposal of the small amount remaining.

Nelson is a zero-waste community that avoids and reduces consumption first, then reuses, recycles, and recovers waste, and finally ensures responsible disposal of the small amount remaining.

OBJECTIVES

1. Manage liquid, solid and hazardous waste in the following order: avoid, reduce, reuse, recycle, recover and dispose.

2. Foster waste reduction and elimination practices while providing innovative means for reduced consumption.

Draft End-State Goals and Objectives – WITH MARK UP

3. Energy and Climate Change

End State Goal

ORIGNAL:
Nelson is an energy self-sufficient community where energy production is local, resilient, adaptive, carbon-neutral and meets or exceeds local consumption, while energy consumption is responsible and efficient. Together production and consumption will create a vibrant and resilient economy. A clear differentiation between our "energy wants" and our "energy needs" will be key when we make energy decisions regarding matters such as supply, type, and distribution.

Nelson is an energy self-sufficient community where energy production is local, resilient, adaptive, and carbon-neutral. Production meets or exceeds local consumption and energy is consumed responsibly and efficiently. Together production and consumption creates a vibrant and resilient economy. A clear differentiation between our "energy wants" and our "energy needs" are key when we make energy decisions regarding matters such as supply, type, and distribution.

Objectives:

1. Eliminate dependence on fossil fuels and prioritize local, renewable sources that feed a distributed, robust grid.

2. Promote and support activities and infrastructure, such as buildings and transportation, which reduce energy consumption, reduce greenhouse gas emissions and are carbon-neutral. (note: can be carbon neutral without actually any reductions)

3. Encourage the inception and growth of a local green energy economy through education, incentives, legislation, and conservation.

4. Natural Areas, Recreation and Leisure

End State Goal:

ORIGINAL: Nelson's natural areas will be restored (MR - as much as possible within an urban setting?) to functioning accessible ecosystems. These ecosystems will provide recreation, leisure, sustenance and transportation opportunities. Nelson will meet the diverse recreational and leisure needs of its demographic within a carbon-neutral context.

Nelson's natural areas are restored into to functioning, accessible ecosystems. These ecosystems provide recreation, leisure, sustenance and transportation opportunities. Nelson meets the diverse recreational and leisure needs of its demographic within a carbon-neutral context.

Draft End-State Goals and Objectives – WITH MARK UP

OBJECTIVES:

1. Establish recreation and leisure infrastructure as showcase models of energy efficient, water efficient, carbon-neutral design, construction and maintenance.

2. Promote and foster diverse human-powered recreation that is healthy and accessible to everyone, including an interconnected trail network that encourages walking and cycling. (note: incorporating round 1 and making it more specific)

3. Establish a distributed, restored natural areas network to serve as natural playgrounds for residents.

4. Restore natural areas, where possible to resemble their 1880 conditions, to enhance their ecological functions, e.g. wetlands that clean water, greenways for migration and breeding.

5. Establish and maintain publicly accessible waterfront recreation areas. (added due to strong focus in land use group - round 1)

5. FOOD, FOOD SECURITY & AGRICULTURE

END STATE GOAL:

All Nelsonites have access to affordable, nutritious and ethically produced food through a robust local food system that is integrated with other sustainable regional and global food systems. (no changes made)

OBJECTIVES:

1. Ensure availability and accessibility of nutritious whole foods and celebrate local foods in public settings such as farmers markets. (made more specific)

2. Participate in a coordinated approach to supporting farmers to access the land and resources they need in order to maximize regional food production, processing and distribution.

3. Support and encourage food production, processing and storage within city limits.

4. Inspire a greater understanding of the local / global food system and available resources to build community capacity and to foster more informed, ethical choices. (note: combined similar goals)

Draft End-State Goals and Objectives – WITH MARK UP

6. Healthy Living & Social Well-Being

End State Goal:

ORIGINAL: We have a healthy, vital, safe, inclusive community where people are engaged, respectfully connecting with their families, their community, other generations, and where learning is embraced as a means to deal positively with change.

Nelson is a healthy, vital, safe, inclusive community where people are engaged, respectfully connecting with their families, their community, other generations, and where learning is embraced as a means to deal positively with change.

Objectives:

1. Support & encourage healthy living choices and be responsive to the needs of individuals, families and the greater community.
2. Foster an inclusive & respectful community where all citizens have opportunities for meaningful engagement.
3. Ensure a high level of public safety that maximizes physical and social well-being.
4. Maximize opportunities for intergenerational connections, in particular as they support family development.
5. Sustain an attitude of openness and a culture of learning that responds positively to change and embraces diversity.

Draft End-State Goals and Objectives – WITH MARK UP

7. LAND USE

END STATE GOAL:

The City of Nelson manages the use of land and housing by enforcing responsible and sustainable policy which reflects the needs of an increasingly diverse population. (no change)

OBJECTIVES:

1. ~~The City will allocate sufficient resources to complete the Land Use Regulation Bylaws and a process to keep the Bylaws and Regulations current.~~ Align City Bylaws with the Sustainability Strategy and use other non-regulatory powers in combination to help influence change towards a sustainable future. (note: action oriented)

2. Promote affordable, mixed-use housing (mix and choice of housing for all stages of life and income) in all neighbourhoods that caters to the needs of young people, the aging demographic, young families and those who cannot afford to live in the community. (note: made more specific)

3. Every neighbourhood is complete and compact with access to commercial, leisure, and education spaces.

4. ~~Find an alternative location for the current RV Park and make the current campground an affordable tent only camping area.~~ (note: action oriented – incorporated into objective 6)

5. ~~Find another location for the transfer station and make that land available for an RV Park and leisure activities.~~ (note: action oriented – incorporated into objective 6)

6. Establish sufficient and appropriate areas for recreational accommodation (RVs, camping). (note: based on objectives 4 and 5 that were deleted)

7. ~~Protect and enhance parks and open spaces.~~ (reflecting natural areas focus area)

8. Focus new growth and mixed development in the downtown where it contributes to building a vibrant centre and protects outlying natural areas and agriculture from sprawl. (incorporated round 1 discussions and addresses the issue of growth allocation)

9. Require best practices in renovation/demolition/new construction.

10. Restore the waterfront as a publicly accessible feature that can catalyze economic opportunities and a vibrant downtown core. (incorporating round 1 notes)

Draft End-State Goals and Objectives – WITH MARK UP

8. Transportation

End State Goal:

The community of Nelson has access to various modes of transportation and mobility which blend public and private enterprise to ensure the energy-efficient movement of people and goods. (no change)

Objectives:

1. Establish direct and accessible, human-powered transportation, including the provision of covered walking stairs and pedestrian/cycling pathways connected to transit.
2. Reduce personal vehicle use and promote car-share opportunities such as car-coops and safe ride-sharing Car Stops.
3. Create bicycle wayfaring signage, parking facilities and interconnected bicycle pathways throughout the city.
4. Improve intercommunity bus transit service by implementing increased services and links to the airport, hospitals, and other regional services.
5. Create an interconnected, pedestrian friendly downtown / waterfront with no-personal vehicle zones within the downtown core. (note: more specific)
6. Improve awareness about the availability of efficient and sustainable transportation.

9. Local Economy

End State Goal:

Nelson is a forward-thinking community, that through entrepreneurial leadership, attracts investment and innovative business that values our Kootenay lifestyle. (no change)

Objectives: (NOTE: ALL NEW STATEMENTS BUILT ON NOTES PROVIDED)

1. Promote and attract innovative businesses and investment to Nelson.
2. Foster and support the entrepreneurial leadership in the community.
3. Support the tourism industry as a key part of our economy.
4. Focus economic development and stimulus in the downtown / waterfront area where it contributes to a vibrant centre and identity.

10. Arts, Culture and Heritage

End State Goal:

Nelson is regarded as a vibrant arts, culture and heritage hub where locals and visitors are engaged in experiencing the authentic fabric of the city, the diverse nature of the community and the creative spirit of its people. (no change)

Objectives: (NOTE: ALL NEW STATEMENTS BUILT ON NOTES PROVIDED)

1. Promote artistic and cultural expression and celebration in the downtown / waterfront area where it contributes to a vibrant centre and identity.
2. Preserve and celebrate the heritage of our community and the area in an authentic way.
3. Engage the creative energy of the people in building a greater vision for Nelson.

Draft End-State Goals and Objectives

1. Arts, Culture and Heritage

End State Goal:

Nelson is regarded as a vibrant arts, culture and heritage hub where locals and visitors are engaged in experiencing the authentic fabric of the city, the diverse nature of the community and the creative spirit of its people.

Objectives:

1. Promote artistic and cultural expression and celebration in the downtown / waterfront area where it contributes to a vibrant centre and identity.
2. Preserve and celebrate the heritage of our community and the area in an authentic way.
3. Engage the creative energy of the people in building a greater vision for Nelson.

2. Energy and Climate Change

End State Goal

Nelson is an energy self-sufficient community where energy production is local, resilient, adaptive, and carbon-neutral. Production meets or exceeds local consumption and energy is consumed responsibly and efficiently. Together production and consumption creates a vibrant and resilient economy. A clear differentiation between our “energy wants” and our “energy needs” are key when we make energy decisions regarding matters such as supply, type, and distribution.

Objectives:

1. Eliminate dependence on fossil fuels and prioritize local, renewable sources that feed a distributed, robust grid.
2. Promote and support activities and infrastructure, such as buildings and transportation, which reduce energy consumption, reduce greenhouse gas emissions and are carbon-neutral.
3. Encourage the inception and growth of a local green energy economy through education, incentives, legislation, and conservation.

Draft End-State Goals and Objectives

3. Food, Food Security & Agriculture

End State Goal:

All Nelsonites have access to affordable, nutritious and ethically produced food through a robust local food system that is integrated with other sustainable regional and global food systems.

Objectives:

1. Ensure availability and accessibility of nutritious whole foods and celebrate local foods in public settings such as farmers markets.
2. Participate in a coordinated approach to supporting farmers to access the land and resources they need in order to maximize regional food production, processing and distribution.
3. Support and encourage food production, processing and storage within city limits.
4. Inspire a greater understanding of the local / global food system and available resources to build community capacity and to foster more informed, ethical choices.

4. Healthy Living & Social Well-Being

End State Goal:

Nelson is a healthy, vital, safe, inclusive community where people are engaged, respectfully connecting with their families, their community, other generations, and where learning is embraced as a means to deal positively with change.

Objectives:

1. Support & encourage healthy living choices and be responsive to the needs of individuals, families and the greater community.
2. Foster an inclusive & respectful community where all citizens have opportunities for meaningful engagement.
3. Ensure a high level of public safety that maximizes physical and social well-being.
4. Maximize opportunities for intergenerational connections, in particular as they support family development.
5. Sustain an attitude of openness and a culture of learning that responds positively to change and embraces diversity.

Draft End-State Goals and Objectives

5. Land Use

End State Goal:

The City of Nelson manages the use of land and housing by enforcing responsible and sustainable policy which reflects the needs of an increasingly diverse population.

Objectives:

1. Align City Bylaws with the Sustainability Strategy and use other non-regulatory powers in combination to help influence change towards a sustainable future.
2. Promote affordable, mixed-use housing (mix and choice of housing for all stages of life and income) in all neighbourhoods that caters to the needs of young people, the aging demographic, young families and those who cannot afford to live in the community.
3. Every neighbourhood is complete and compact with access to commercial, leisure, and education spaces.
4. Establish sufficient and appropriate areas for recreational accommodation (RVs, camping).
5. Focus new growth and mixed development in the downtown where it contributes to building a vibrant centre and protects outlying natural areas and agriculture from sprawl.
6. Require best practices in renovation/demolition/new construction.
7. Restore the waterfront as a publicly accessible feature that can catalyze economic opportunities and a vibrant downtown core.

6. Local Economy

End State Goal:

Nelson is a forward-thinking community, that through entrepreneurial leadership, attracts investment and innovative business that values our Kootenay lifestyle.

Objectives:

1. Promote and attract innovative businesses and investment to Nelson.
2. Foster and support the entrepreneurial leadership in the community.
3. Support the tourism industry as a key part of our economy.

4. Focus economic development and stimulus in the downtown / waterfront area where it contributes to a vibrant centre and identity.

7. Natural Areas, Recreation and Leisure

End State Goal:

Nelson's natural areas are restored into to functioning, accessible ecosystems. These ecosystems provide recreation, leisure, sustenance and transportation opportunities. Nelson meets the diverse recreational and leisure needs of its demographic within a carbon-neutral context.

Objectives:

1. Establish recreation and leisure infrastructure as showcase models of energy efficient, water efficient, carbon-neutral design, construction and maintenance.
2. Promote and foster diverse human-powered recreation that is healthy and accessible to everyone, including an interconnected trail network that encourages walking and cycling.
3. Establish a distributed, restored natural areas network to serve as natural playgrounds for residents.
4. Restore natural areas, where possible to resemble their 1880 conditions, to enhance their ecological functions, e.g. wetlands that clean water, greenways for migration and breeding.
5. Establish and maintain publicly accessible waterfront recreation areas.

8. Transportation

End State Goal:

The community of Nelson has access to various modes of transportation and mobility which blend public and private enterprise to ensure the energy-efficient movement of people and goods.

Objectives:

1. Establish direct and accessible, human-powered transportation, including the provision of covered walking stairs and pedestrian/cycling pathways connected to transit.
2. Reduce personal vehicle use and promote car-share opportunities such as car-coops and safe ride-sharing Car Stops.
3. Create bicycle wayfinding signage, parking facilities and interconnected bicycle pathways throughout the city.
4. Improve intercommunity bus transit service by implementing increased services and links to the airport, hospitals, and other regional services.

5. Create an interconnected, pedestrian friendly downtown / waterfront with no-personal vehicle zones within the downtown core.

6. Improve awareness about the availability of efficient and sustainable transportation.

9. WASTE

END STATE GOAL

Nelson is a zero-waste community that avoids and reduces consumption first, then reuses, recycles, and recovers waste, and finally ensures responsible disposal of the small amount remaining.

OBJECTIVES

1. Manage liquid, solid and hazardous waste in the following order: avoid, reduce, reuse, recycle, recover and dispose.

2. Foster waste reduction and elimination practices while providing innovative means for reduced consumption.

10. WATER

END STATE GOAL

Our pristine mountain watersheds and water courses are protected from over consumption and provide a clean, safe, secure, and plentiful water supply for ourselves and future generations.

OBJECTIVES

1. Ensure community stewardship and use of best management practices to reduce water consumption.

2. Foster healthy environmental practices in the watershed, particularly as it impacts the quality of runoff water into streams and reservoirs.

3. Preserve and allocate pristine water supply for primary uses (such as drinking) and utilize lower quality water sources for secondary uses (such as irrigation and flushing).

4. Manage runoff on a local level and encourage runoff infiltration and retention.

5. Ensure the community maintains control over its water resources and are able to effectively influence other agencies in ensuring a healthy, secure potable water supply for residents.

Community Inventory
Items identified by community members (may be City-led initiatives)

Arts, Culture, and Heritage

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- 'Imagine Nelson'
- Providing and celebrating various venues and talent
- Art and music school
- Several theatre groups and venues
- Heritage is values and preserved
- Library
- Archives
- Top notch museum
- The coop idea is working well
- Top notch museum
- Diverse arts community with focus on local culture
- Presentation of main street asset – the ambience of Baker street
- Kootenay coop radio
- Oxygen
- TNT
- Capitol etc.
- CDC (Cultural development Commission)

Local Economy

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Nelson Economic Development – the business retention and expansion program
- Coops / social enterprise
- Incentives for green
- Shop local
- High value local businesses
- Succession planning
- The economy is good considering the population of the city
- Diversity of businesses
- A lot of small independent business
- Lack of chain / franchise businesses!

- A lot of co-ops
- Size of town enables word of mouth
- Geography – key element of resiliency (size small allows traffic between mall and downtown
- Creativity of current business owners
- Community futures – helping businesses set up and running
- Pot as a main staple of our economy

Solid Waste

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Landfill waste is shipped to Nelson
- Garden waste is free to drop off
- Clean is beautiful. We have a good system for keeping things tidy.
- Transfer stations (batteries, toxic goods, etc.)
- There are garbage/recycling pickup services in place
- Paying for the amount of garbage produced.
- Blue bags
- Tags and garbage

Healthy Living and Social Well-Being

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Other non-traditional healing
- Rich spiritual community
- Dedicated volunteers
- Good range of excellent social services
- Good City support (eg. Tax breaks)
- Existence of a community social planning society (SPAN)
- OCP that supports social and housing development
- Not keeping up with need
- Smoking by-laws
- Very active and engaged community organization – e.g. seniors, success by six, SPAN Nelson, Community Cares, dong good work in social area
- Nelson regional sports council
- Active community with all kinds of opportunities for involvement.

- We have a broad range of perspectives and initiatives that promote healthy living and well being
- Access to nature is a "built in" healthy factor
- New Lakeside outdoor exercise area (outdoor machines) is great
- Numerous small business people support citizens' goals – providing alternative medical care, classes, etc.

Food and Agriculture

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Promoting locally grown and produced goods/foods
- Banned Sprays
- Farmer's markets
- Making a start at real community gardens
- Creation of Comm. Sustainable Agriculture System (CSA) System
- Providing multiple market / retail opportunism for local foods
- Access to agriculture land nearby – north shore, creston
- Education - ecosociety, deconstructing dinnder, coop
- Progressive / supportive population
- Harvest rescue
- Community gardens
- Seed supply and exchange
- Emergency food supply
- CSA
- Resale of food grown from your garden

Land Use and Housing

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Allowing more secondary suites
- Subsidized housing
- Diverse housing all on the same block
- Not a 'gated' community
- Pride in fixing and painting homes
- Secondary suite by-law

- City's willingness to be creative around land use and available lands
- Commitment to secondary housing – quite a bit of it
- Increase in secondary suites
- Increased density
- Changing regulation for secondary suits
- Preserving a nice architecture and green yards
- Walking paths are preserved
- Renovation of the Selkirk college students residence
- Has a housing society and has made affordable housing a focus
-

Water: Potable, Waste, and Stormwater

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Water restriction
- Providing potable water to the community
- Looking towards conservation methods (summer months in City)
- Replacing water lines
- Water masterplan that addresses, use, source, treatment, and infrastructure
- Number of water conservation initiatives
- Part of CBT's water smart program
- Considerable strides in conservation
- Summer water restrictions
- Updating infrastructure
- Beginning to meter large business
- CBT initiated "WATERSMART"

Transportation and Mobility

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- Using car share and ride share programs
- Utilizing buses and bike racks on buses.
- Compact city lends to walking and bilking
- Great inter-city service
- Car coop
- Commuter challenge event
- Reviewing bus routes in the region
- Changing out old busses for more energy efficient ones

- Alternative transportation plan developed
- Upgrading of sidewalks, trails (including expansion)
- Good transit of sidewalks, trails (including expansion)
- Good transit system
- Active lifestyle promoted
- Compact community
- Walkable
- Rails to trails
- Bus system

Energy, Air Quality and Climate Change

What the community is doing

What are we already doing in Nelson to excel in this Focus Area?

- We have our own hydro power plant
- There is the 10th street renovation – Thermal / LEED
- A transportation plan
- Promoting alternative forms of transportation
- Providing incentives to increase building density to reduce transportation requirements
- Exploration of district heating.
- Garden waste burning stopped
- City's greenhouse Action Plan
- We are doing very little
- Car share
- Walking snow clearing
- RDCK and City's ICSP
- Encourage public transit
- No more wood stoves
- No burning
- Climate change action plan
- Transition nelson
- We generate our own power

Natural Areas, Recreation, and Leisure

What the community is doing

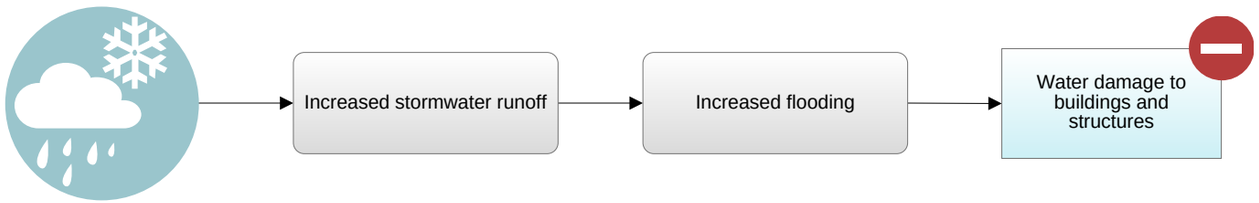
What are we already doing in Nelson to excel in this Focus Area?

- Diversity of parks
- 2 arenas
- Planning and partnering with service clubs

- Tree maintenance and planning
- We have plenty of open space and a lot of recreational opportunities
- Railway right of ways
- Water front Path
- Soccer Fields
- Pulpit Rock trail
- Mountain station
- Rec center
- Lake Side Park
- Pulpit
- Rails to trails

Climate Change Impacts in Nelson

Influence Diagrams of Potential Climate Change Impacts by Focus Area



Prepared for Nelson Path to 2040 – Sustainability Strategy

Prepared by Stantec Consulting

Stantec

JULY 2010

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Potential Impacts on Healthy Living and Social Well-Being	8
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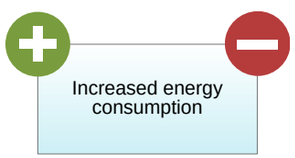
Influence Diagram Legend

Chain of Impacts

Indicates that the parameter has an influence on another parameter in the direction of the arrow. An influence does not necessarily connote causality.

Higher water levels in reservoirs in winter

Intermediate steps along the chain of influence



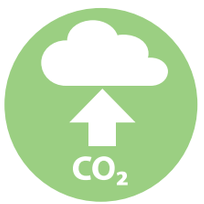
Impact on a group to which the variable of value is of concern. The symbols on the top corners of the box indicates if the impact is positive (+) or negative (-) to an affected group.

Climate Change Projections

Increased frequency of severe weather events

Warmer temperatures in winter

Warmer temperatures and less precipitation in summers



Increased greenhouse gas concentrations in the atmosphere

More winter precipitation will fall as rain

Changing ecosystem conditions

Methodology

The chain of impacts shown in the accompanying diagrams are of a generalized nature. Various information sources were used as well as the knowledge of staff at Stantec Consulting. Some of the specific manifestations of climate change that the report indicates could be expected over the next 100 years include:

- Average annual temperature in The Columbia Basin may increase by 2.4º-3ºC.
- More winter precipitation will fall as rain, especially at lower elevations.
- Winter stream flows will be higher
- Storms may become more intense
- A decline in low elevation snowpack
- Snowmelt could occur as much as one month sooner
- Number of frost free days will continue to increase.
- Late summer stream flows will be lower
- Wildfire season is expected to get longer

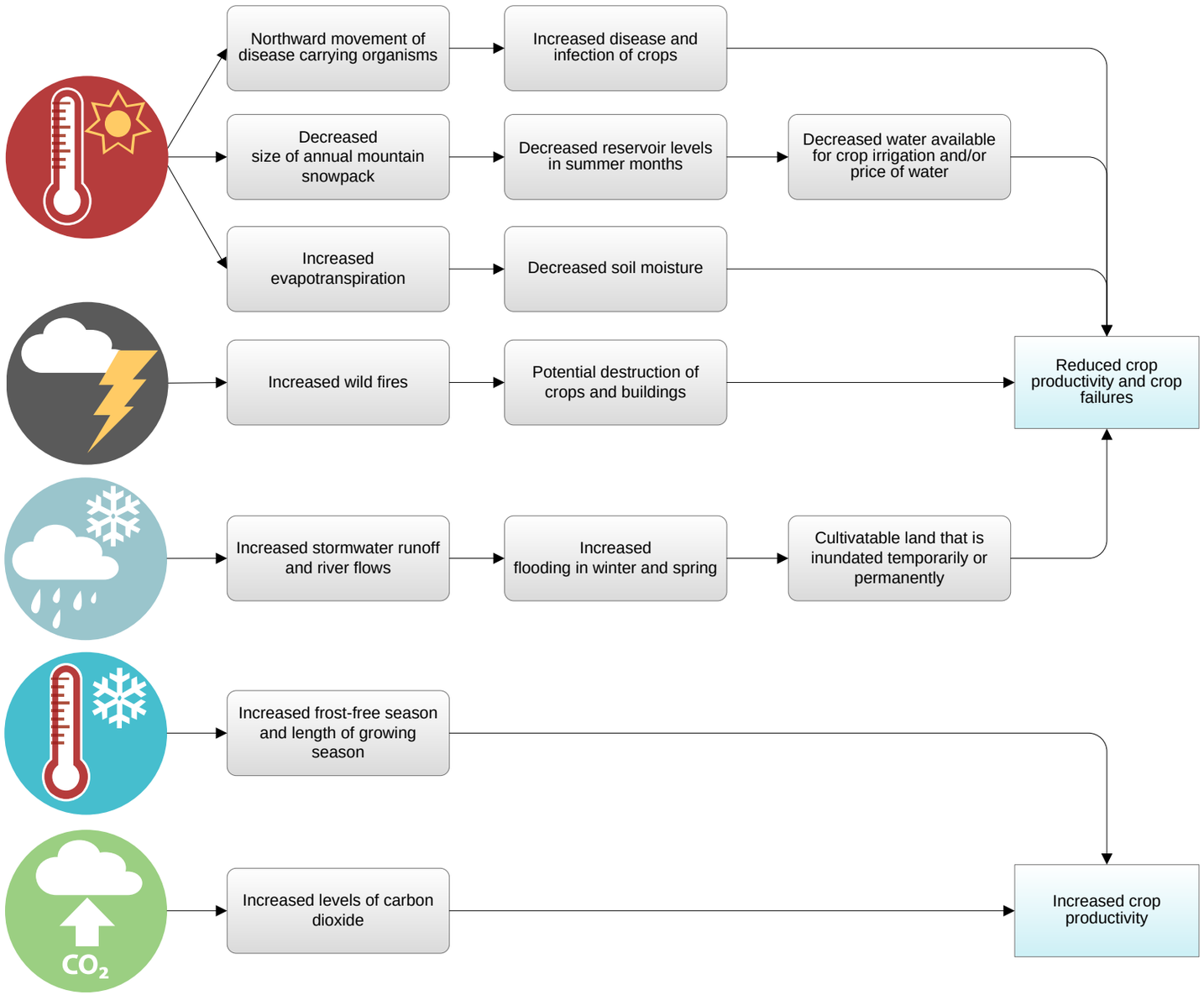
Various reports have been used to identify the impacts of these regional manifestations of climate change including the following reports or information sources:

- Columbia Basin Trust. [2007]. Climate Change in the Canadian Columbia Basin – Starting the Dialogue
- Columbia Basin Trust. [2009]. Fact Sheet: Local Impacts of Climate Change.
- Environment Canada. [No Date]. Canada Country Studies: A Window on Climate Change in Canada. www.ec.gc.ca/climate/overview_canada-e.html
- Environment Canada. 2001. 2001 Canada's Third National Report on Climate Change: Actions to Meet Commitments Under the United Nations Framework Convention on Climate Change.
- Environment Canada. 1997. The Canada Country Study Vol. 1: Responding to Global Climate Change in the British Columbia and Yukon Region.
- Government of Canada. [No Date] Climate Change in British Columbia: Regional Impacts. www.climatechange.gc.ca/english/issues/how_will/fed_bc.shtml.
- International Panel on Climate Change. 2001. Climate Change 2001: Impacts, Adaptation & Vulnerability. Contribution of Working Group II to the Third Assessment Report of the Intergovernmental Panel on Climate Change (IPCC). Eds. James J. McCarthy, Osvaldo F. Canziani, Neil A. Leary, David J. Dokken and Kasey S. White. Cambridge University Press, UK.
- Natural Resources Canada. 2002. Temperature Rising: Climate Change in Southwestern British Columbia (poster)
- David Suzuki Foundation. Climate Change Impacts in B.C. from the David Suzuki Foundation website. (www.davidsuzuki.org/Climate_Change/BC/)
- Taylor, Eric. 1997. Impacts of Future Climate Change on the Lower Fraser Valley of British Columbia in Responding to Global Climate Change in British Columbia and the Yukon. pp. 18-1 to 18-15.
- Transport Canada. March 2003. Impacts of Climate Change on Transportation in Canada. Canmore Workshop, Final Workshop Report.
- United Nations Environment Programme and Institute for Environmental Studies. Oct. 1998. Handbook on Methods for Climate Change Impact Assessment and Adaptation Strategies. Eds: Jan F. Feenstra, Ian Burton, Joel B. Smith and Richard S.J. Tol.

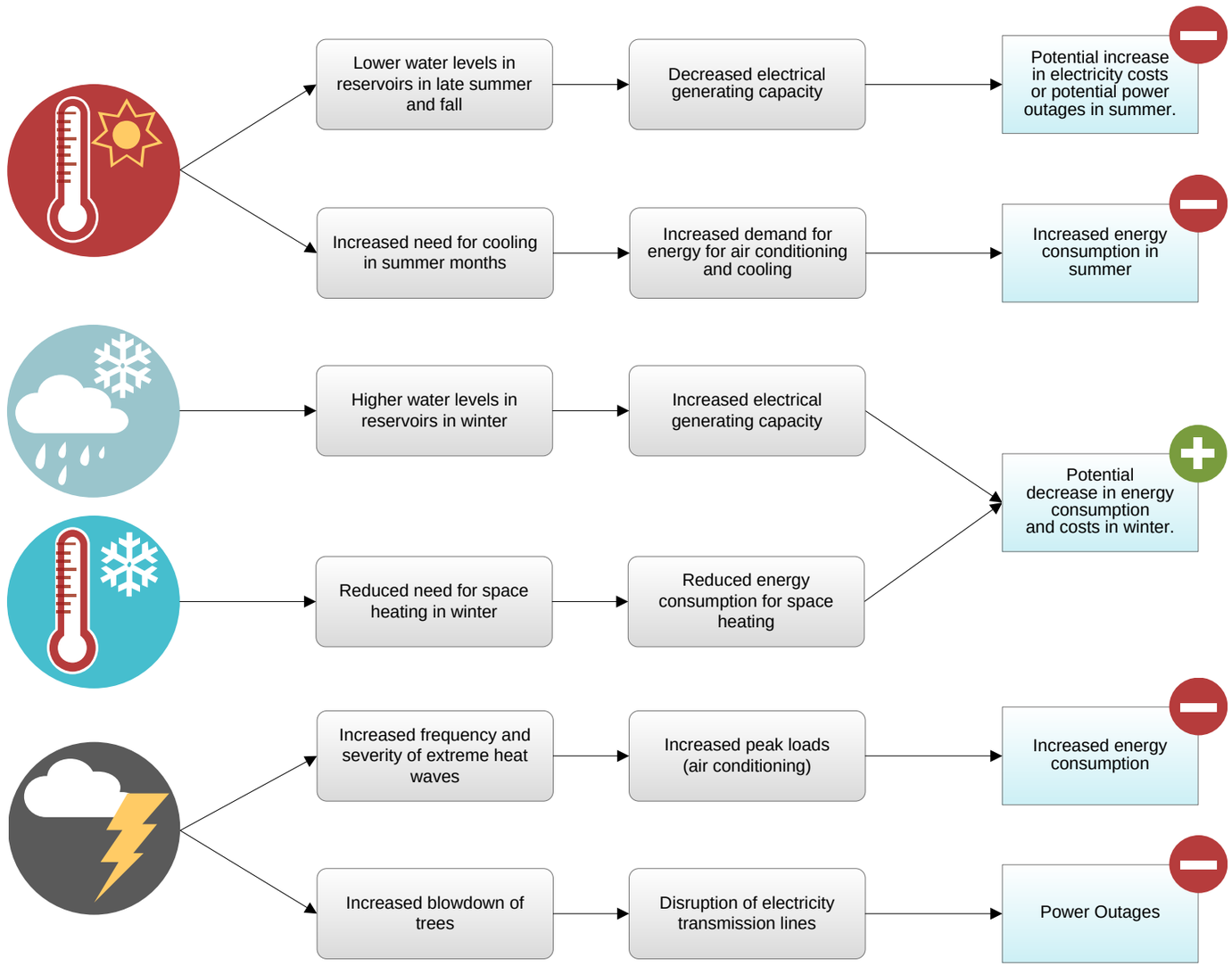
DISCLAIMER

Much of the chain of influence are based on the thinking of staff from Stantec Consulting. The nature of the influences is extremely complex and requires significantly more research as well as input from experts in various fields. As a next step, it is recommended that community members and experts meet in a focus group session to review these initial influence diagrams as a basis for further modifying and refining the chain of influences and also to identify additional illustrative adaptation strategies.

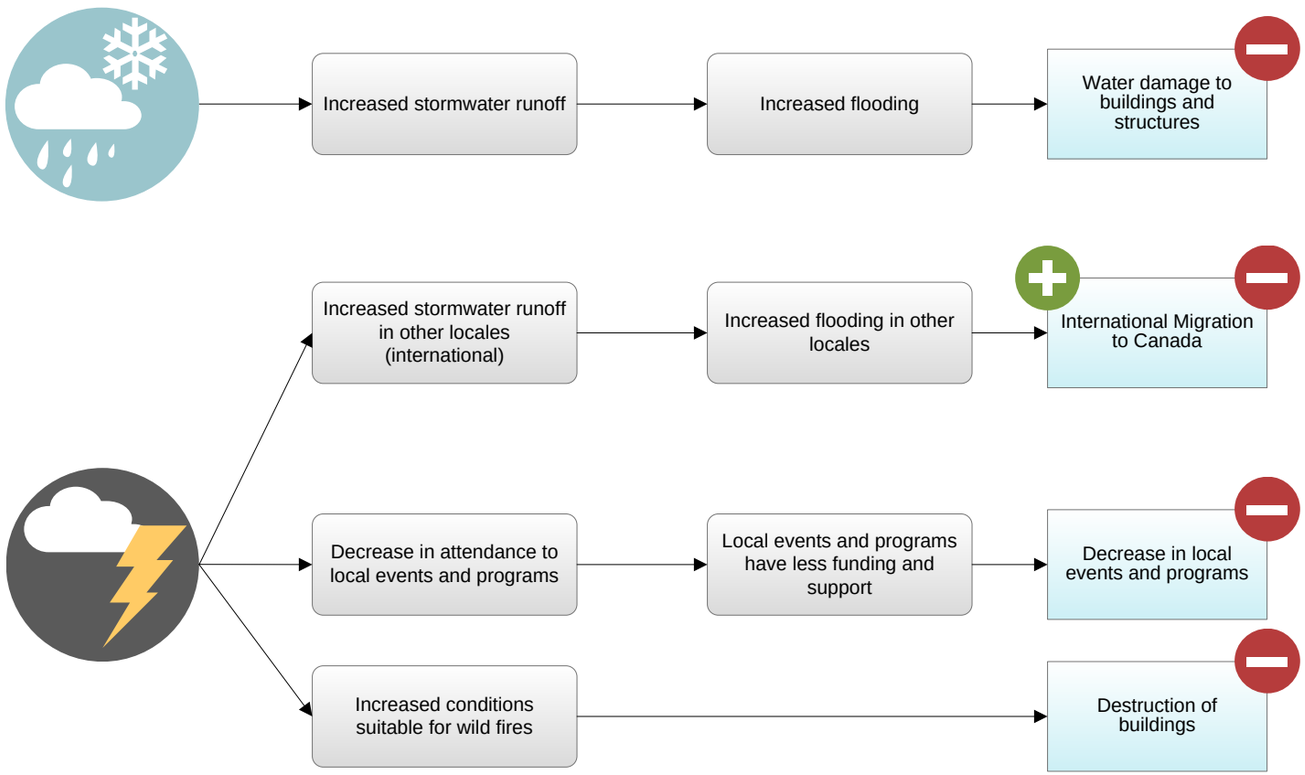
Climate Change Impacts for Nelson: Potential Impacts on Food and Agriculture



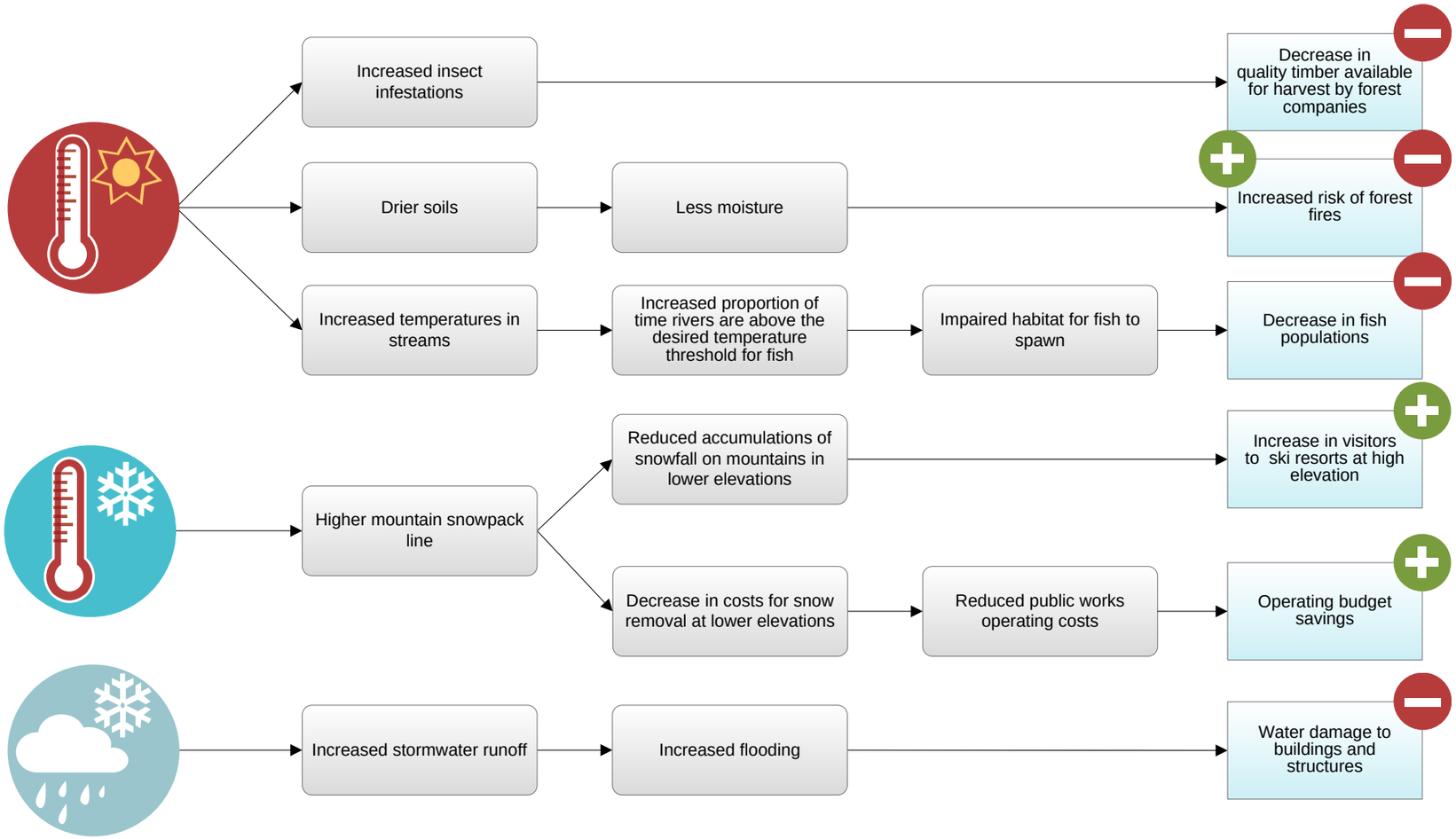
Climate Change Impacts for Nelson: Potential Impacts on Energy (Use and Supply)



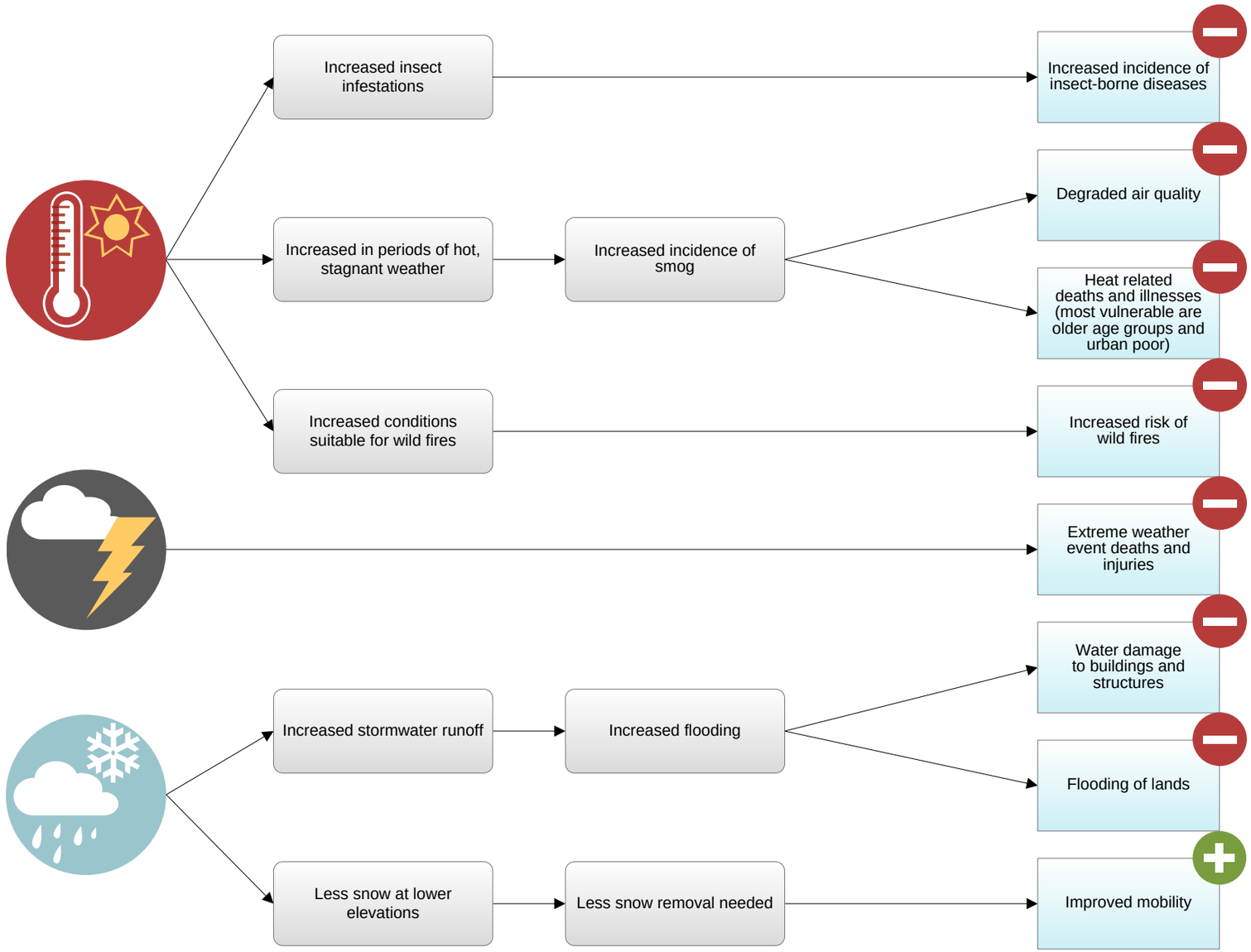
Climate Change Impacts for Nelson: Potential Impacts on Arts, Cultural & Heritage



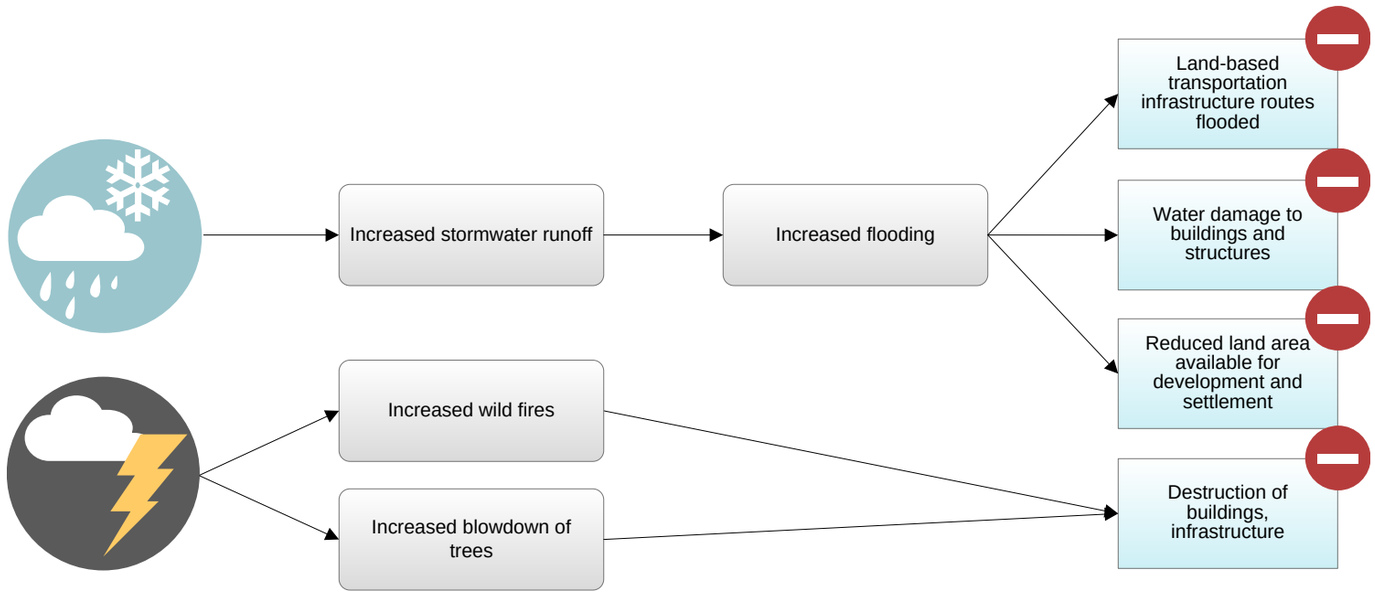
Climate Change Impacts for Nelson: Potential Impacts on the Local Economy



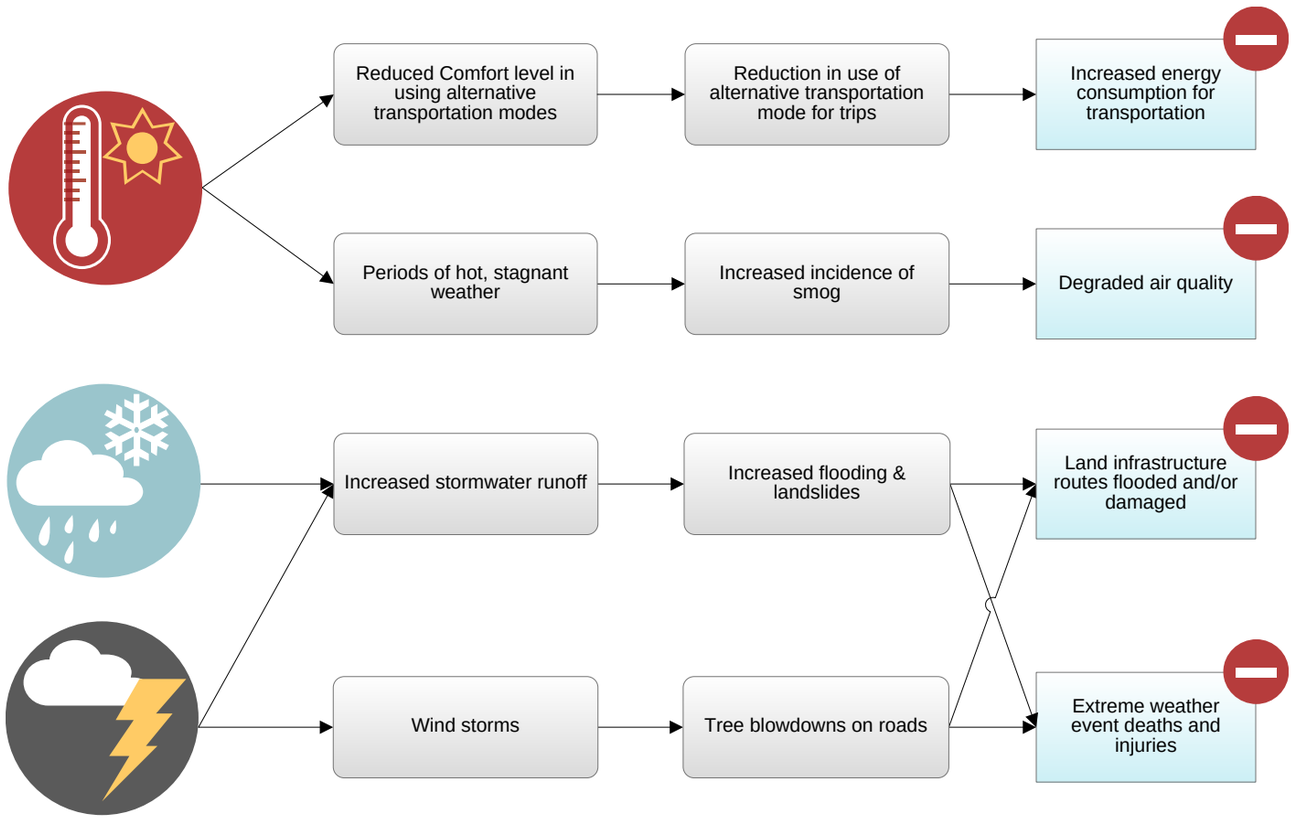
Climate Change Impacts for Nelson:
Potential Impacts on Healthy Living and Social Well-Being



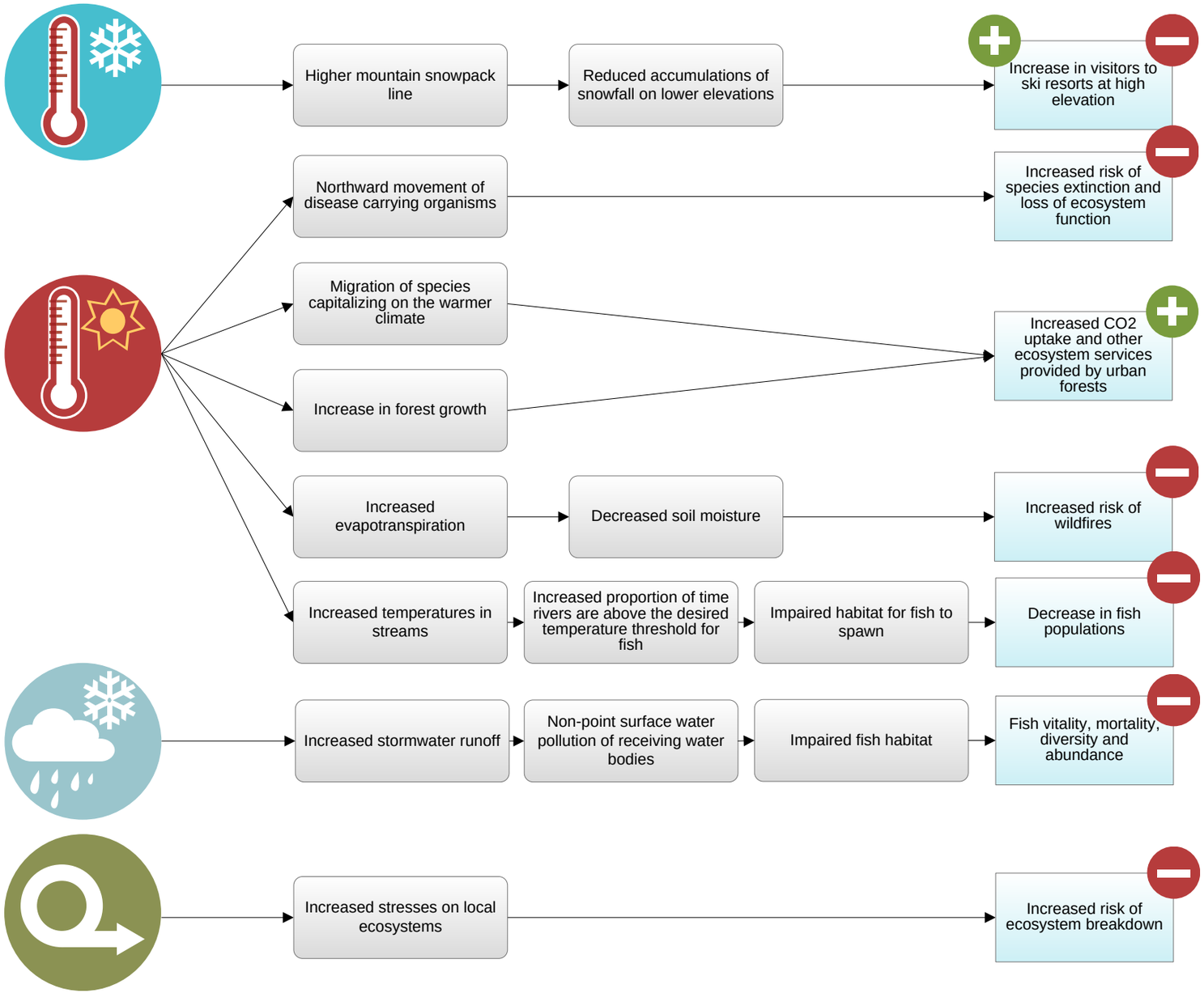
Climate Change Impacts for Nelson: Potential Impacts on Land Use



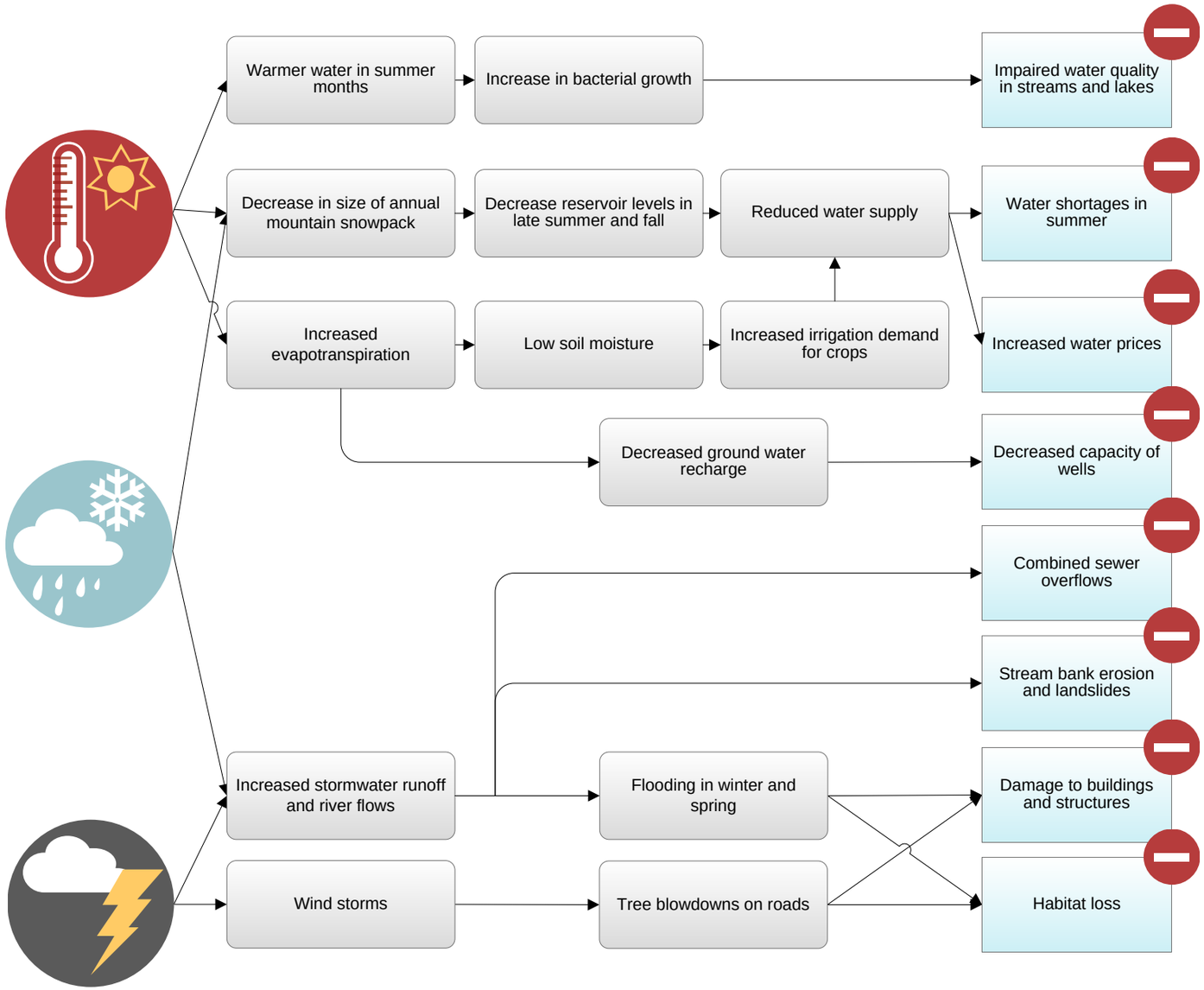
Climate Change Impacts for Nelson:
Potential Impacts on Transportation & Mobility



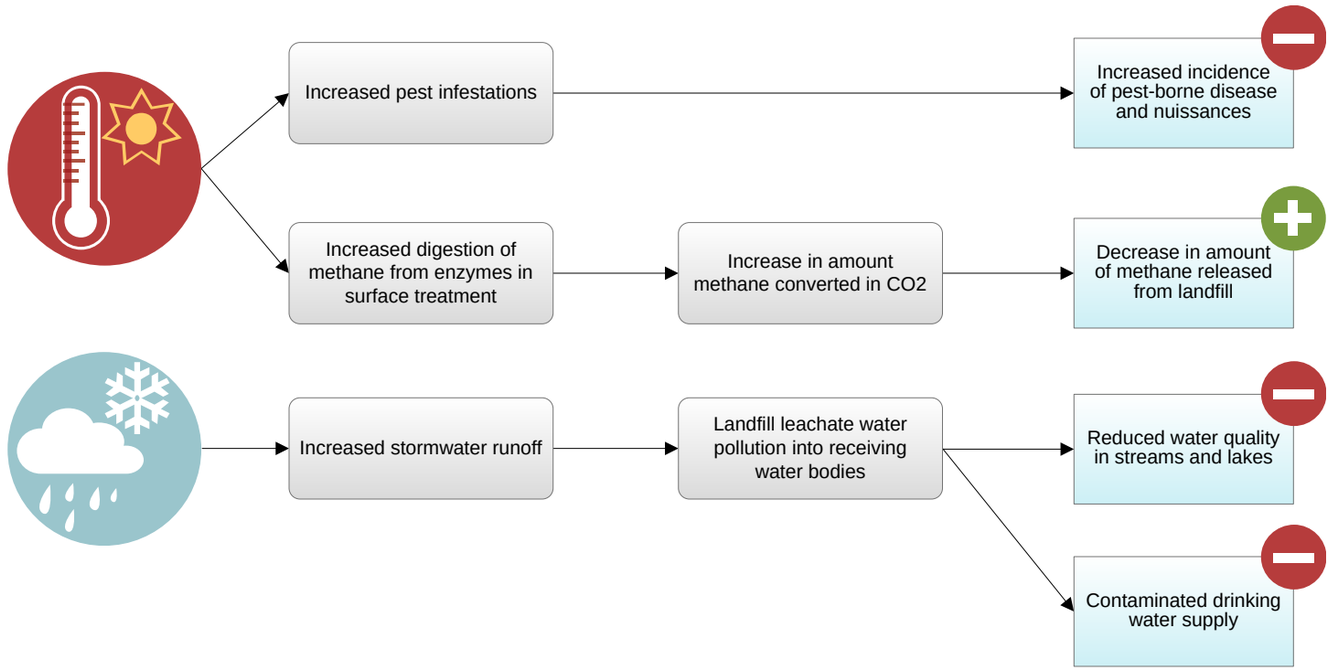
Climate Change Impacts for Nelson:
Potential Impacts on Natural Areas, Recreation, and Leisure



Climate Change Impacts for Nelson: Potential Impacts on Water



Climate Change Impacts for Nelson: Potential Impacts on Solid Waste



APPENDIX B

SUMMARY OF ADDITIONAL WORKING GROUP PROCESS OUTCOMES

FOCUS AREAS

ADDITIONAL INFORMATION

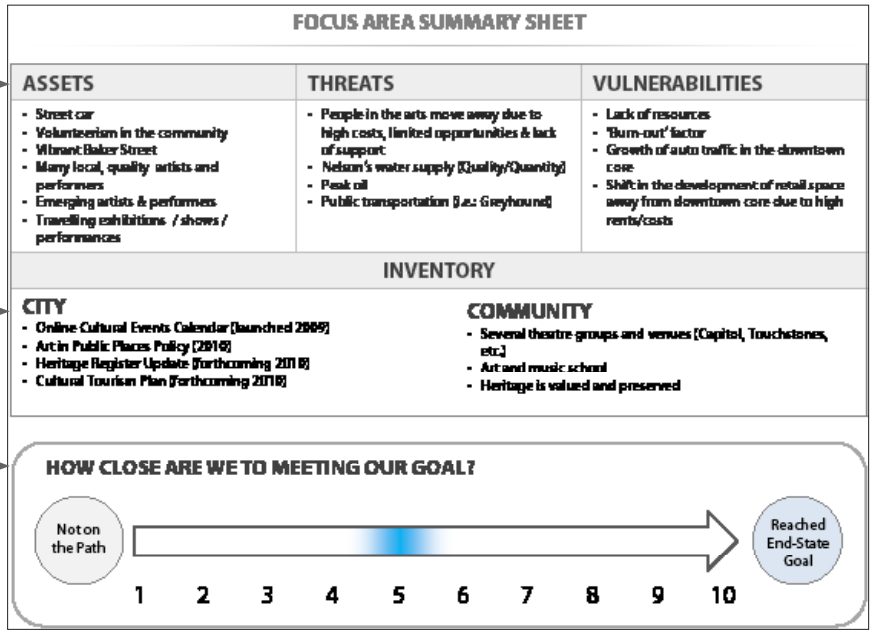
The Strategy Document includes the Focus Area description, Goals and Objectives that were developed by the Working Groups.

This section includes a summary of additional outcomes from the Working Groups including:

Assets (Opportunities), Threats, and Vulnerabilities: Summarizes the context for this Focus Area, and provided necessary background to make relevant, meaningful End-state Goals and Objectives.

Community and City Inventory: Lists Community and City initiatives that are currently in place to support this Focus Area.

The Scale: Illustrates how 'close' Nelson is to achieving the End-State Goal and Objectives.



ARTS, CULTURE, AND HERITAGE (AC&H)

ASSETS

- Street car
- Volunteerism in the community
- Vibrant Baker Street
- Many local, quality artists and performers
- Emerging artists & performers
- Travelling exhibitions / shows / performances
- Regional government support
- Diverse economy fosters arts
- Diverse workforce
- Chamber of Commerce
- Downtown Core as artistic space
- Nelson is a solid tourism destination
- Educational institutions
- Kootenay Lake
- Community Futures
- Discreet wealth in Nelson
- Strong local support for business
- Excellent quality of life
- Not-for-profit organizations delivering arts programming
- Service clubs

THREATS

- People in the arts move away due to high costs, limited opportunities & lack of support
- Nelson's water supply (Quality/Quantity)
- Peak oil
- Public transportation (i.e.: Greyhound)
- Neglect of our heritage buildings to cause loss in identity
- Funding changes
- Perception of Arts, Culture & Heritage
- Ability to attract people/businesses to the community if no vibrant Arts and Culture environment or to retaining current residents

VULNERABILITIES

- Lack of resources
- 'Burn-out' of volunteers
- Growth of auto traffic in the downtown core
- Shift in the development of retail space away from downtown core due to high rents/costs
- Perception that in tough times, Arts & Culture aren't as important to the community
- Rising cost of living in Nelson
- Lack of opportunities within the community to generate a sustainable income level
- High cost of bringing attractions to Nelson
- Lack the business skills to develop artistic enterprises
- Distance to major centers
- Connectivity to major centers (bus/plane/train)
- Peak oil
- Emigration (Seniors) due to limited health care
- Encroachment of "Box Stores" into the community
- Technology to replace arts and culture

INVENTORY

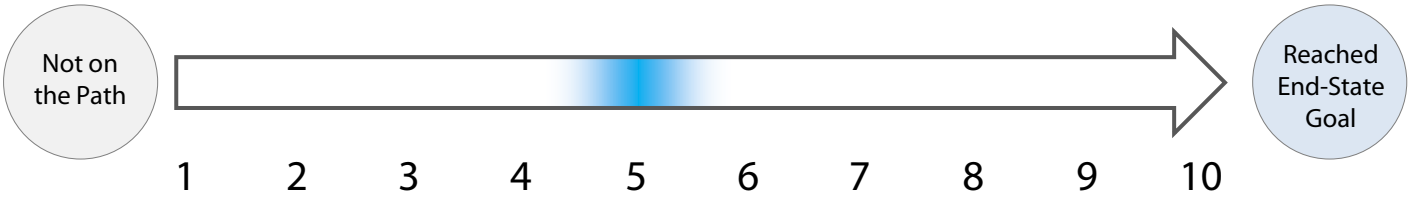
CITY

- Online Cultural Events Calendar (launched 2009)
- Art in Public Places Policy (2010)
- Heritage Register Update (forthcoming 2010)
- Cultural Tourism Plan (forthcoming 2010)
- Cultural Ambassador Program (Annual)
- Community Heritage Commission
- Cultural Development Commission
- Cultural Tax Exemptions (Capitol Theatre, Touchstones,. etc.)

COMMUNITY

- Several theatre groups and venues (Capitol, Touchstones, etc.)
- Art and music school
- Heritage is valued and preserved
- Library, archives
- Top notch museum
- Diverse arts community with focus on local culture
- Presentation of main street asset – the ambience of Baker Street
- Kootenay Co-op Radio
- Oxygen Arts Center
- Francophone Association (AFKO)

HOW CLOSE ARE WE TO MEETING OUR GOAL?



ENERGY AND CLIMATE CHANGE (ECC)

ASSETS

- Nelson Hydro☐
- Hydro electric opportunities (multiple scales)
- Snowpack, Creeks, Rivers and Lakes
- Kootenay Lake
- Potential for waterway transportation
- Forests and green spaces
- Solar potential
- Biomass
- Geothermal
- Local post secondary education institutions
- Cogeneration
- Our Official Community Plan and other City policies
- Partners: EcoSociety, Earthmatters, ☐BC Sustainable Energy Association, CBT
- Local politicians and green business leaders
- Conscious, committed community
- Low industrial intensity in area
- Community radio
- Walkable and bikable community
- Rail connections
- Youth views and ideas
- Columbia Basin Trust

THREATS

- Demographic shifts causing gentrification and sprawl
- Transitioning economies applying pressure on our resources
- Resource scarcities (water, money, food)
- Climate change causing change in seasonal weather, uncertainty in weather and growing conditions, Infestations, and infestations (i.e.: Pine Beetle)
- Technology using more energy
- Shocks (forest fires, storms, avalanche, floods, natural disasters)☐

VULNERABILITIES

- Drought
- Flooding
- Disease, fire, etc in the forests (Fire interface)
- Demand for hydro power
- Old, inefficient wood stoves
- Energy sources not necessarily under local control
- Rising costs of and dependence on fossil fuels
- Lack of alternative energy sources
- Limited growing space
- Lack of capacity to grow and process our own food
- Foreign ownership of resources
- Tourism
- Greed/ consumption
- Competitive attitudes
- Lack of broad public transit system
- Inefficient vehicles
- Single commuter cars
- Lack of bike paths on major regional routes
- Views and Values: political system 3 yr. municipal, 4 yr. change does not support long-term change
- Climate change denial
- Lack of regulation for building green
- Increase use of synthetic oils

INVENTORY

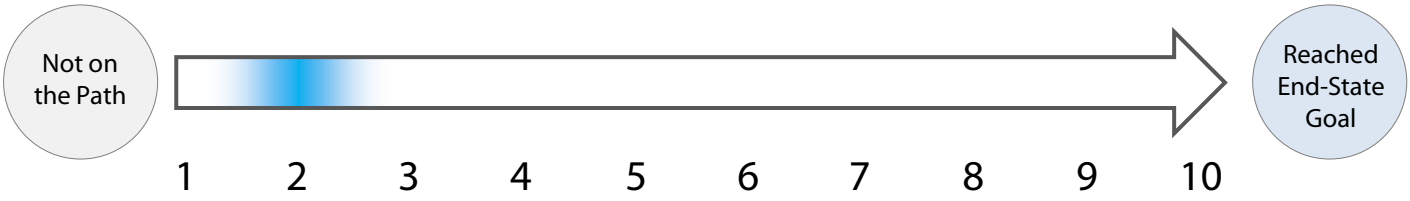
CITY

- Community Wildfire Protection Plan (2006)
- E3 Fleet Program (2008)
- Wildfire Fuel Mitigation (2009-2011)
- Corporate Climate Action Plan (2010)
- District heating Pre-feasibility Study (2010)
- Community Climate Change Action Plan (Ongoing)
- Fire Protection program for power Conservation
- Selkirk Geo-thermal Project
- Nelson Hydro
- Powersmart Program
- Incentives to increase building density to reduce transportation requirements
- The City of Nelson has made the following commitments:
- Climate Action Charter (carbon neutral in City Operations by 2012)
- Partners for Climate Protection (6% City GHG reduction in over 10 years)
- BC's Community Action on Energy and Emissions

COMMUNITY

- Nelson Hydro
- 10th street renovation – Thermal / LEED
- Our transportation plan
- Promotion of alternative forms of transportation
- Providing incentives to increase building density to reduce transportation requirements
- Ban on garden waste/ back yard burning
- Car share
- Walking snow clearing
- Local and regional sustainability planning
- Public transit system
- Climate change action plan
- Transition Nelson

HOW CLOSE ARE WE TO MEETING OUR GOAL?



FOOD, FOOD SECURITY, AND AGRICULTURE (FFSA)

ASSETS AND OPPORTUNITIES

- Food networks
- Local clean water supply
- Temperate climate
- Variety of food production and accessibility of many different local food products
- Community Food Matters coalition
- Nutrition & cooking education for marginalized people
- Kootenay Co-op (commitment to local growers, and education)
- Kootenay Local Agricultural Society
- Deconstructing Dinner (KCR)
- Local knowledge and growing history
- Community Supported Agriculture
- Seed exchanges/ nurseries
- Geographic isolation
- Available agricultural land
- Flexibility and crop varieties

OPPORTUNITIES

- Increase food production within city limits
- Community orientation around food self-sufficiency
- Community food processing facility
- Edible landscapes and public gardens
- Promote Local food for tourism
- Greenhouses at lakeside
- Community root cellar
- Unused ALR land in region - Develop relationship between RDCK and City
- Reduce GHGs emissions from global food distribution systems

THREATS

- Demographic shifts□and an aging population could mean loss of local growing knowledge, and increased population could lead to inflated land prices
- Transitioning economies□& economic instability will lead to high price of gas/oil (& then declining resources)
- Resource scarcities will lead to higher food prices, and increase vulnerability (interruptions on the food delivery chain)
- Climate change could cause more fire damage, and increase in storm intensity. A positive aspect is a longer growing season.
- Technology could help train new farmers, but pulls young people away from farming culture
- Values & Vision – Alternative crops could be a source of economic development opportunities.

VULNERABILITIES

- Funding to support the food system
- Changing food policies that do not support local food production
- Global food supply (presence and vulnerability)
- Limited livestock production
- Not enough new/young farmers
- Burn-out on the front-lines
- Dependence on fossil fuel cost
- Forest fires
- Limited land base/ land scarcity
- Cost of farmland
- Water politics
- Start up capital costs
- No central processing facility
- No central storage□
- Cultural expectation that food should only cost 10-20% of household budget
- Backyard burning

INVENTORY

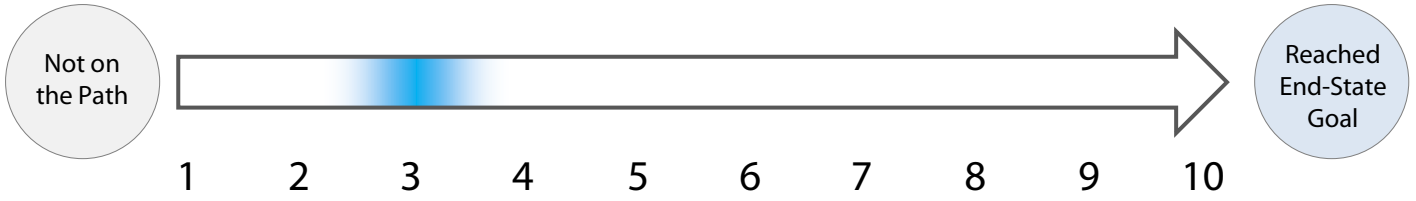
CITY

- MarketFest is supported by various City departments
- Cottonwood Market: (City provides land and funding for redevelopment)
- Baker Street Market is supported by various City departments
- Columbia Basin Trust grant funding (2010)
- City Pesticide Regulation Bylaw

COMMUNITY

- Locally grown and produced goods/foods
- Banned sprays
- Farmer's markets
- Productive community gardens
- Community Supported Agriculture (CSA)
- Education - Ecosociety/ Kootenay Coop
- Progressive and supportive population
- Harvest rescue
- Seed supply and exchange
- Emergency food supply
- Resale of food grown from your garden

HOW CLOSE ARE WE TO MEETING OUR GOAL?



HEALTHY LIVING AND SOCIAL WELL-BEING (HLSW)

ASSETS

- Inclusivity
- Strong community networks
- Strong volunteer base & volunteer ethic
- Caring community
- Strong youth centre
- High quality schools
- Alternative education options
- Desirable place to live
- Women's Centre
- Self-Design High
- Youth Centre
- Local Radio Stations
- Car Share Co-op)
- Hospitals/clinics
- Faith communities
- Service clubs
- Alternative health practitioners
- Quality community healthcare
- Low crime/ safe community
- Healthy outdoor lifestyle
- Business is supportive of community events
- Community partnerships with schools
- Tying schools into healthy living initiatives
- Columbia Basin Trust
- Selkirk College
- NGOs

THREATS

- Our demography is shifting towards an aging population, and we may see an erosion of community cohesion between "haves and have-nots" over time
- Transitioning economies & economic instability can lead to a loss in healthcare funding
- Resource scarcities and climate change can lead to lack of food supply, and may lead to extreme travel constraints
- Technology may result in social dislocation between "haves and have-nots"
- The values of the more socially and fiscally conservative population prevail
- Global wealth patterns are leading to holiday homes and home owner absenteeism, which erodes affordability and community well-being

VULNERABILITIES

- Lack of funding
- Aging population
- Transient population
- Transportation & housing costs
- Facilities are over capacity
- Competition for resources and burnout
- Cost, quantity & quality of housing (purchase & rental)
- Lack of affordable child care
- Lack of support for Nelson hospital (erosion of health care in general)
- Lack of adequate public transportation
- This area (well-being) is hard to measure & quantify
- Few employment opportunities
- "Drug culture" promoted (Counter culture capital) has effect on who is attracted to town☐
- Lots of unengaged new residents
- Scarcity of 'end-of-life' services

INVENTORY

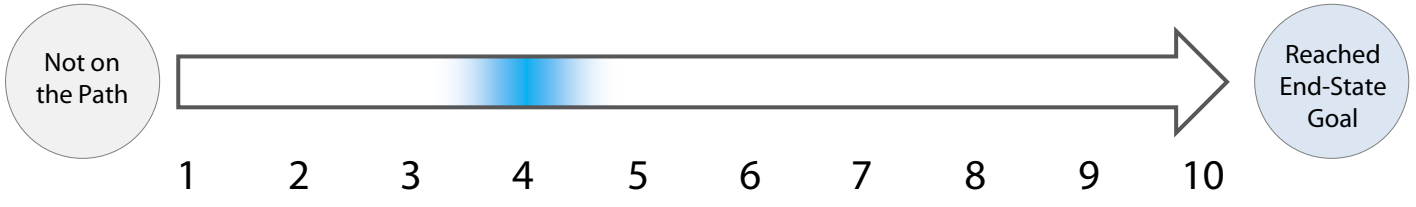
CITY

- Nelson District and Youth Center (1997)
- ActNow Grant for Outdoor seniors exercise area (2009)
- Kootenay Lake Hospital Foundation grant for CT scanner (2009)
- Comprehensive Active Transportation Plan (2010)

COMMUNITY

- Non-traditional healthcare and healing services
- Rich spiritual community
- Dedicated volunteers
- Good range of excellent social services
- Good City support (e.g. Tax breaks)
- OCP that supports social and housing development
- Smoking by-laws
- Success by six
- SPAN Nelson
- Community Cares
- Nelson regional sports council
- Access to nature is a "built in" healthy factor
- New lakeside outdoor exercise area

HOW CLOSE ARE WE TO MEETING OUR GOAL?



LAND USE (LU)

ASSETS

- Many city parks / ample green space
- Access to alpine , forests, and lakes/rivers
- Micro-hydro
- Watersheds (used and unused)
- Beaches
- Waterfront near city center
- Ski hills and cross country
- Compact, walkable town
- Public transit
- Dog walks
- A diversity of education and institutions
- Several theatres, museums and galleries
- Recreation Centre
- Youth Centre
- City Planning Department
- Co-ops and the Credit Union
- Tourism/Natural Beauty
- Light Industry
- Diversity of jobs
- Railway , tram, old railway paths
- Heritage Buildings
- Some alternative housing options
- Remote location
- An organized city
- Baker Street
- Streets festivals, garden shows and local markets
- Heritage buildings
- Orange Bridge
- Engaged, creative and visionary residents
- Inclusive attitudes
- Experienced elders☐
- Composting incentives
- Airport
- City Fire Department

THREATS

- Climate extremes may lead to increased wildfires, infestations, isolation in winter
- Demographic shifts can lead to aging population, and absentee property and business owners who speculate on vacation properties causing affordability stress. This could also lead to a failure of our social fabric as people compete for housing and land resources
- Failing economies can lead to debt and land price fluctuations
- Transitioning economies and global resource scarcity can lead to increased pressure to mine and harvest our natural resources for external markets

VULNERABILITIES

- Need for external food
- Rising land and housing prices
- Lack of quality affordable/ alternative housing for all ages
- Hospital bed shortage
- Green building initiatives moving slowly
- Lack of resources for sustainable building
- Big homes and isolated lifestyles
- Cost of energy
- High retail rent
- No ALR within city limits
- Erosion of trails
- Contaminated sites with no local control
- Preservation of wild spaces
- Off-street parking
- Aging and energy inefficient homes
- Brownfields on the waterfront
- Mountainous terrain
- Vacation property/ empty homes
- Public access to Waterfront
- Lack of neighbourhood corner stores☐
- Land demand for big box stores
- Cost of development

INVENTORY

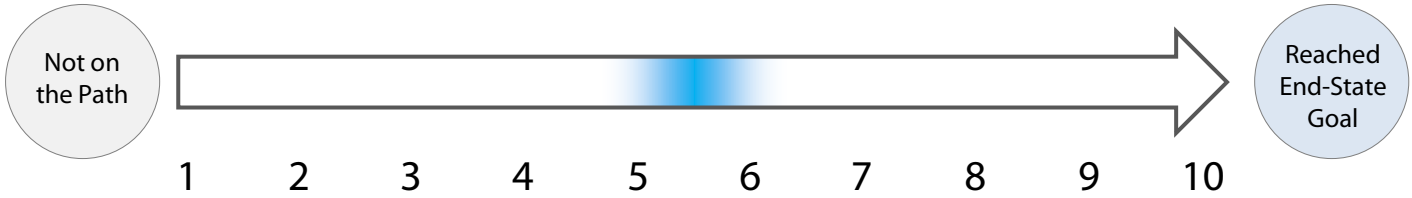
CITY

- Sustainability Checklist (2009)
- Nelson Housing Forum (2009 – Ongoing)
- Bylaw to allow secondary suites in all residential zones (2009)
- Contour Map Completions (with 0.5 metre contours
- Housing Study
- Subdivision and Servicing Bylaw to support energy efficiency
- Downtown/ Waterfront Masterplan (2010/2011)
- Land Use Inventory Project (2010 – 2011)
- Selkirk College Dorm Renovations (ongoing)
- Advisory Planning Commission (Monthly)

COMMUNITY

- Subsidized housing
- Pride in fixing and painting homes
- Preserving a nice architecture and green yards
- Increase in secondary suites
- Garden sharing
- Increased density
- Walking paths are preserved
- Renovation of the Selkirk college students residence
- Housing society that supports affordable housing

HOW CLOSE ARE WE TO MEETING OUR GOAL?



LOCAL ECONOMY (LE)

ASSETS

- Regional government
- Diverse economy
- Diverse workforce
- Chamber of Commerce
- Downtown core
- Solid tourism destination with wide appeal
- Educational institutions
- Whitewater alpine resort
- Kootenay Lake
- Community futures
- Discreet wealth
- Strong local support for business
- Excellent quality of life

THREATS

- Climate change threatens Nelson's water supply (Quality/Quantity)
- Peak oil will impact visitor travel and movement of goods and services
- Neglect of our heritage buildings may erode our identity
- US foreign policy regarding passport regulations could impact our local economy as an American travel destination
- Economic instability and resource scarcity will impact the cost of doing business in Nelson

VULNERABILITIES

- Poor communication lines with City of Nelson
- Distance to major centers
- Connectivity to major centers (bus/plane/train)
- Peak oil
- Emigration of our seniors due to limited health care
- Encroachment of "Box Stores" into the community
- Elevation and global warming makes White Water vulnerable
- Too much growth will destroy our quality of Life
- Availability of broadband in the community

INVENTORY

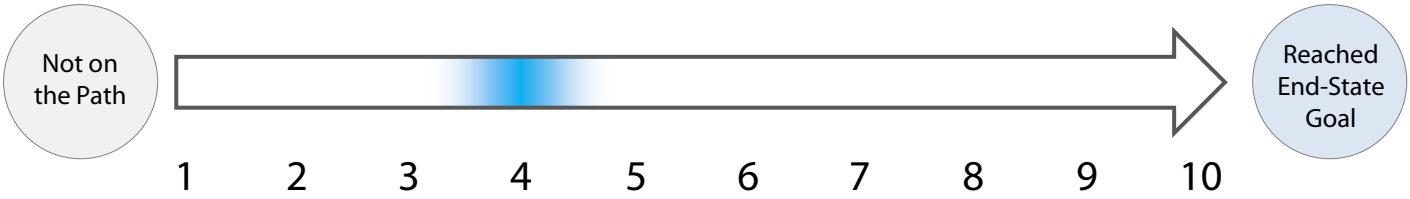
CITY

- Downtown/ Waterfront Master Plan (Ongoing)
- Business retention and expansion survey (2010)
- Nelson Economic Development Partnership (2005)
- Invest Kootenay initiative (2005)
- Destination Marketing Organization
- Visitor Information Center

COMMUNITY

- Nelson Economic Development business retention and expansion program
- Co-ops / social enterprise
- Incentives for green choices
- Support for local vendors
- High value local businesses
- Succession planning for local businesses
- Diversity of businesses
- Strong small independent business
- Word of mouth marketing
- Geography conducive to local shopping
- Creativity of current business owners
- Community Futures – helping businesses get up and running
- Discrete wealth that supports the economy
- Not- for-profit sector
- Education sector

HOW CLOSE ARE WE TO MEETING OUR GOAL?



NATURAL AREAS, RECREATION, AND LEISURE (NARL)

ASSETS

- Hot springs
- Incredible backcountry recreation opportunities
- Lakes and rivers
- Walking & biking paths
- Streams valued by community
- Kokanee Glacier
- Climbing
- Many local parks
- Lakes, rowing, boating, kayaking
- Rails to trails
- Mountains biking and hiking
- Pulpit rock
- Beaches
- Forests
- Infrastructure in place
- Caves
- Cultural events take place in Nelson
- Interesting architecture
- Children have natural surroundings
- Lots of sport fields
- Lot of local expertise on environmental and recreational management
- Businesses and tourism infrastructure
- Recreation centre
- Multigenerational community
- Rich culture, arts
- Community Radio
- Strong Schools
- Camping park right in the city
- New museum

THREATS

- Demographic shifts can lead to increase in population
- Transitioning economics may lead to US invasion and overuse if asserts due to tourism□
- Climate Change may lead to drought, loss of snow for skiing, water level changes in lakes, increased pests, and fires that could wipe out leisure areas
- Uncertainty of future food production
- Taxes & cost of land is too high for average to lower income earner
- War/invasion, epidemics/pandemics, etc.
- Natural disasters

VULNERABILITIES

- Fluctuating lake water levels
- Fire potential- Forest is very close to all leisure areas
- Loss of indigenous plants
- Population growth encroaching on wildlife areas
- Noise pollution
- Loss of fish & wildlife habitat
- Wildlife conservation vs. play space
- Maintenance of trails, paths, leisure areas
- Spread of invasive species
- Poachers
- Insensitive lakeshore developments
- City lights are not migrating-bird friendly
- Insufficient protection natural areas
- Lack of focus on ecological values and potential for more "wild" interactions
- No wetlands within city
- Conflict between park users
- Logging
- Access for low income people
- Old tailing sites
- Loss of bees
- Pesticides
- Lose natural areas to agriculture to be sustainable
- Illegal dumping
- P:ollution of air and waterways
- Pressure to develop natural areas

INVENTORY

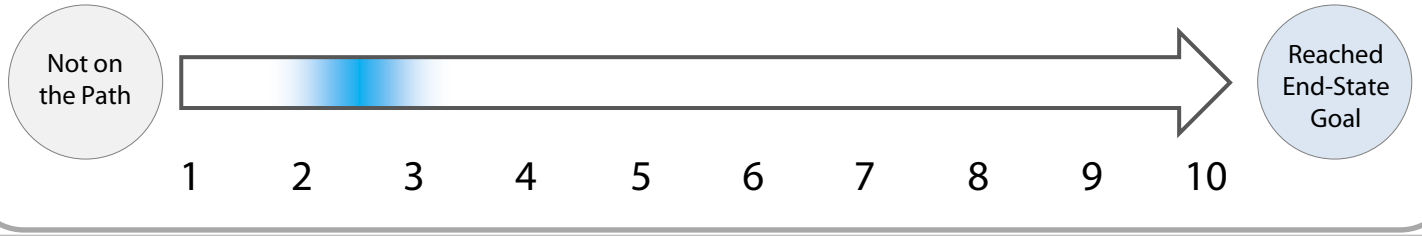
CITY

- Trees for tomorrow project on Davies Street
- Local Motion Grant Funding for walking and cycling (2007 & 2009)
- ActNow Grant Funding for Lakeside recreation center (2009)
- Art Gibbons Memorial Parks Plan (2009)
- Comprehensive Active Transportation Plan (2010)
- Cottonwood Creek Restoration Program (Ongoing)
- PARKing Day

COMMUNITY

- Diversity of parks
- Two arenas
- Planning and partnering with service clubs
- Tree maintenance and planning
- Plenty of open space and a lot of recreational opportunities
- Railway right of ways (rails to trails)
- Waterfront Path
- Soccer fields
- Pulpit Rock trail
- Mountain station
- Recreation center
- Lakeside Park

HOW CLOSE ARE WE TO MEETING OUR GOAL?



SOLID WASTE (SW)

ASSETS

- Waste is confined to one area
- Clean city for residents and tourism
- Recycling program is volunteer-run
- Landfill better than incineration
- Garbage pick up and transfer system
- Waste reduction programs are accessible to the public
- Trash 2 Treasure
- Share Nelson
- People are aware that there is a cost associated with the garbage
- Decent network of private sector recyclers (Win Thrift, Sally Ann, etc)
- Blue bag recycling led by the City
- Biodegradable products
- Glass bottles
- Privatized waste pick up services
- Large number of residents compost regularly

THREATS

- Transitioning economies and economic instability threatens the status quo. We will be vulnerable if we rely on cheap transportation costs and outside delivery of goods to region. Regional and federal priorities could override rural issues and concerns.
- Allowing waste to accumulate will create a larger problem tomorrow that we will be unprepared to deal with
- A natural disaster could cause the transfer station to spill waste into lake

VULNERABILITIES

- Medical waste
- Lack of education on how to deal with toxic waste
- Lack of regulations with regards to packaging
- No requirement to reuse construction waste
- Newspapers, diapers and paper towels
- Household toxins in landfill
- Landfill out of town
- Fragility of the wetlands at transfer station site
- Land use at waterfront
- Lack of businesses and industry partnership on waste reduction strategies
- Have to put garbage in a bag to dispose of it
- Restaurant food waste
- Products that can't be re-used
- Waste intensive purchasing practices
- No deposits on bottles
- Non-mandatory recycling
- Pesticides
- Long shipping of recyclables
- Septic dumped into lake
- Running out of space to put garbage
- Risk of chemical waste in ground water
- Low visibility of waste – out of sight means out of mind

INVENTORY

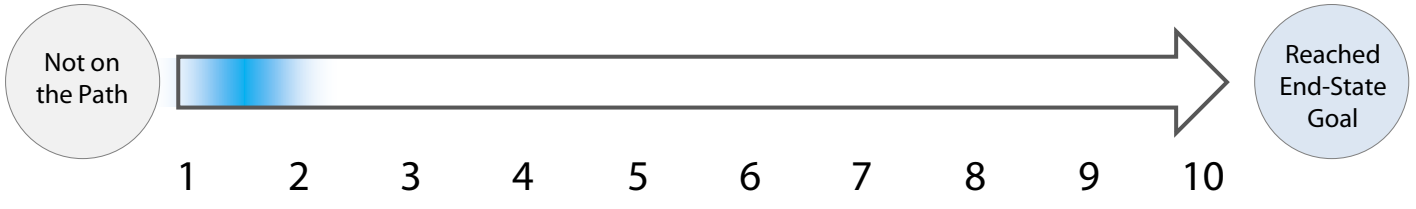
CITY

- Curbside Recycling Program (2008)
- RDCK Resource Recovery Plan (2010/2011)
- Composting (Ongoing)
- Public information on waste disposal options and locations

COMMUNITY

- Garden waste is free to drop off
- Clean is beautiful - we have a good system for keeping things tidy
- Transfer stations to collect toxic projects (batteries, etc.)
- There are garbage/recycling pickup services in place
- Paying for the amount of garbage produced sends the right message
- Garbage bag tagging
- Biodegradable bags

HOW CLOSE ARE WE TO MEETING OUR GOAL?



TRANSPORTATION AND MOBILITY (TM)

ASSETS

- Bus service
- Handi-Dart
- Street Car
- Car shares and co-ops
- Hitch hiking / ride share culture
- Ski hill shuttle
- Bicycle paths
- Rock mountain train tourism
- No charge for local ferries
- Highways
- Potential for water-based transportation
- Fairly well-planned streets in good repair
- Trolley and rail infrastructure
- Provincial transportation plan
- One rickshaw
- Grocery run
- Municipal leadership and commitment
- Trans Canada Trail
- Airport

THREATS

- Instable economies may lead private long distance carriers to limit or cancel service to region
- Resource scarcity may result in poor road maintenance and road system breakdown
- Peak oil will lead to rising fuel costs, fuel shortages
- Climate change may cause increased weather vulnerability, and more severe storms that impede mobility (Snow, fire, floods, etc.)
- Economic instability will limit resources that can be spent on efficient transportation and mobility infrastructure
- Unexpected seismic activity may damage transportation and mobility infrastructures and impede travel

VULNERABILITIES

- Low frequency and ridership
- Limited bus service area
- Transportation limitations and accessibility
- Transit accessibility for wheel chairs
- Greyhound service cutbacks
- Lack of affordable transportation options
- Lack of transportation incentives
- Cars still dominant downtown
- Lack of alternative fuel options
- Undiversified transit system (oil based)
- Mountain terrain (makes cycling/ walking difficult)
- Poor communication of transportation services
- Lack of village square feeling
- No animals allowed on Baker Street
- Cost burden of transportation and mobility infrastructure born on Nelson (rather than region)
- Heavy emissions from vehicles☐
- Cutbacks in funding for support services☐

INVENTORY

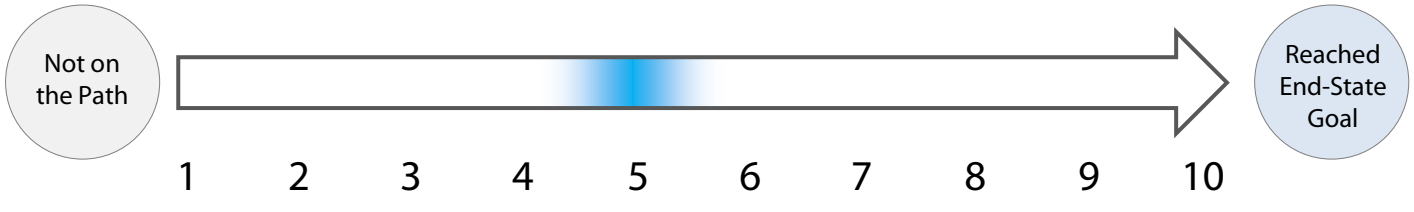
CITY

- Transportation Planning and Review Project Implementation Strategy (2007)
- Active Transportation Plan (2010)
- Updated traffic bylaws that reflect best practices in mobility (2010)
- Regional Transportation Plan (ongoing)
- Local Motion Grant Funding for walking and cycling network (2007 & 2009)
- Public Transit Exchange
- Six new energy efficient buses for Nelson's transit system

COMMUNITY

- Car share, Co-op, and ride share programs
- Strong transit system
- Bike racks on buses
- Great inter-city transit services
- Compact city for biking and walking
- Active lifestyle promoted
- Commuter challenge event
- Rails to trails

HOW CLOSE ARE WE TO MEETING OUR GOAL?



WATER, WASTE WATER, STORMWATER (W)

ASSETS

- Primary source (nobody upstream)
- High level of public awareness
- Proximity to glaciers
- Plentiful supply of clean water
- Good ground water sources
- River = good drainage for waste out of area
- Watershed is protected and unlogged
- No big water users in town
- Use is unrestricted
- Multiple water sources – some still untapped
- Relatable, well maintained water infrastructure
- Culture of cooperation around water use
- Strong public education on water conservation
- Installation of sediment traps in 3 of 6 catchment areas that drain directly into Cottonwood Creek

THREATS

- Demographic shifts will bring increased demand as population increases
- Transitioning economies and economic instability create uncertainty regarding future water ownership and may lead to extreme conflict
- Resource scarcities may lead to degradation of our water basins and resources as demand for natural resources increase
- Climate Change will bring increased demand for water due to decreased snow storage and drought. Increased intensity of freshet may lead to increased erosion in watershed and reduced water quality. Also, increased storm events will tax out stormwater system, causing reduced water quality.
- Unforeseen events such as dams bursting, fires, industrial spills, and infestations may compromise our water supply

VULNERABILITIES

- Pollution from recreational use
- Ground and surface water vulnerable to seepage from landfill
- Water rights uncertain due to international trade agreements
- Uncertain mapping of groundwater systems
- Introduction of unnatural species into ecosystem
- Lack of water meters
- Use is unrestricted
- Low quality sewage treatment
- Lack of Stormwater management plan
- Growing population increased demand on system and resource
- Aging infrastructure
- Not using grey water and storm water effectively (no systems in place for future preparedness)
- Lack of focus on conservation and pollution prevention (Inadvertent products in water-system)
- Chlorine used for treatment is not from region
- Intensive water use in landscaping
- Watershed vulnerability to industry – logging on unstable ground

INVENTORY

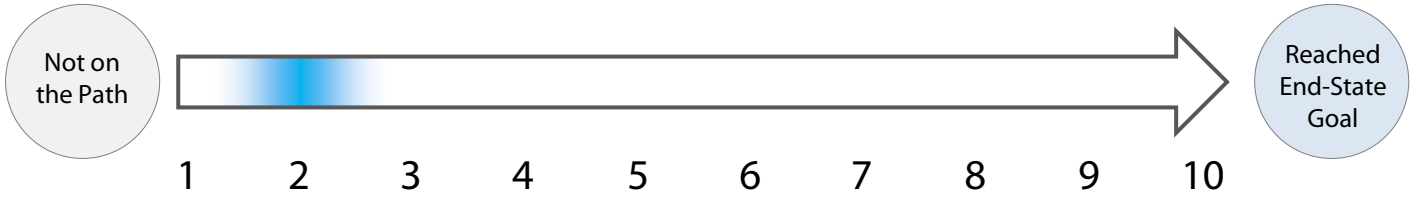
CITY

- Water Master Plan (2007)
- Cottonwood Stormwater Trap Project (2008)
- Leak Detection Program (2009)
- CBT Watersmart Program (2010)
- Sewer Master Plan (forthcoming 2010)
- Stormwater and Drainage Study (forthcoming 2010)

COMMUNITY

- Water restrictions
- Number of water conservation initiatives
- Considerable strides in conservation
- Summer water restrictions
- Beginning to meter large business

HOW CLOSE ARE WE TO MEETING OUR GOAL?



APPENDIX C
QUESTIONNAIRE & SURVEY RESULTS

INTERGENERATIONAL INTERVIEW & ONLINE SURVEY QUESTIONNAIRE

City of Nelson Path to 2040 Survey

www.nelson.ca

Your Opinion Counts!

The City of Nelson is nearing completion of Nelson's Path to 2040 Sustainability Strategy. This sustainability strategy will set the direction for policy and planning decisions. We have taken a four pillars approach which takes into consideration economic, environmental, social and cultural aspects of the community in the development of the plan. It recognizes and defines what is great about Nelson, and offers insight into how we can preserve and enhance what we love about where we live. This initiative also helps staff, Council, and the public determine how we can work together to make our community an even better place.

Before we adopt the strategy we want to hear your opinions on the key Sustainability Principles and Directions that are the foundation of the strategy. Your participation in this survey will help make improvements to the sustainability strategy.

We are asking you to answer 7 questions. This survey will only take 10 to 15 minutes of your time. Your privacy is important to us. Your answers will be combined with others, and will never be linked with you personally.

About this Survey

We have identified five key sustainability principles and directions that form the backbone of Nelson's Path to 2040 Sustainability Strategy. These sustainability principles and directions will be used to help guide staff and Council decisions over time. They will assist in prioritizing spending decisions, how development should happen and even what type of vehicles the City should buy. It is therefore important for us to hear your feedback on these sustainability principles and directions before they are finalized.

What are Nelson's Sustainability Principles and Directions?

The sustainability principles and directions define the key aspects of what a sustainable Nelson is. They will assist us in using our resources wisely to ensure that Nelson isn't just a great place today but also a great place in the future. They will be used to inform the types of action and projects that the City invests in over time, and are designed to meet multiple goals and objectives of Nelson's Sustainability Strategy at once.

How were Nelson's Sustainability Principles and Directions developed?

The sustainability principles and directions are ONE component of Nelson's Path to 2040 Sustainability Strategy. They flow from the extensive work that was completed by volunteer working groups. The community identified 10 focus areas and then a diverse group of over 50 community volunteers created 10 goal statements and over 40 objectives to help lead Nelson towards a sustainable future.

The Path to 2040 Sustainability Strategy is only the beginning of the process. This strategy will give direction to the more detailed plans that will follow such as the Sustainable Waterfront and Downtown Master Plan and the Community Climate Action and Energy Plan. These future plans will identify the specific actions that will be taken to meet the goals and objectives that have been identified in the sustainability plan. Before we develop plans of how to get there (the specific action and tasks) it is imperative that we know where we are going (the overall vision) and that is what we are doing through this planning process.

How will they be used?

The sustainability principles and directions are a key component of Nelson's Path to 2040 Sustainability Strategy. These definitions will be included in a decision making tool that will provide guidance for City staff and Council on how to encourage the sustainability of our community. More specifically, City staff and Council will evaluate proposed actions and daily decisions on their ability to move Nelson towards the fruition of these five sustainability principles and directions.

EXAMPLE

Council considers a proposal to increase public art in the downtown core.

Question: How does this support our Sustainability Principles and Directions?

Principles

Cultural Strength: supports local artists

Ecosystems: encourages more walking)

Prosperity: draws more tourists to the

The Survey

We would like to know if you support the proposed sustainability principles and directions, as well as provide any further comments on how you would strengthen them, and what you would like to see changed. Please use the following scale when answering the questions below:

1 = Do Not Support → **5** = Strongly Support

1. Please read the following short description of our Sustainability Principle and directions for **Prosperity**:

Prosperity is about fostering a diverse, value-added economy that provides meaningful employment opportunities and support healthy lifestyles.

Ensuring Prosperity requires:

- Supporting new and existing industries and business;
- Respecting our leadership role in a larger socio-economic system;
- Supporting efficient movement of people and resources;
- Supporting a vibrant, safe downtown and waterfront as a welcoming space;
- Recognizes small business as a key driver of our local community.

How strongly do you support the City working towards achieving the above description of **Prosperity**?

1 2 3 4 5

2. Please read the following short description of our Sustainability Principle and directions for **Cultural Strength**:

Cultural Strength is about using our many cultural assets to enrich the quality of life for all citizens.

Cultural Strength involves:

- Authentically representing our artistic and cultural values in how we live, move, play, shop, and do business;
- Using arts and culture to create meaningful learning opportunities;
- Facilitating cross generational and socio-economic relationships;
- Conserving and enhancing our diverse recreational assets and opportunities;
- Meaningful civic participation in our City's governance systems.

How strongly do you support the City working towards achieving the above description of **Cultural Strength**?

1 2 3 4 5

3. Please read the following short description of our Sustainability Principle and directions for **Resiliency**:

Resiliency is about maintaining and enhancing the economic, social, ecological, and cultural systems that strengthen our ability to withstand future challenges.

Our Resiliency is dependent on our ability to:

- Foster healthy relationships to ensure residents trust and support each other in times of need;
- Foster a diverse, flexible business community that sustains our prosperity;
- Continue to build local, green infrastructures that use resources thriftily and efficiently;
- Adapt and flourish despite an uncertain, changing climate and environment;
- Champion transparent, participatory decision making practices that foster engagement.

How strongly do you support the City working towards achieving the above description of **Resiliency**?

1 2 3 4 5

4. Please read the following short description of our Sustainability Principle and directions for **Healthy Neighbourhoods**:

Healthy Neighbourhoods are safe, welcoming, connected places with meaningful opportunities to interact with neighbours of all ages and income levels.

Healthy Neighborhoods have:

- Inviting parks, community gardens and informal public spaces for gathering;
- Diverse housing opportunities in all neighbourhoods;
- Focusing development into specific, pre-identified mixed use areas;
- Connected residential areas via safe, enjoyable walking and cycling corridors and greenways; and,
- Use green buildings technologies when renovating existing and constructing new buildings.

How strongly do you support the City working towards achieving the above description of **Healthy Neighbourhoods**?

1 2 3 4 5

5. Please read the following short description of our Sustainability Principle and directions for **Robust Ecosystems**:

Robust Ecosystems are about ensuring natural systems are flourishing in Nelson.

Ensuring Robust Ecosystems will involve:

- Protecting, restoring, and enhancing our natural assets by continuing to cultivate responsible environmental practices;
- Using our natural resources efficiently and conserving them to the greatest extent possible;
- Protecting the natural areas on our neighbourhoods;
- Designing infrastructure that maintains natural systems, and using natural systems to enhance infrastructure performance.

How strongly do you support the City working towards achieving the above description of **Robust Ecosystems**?

1 2 3 4 5

6. In the box below, please let us know if you would like to see any changes to any of the Sustainability Principles and Directions presented above.

7. In the box below, please let us know what you liked the most about the proposed Sustainability Principles and Directions presented above.

Thank you for taking the time to complete this survey.
If you would like to return a paper copy to the City, please drop it off at City Hall by Thursday **October 22th, 3pm.**

ONLINE SURVEY RESULTS

1. Please read the following short description of our sustainability principle and directions for Prosperity: Prosperity is about fostering a diverse, value-added economy that provides meaningful employment opportunities and support healthy lifestyles. Ensuring Prosperity requires: • Supporting new and existing industries and business; • Respecting our leadership role in a larger socio-economic system; • Supporting efficient movement of people and resources; • Supporting a vibrant, safe downtown and waterfront as a welcoming space; • Recognizes small business as a key driver of our local community. How strongly do you support the City working towards achieving the above description of Prosperity?

	Response Percent	Response Count
Do not support	1.0%	1
Support a little	7.3%	7
Support moderately	11.5%	11
Largely support	38.5%	37
Strongly support	**41.7%**	**40**
answered question		**96**
skipped question		**1**

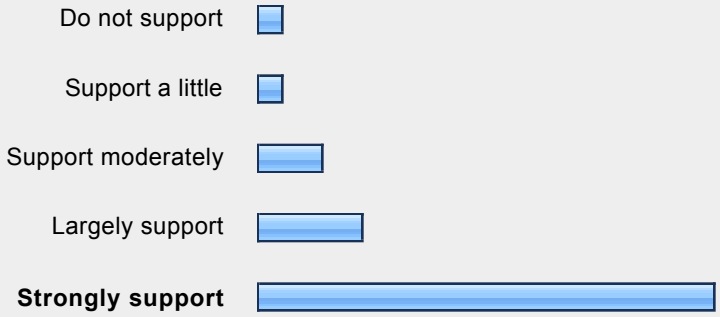
2. Please read the following short description of our sustainability principle and directions for Cultural Strength: Cultural Strength is about using our many cultural assets to enrich the quality of life for all citizens. Cultural Strength involves: • Authentically representing our artistic and cultural values in how we live, move, play, shop, and do business;• Using arts and culture to create meaningful learning opportunities;• Facilitating cross generational and socio-economic relationships; • Conserving and enhancing our diverse recreational assets and opportunities; • Meaningful civic participation in our City's governance systems. How strongly do you support the City working towards achieving the above description of Cultural Strength?

	Response Percent	Response Count
Do not support	2.1%	2
Support a little	5.2%	5
Support moderately	15.5%	15
Largely support	29.9%	29
Strongly support	**47.4%**	**46**
answered question		**97**
skipped question		**0**

3. Please read the following short description of our sustainability principle and directions for Resiliency: Resiliency is about maintaining and enhancing the economic, social, ecological, and cultural systems that strengthen our ability to withstand future challenges. Our Resiliency is dependent on our ability to: • Foster healthy relationships to ensure residents trust and support each other in times of need; • Foster a diverse, flexible business community that sustains our prosperity; • Continue to build local, green infrastructures that use resources thriftily and efficiently; • Adapt and flourish despite an uncertain, changing climate and environment; • Champion transparent, participatory decision making practices that foster engagement. How strongly do you support the City working towards achieving the above description of Resiliency?

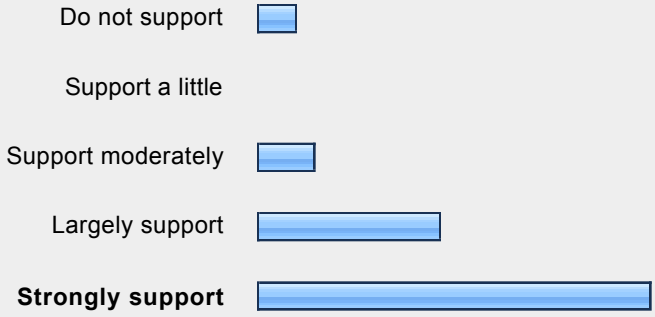
	Response Percent	Response Count
Do not support	2.1%	2
Support a little	5.2%	5
Support moderately	3.1%	3
Largely support	34.4%	33
Strongly support	**55.2%**	**53**
answered question		**96**
skipped question		**1**

4. Please read the following short description of our sustainability principle and directions for Healthy Neighbourhoods: Healthy Neighbourhoods are safe, welcoming, connected places with meaningful opportunities to interact with neighbours of all ages and income levels. Healthy Neighbourhoods have: • Inviting parks, community gardens and informal public spaces for gathering; • Diverse housing opportunities in all neighbourhoods; • Focused development in specific, pre-identified mixed use areas; • Connected residential areas via safe, enjoyable walking and cycling corridors and greenways; and, • Use green buildings technologies when renovating existing and constructing new buildings. How strongly do you support the City working towards achieving the above description of Healthy Neighbourhoods?



	Response Percent	Response Count
Do not support	3.1%	3
Support a little	3.1%	3
Support moderately	9.3%	9
Largely support	15.5%	15
Strongly support	**69.1%**	**67**
answered question		**97**
skipped question		**0**

5. Please read the following short description of our sustainability principle and directions for Robust Ecosystems: Robust Ecosystems are about ensuring natural systems are flourishing in Nelson. Ensuring Robust Ecosystems will involve: • Protecting, restoring, and enhancing our natural assets by continuing to cultivate responsible environmental practices; • Using our natural resources efficiently and conserving them to the greatest extent possible; • Protecting the natural areas on our neighbourhoods; • Designing infrastructure that maintains natural systems, and using natural systems to enhance infrastructure performance. How strongly do you support the City working towards achieving the above description of Robust Ecosystems?



	Response Percent	Response Count
Do not support	5.2%	5
Support a little	0.0%	0
Support moderately	8.3%	8
Largely support	27.1%	26
Strongly support	**59.4%**	**57**
answered question		**96**
skipped question		**1**

6. In the box below, please let us know if you would like to see any changes to any of the sustainability principles and directions presented above.

	Response Count
	52
answered question	**52**
skipped question	**45**

7. In the box below, please let us know what you liked the most about the proposed sustainability principles and directions presented above.

	Response Count
	60
answered question	**60**
skipped question	**37**

In the box below, please let us know what you liked the most about the proposed sustainability principles and directions presented above.

	Response Count
	60
answered question	**60**
skipped question	**37**

	Response Text	
1	I really like the work "Resiliency" We need to be Resilient to all the futue has to throw at us!	Oct 13, 2010 9:45 PM
2	I liked the word participation, but understand this as weakly held ny councillors and City Staff. You really don't understand participation nor do you have a taste for it..	Oct 13, 2010 10:07 PM
3	I think getting the community involved is the key	Oct 14, 2010 2:35 AM
4	Protecting, restoring our natural assets. Protecting natural areas.	Oct 14, 2010 2:41 AM
5	This may not be the right place for this, but these are awfully generic questions. How can the city expect to get anything other than strong support for this high minded ideals? It would be nice if citizens were asked some more pointed questions about what they would want to pay for these goals, or perhaps what they would want the city to focus on. Perhaps put infrastructure up against some of these items?	Oct 14, 2010 3:16 AM
6	community involvement	Oct 14, 2010 3:49 AM
7	I thought there should be a box for "other" in each section.	Oct 14, 2010 4:02 AM
8	supporting small business over larger ones	Oct 14, 2010 4:15 AM
9	Our cultural strength :: next to the environment it's our greatest asset	Oct 14, 2010 5:04 AM
10	Recognize small businesses as a key driver	Oct 14, 2010 3:03 PM
11	I liked the idea of preserving and enhancing our natural assets, and would like to see more focus on helping to educate the community on how it can contribute to Nelson's resiliency.	Oct 14, 2010 4:03 PM
12	The fact that "growth" is NOT a focus of any of the sustainability principles. Thank you for recognizing that unlimited growth is not sustainable.	Oct 14, 2010 6:03 PM
13	Most of the statements go beyond being motherhood statements.	Oct 14, 2010 6:09 PM
14	it is important that they are achievable and realistic and allow for participation from all.	Oct 14, 2010 6:44 PM
15	I liked the prosperity section because so many points here will help people recognize that the personal use vehicle is actually holding us back from social diversity, from efficient transportation, safe neighbourhoods, and from cultural vibrancy. These are excellent priorities, I hope Council can understand how to apply these values in the decision make processes. By the way, leaving comments would have been infinitely easier if this box was more than 5 words long. Its hard to edit thoughts by panning back and forth in a tiny space where the whole paragraph is not visible. This will likely lead to poor quality of comments in general, for this survey.	Oct 14, 2010 10:28 PM
16	well rounded with what appears to be a pro-business attitude	Oct 14, 2010 10:33 PM

Response Text		
17	I liked that you made reference to diversity, co-operation and simplicity.	Oct 15, 2010 2:29 AM
18	Section 1 refering to a diverse value added economy	Oct 15, 2010 2:53 AM
19	finally a little 'big picture' from planning dept.	Oct 15, 2010 3:11 AM
20	prosperty is vital to our communities existence. It is imperative that our community supports new and existing business's since it is the key driver for economic growth in our community	Oct 15, 2010 11:56 AM
21	I like the emphasis on healthy relationships and diversified neighbourhoods. Would like to see "affordability" as a descriptor in any of the above areas.	Oct 15, 2010 1:50 PM
22	I like it all but need to see what actions are proposed to back up the words. The principles are fantastic, what are the proposals to make them reality???	Oct 15, 2010 2:48 PM
23	While I feel strongly about all principles, I believe that resiliency is particularly important because the greater context in which Nelson exists is dynamic (e.g. recessions, changes of government, climate, environmental threats...)	Oct 15, 2010 5:25 PM
24	They're nicely comprehensive.	Oct 15, 2010 6:52 PM
25	the opportunity to voice my opinion.	Oct 15, 2010 7:53 PM
26	I liked the healthy neigbourhoods and robust ecosystem descriptions.	Oct 17, 2010 5:29 AM
27	I don't. It"s outside the City's mandate - in my opinion.	Oct 17, 2010 5:57 AM
28	I liked the commitment to Ensuring Robust Ecosystems.	Oct 17, 2010 5:59 PM
29	Highest priority should be place on creating safe, accessible cycling, walking and scooter friendly travel corridors.	Oct 19, 2010 2:33 AM
30	Inviting parks, community gardens and informal public spaces for gathering;	Oct 19, 2010 3:42 PM
31	all nice words but not sure what they mean in day to day life, where are sidewalks around the hwy to ymir overpass and new subdivisions for our citizens and skiers	Oct 19, 2010 11:47 PM
32	protecting natural areas in neighbourhoods	Oct 20, 2010 3:05 PM
33	local focus, broad definition of sustainability, environmental and cultural priorities	Oct 21, 2010 12:22 AM
34	Strengthening our culture, which would include, much to the chagrin of some conservative folks, keeping a nude beach within city limits. THAT is some of the culture that informs the character of Nelson!	Oct 21, 2010 1:03 AM
35	Transparency, support small businesses	Oct 21, 2010 4:55 AM
36	thinkinf ahead and hopefully outside the box	Oct 21, 2010 5:32 AM
37	ALL ARE VERY GOOD	Oct 21, 2010 7:13 PM
38	They appear to be quite inclusive of all areas needed for a sustainable future for our community. I like that all sectors of our community are incorporated.	Oct 21, 2010 9:44 PM
39	Not much. Again it is too focused on the economy. We live in Nelson, BC not the USA. Although there is some economic uncertainty there always will be. I wish the City would recognize that working towards a greener city is far more profitable than focussing on the economy. I would love to see this city be more progressive in this area. Really. A recycling program where you put your recyclables in a plastic bag...I thought we were trying to eliminate those.	Oct 21, 2010 10:30 PM
40	local, green	Oct 21, 2010 10:33 PM
41	enjoy business and small industry.	Oct 21, 2010 10:43 PM
42	people and neighbourhoods thriving	Oct 22, 2010 1:10 AM
43	Diverse, ecological, sustainable, culture	Oct 22, 2010 2:08 AM
44	They cover a large spectrum.	Oct 22, 2010 4:41 AM
45	most of it sounds pretty exciting	Oct 22, 2010 7:06 AM
46	Citizens are empowered to feel that they have a role in building this community into the future	Oct 22, 2010 1:55 PM
47	environmental focus - resource conservation and protection	Oct 22, 2010 2:20 PM
48	good section on resiliency.	Oct 22, 2010 2:32 PM

	Response Text	
49	That there is one! Thank you for doing this. Friday is the 22nd.	Oct 22, 2010 3:53 PM
50	(1)Focus on small business as a key driver of the economy of Nelson. (2)Using green technology, interconnecting paths and greenways through out city, and designing infrastructure such that it maintains natural systems (this may require a change to previously designed infrastructure, such that it no longer focuses on containing and diverting natural systems).(3)Mixed residentila neighbourhoods	Oct 22, 2010 4:24 PM
51	The last Principle about Robust Ecosystems, I think that Nelson has an opportunity to play a leadership role for developing a progressive green community that values the environment first.	Oct 22, 2010 4:40 PM
52	I like the fact that people are thinking in these terms at all	Oct 22, 2010 5:15 PM
53	I like the definitions for healthy neighbourhoods and resiliency. These are areas where the city can set policy and provide guiding principles, but can mostly be undertaken by business and residents.	Oct 22, 2010 7:48 PM
54	I'm pleased we are talking about resiliency and I think the principles outlined under that heading are a good start.	Oct 23, 2010 3:47 AM
55	Based on the present socio-political, and socio-economic climate I do not have the optimism for seeing the City remotely excercising these principles. In other words, the leadership of Nelson has poorly walked the walk on most citizen endeavors, and instead alienated the citizens from any effective governance.	Oct 23, 2010 5:14 AM
56	I like that energy is going into this topic...I would like to see more specific examples of what you have in mind.	Oct 23, 2010 3:20 PM
57	Transparency	Oct 24, 2010 5:33 PM
58	focused on green building and sustainability	Oct 26, 2010 4:56 PM
59	Broad View and incorporating the concept of resilience	Oct 26, 2010 9:06 PM
60	You must have clear rules to developers so that the landscape is preserved. Otherwise big business will ruin our landscape, like in Fairview. These houses have no trees left standing! This is not o.k. I'm from Richmond where whole city blocks are bulldozed and houses with 2000 square feet take over! This is not O.K. If you don't make clear guidelines for developers to follow than you are not protecting this place. Also respecting the needs of all residents is important. The people who go to Red Sands appreciate the undeveloped beach. It is one of the greenspaces in Nelson that are unique. Although I do not bathe nude, I appreciate that there is a place for these people, many of which are artists and musicians. By making this city undesirable for these people by taking away their private green spaces, it is cutting down the diversity (and soul) of the place...I've seen too many communities sell out to big business and not respect all the residents' choices and freedoms. I hope this doesn't happen here.	Oct 27, 2010 7:19 PM

In the box below, please let us know if you would like to see any changes to any of the sustainability principles and directions presented above.

	Response Count
	52
answered question	**52**
skipped question	**45**

	Response Text	
1	No changes, but would like to ensure that Council indeed follows these things up appropriately.	Oct 13, 2010 9:45 PM
2	sustainability is achieved through participation. Participation is not a bunch of people turning up to a meeting and awaiting the decision of politicians. Participation is sharing in politicalpower. That means when citizens wish, the council should take a back seat and then enact, whether it likes the resukt or not, the will of those citizens.	Oct 13, 2010 10:07 PM
3	The description for Cultural Strength does not include any mention of heritage/heritage buildings in Nelson. The description on Resiliency could be expanded to say "support each other at all times", not just "in times of need". Or simply, 'support each other'.	Oct 14, 2010 12:06 AM
4	sounds nice:)	Oct 14, 2010 2:35 AM
5	massive shift to public transit - bikes, buses, trains	Oct 14, 2010 3:49 AM
6	you left out a lot of important options in your examples...especially cultural strength, no mention of cultural competencies for different backgrounds.	Oct 14, 2010 4:02 AM
7	development should be green and source local development companies beroe ever looking outside the community	Oct 14, 2010 5:04 AM
8	It was very hard to answer these questions given the various points included in each one. It would be easier if each of those points were broken out individualy. But overall, the approach sounds reasonable, but it's still very generic. We need to start to see specifics soon!	Oct 14, 2010 4:03 PM
9	Need a concert venue at the end of the waterfront before the airport. Botanical gardens and stage by the rise towards the road so sound goes out towards the lake. Used for festivals, concerts etc. Draw people to summer festivals in Nelson. Lots of parking, green space and great environment for all types of concerts and events. My 2c.	Oct 14, 2010 4:07 PM
10	There is no mention of improving food security in our community for any of these points. The vast majority of food consumed in Nelson is transported here from a great distance (California, Asia, etc.) requiring large quantities of fossil fuels, and in times of future energy shortages those food sources will be in much shorter supply and much more expensive. A coordinated effort to foster greater local food production by meeting the needs of local farmers is paramount for our community's resiliency. Any other transition town places this point extremely high on its list of priorities in their sustainability strategies - why has it been completely ignored here in Nelson? (A handful of community gardens is not what I would call a concentrated effort to improve food security.)	Oct 14, 2010 6:03 PM

	Response Text	
11	I think there should be reflection on food security. Right now the only mention is of community gardens. There are several ways the city can enhance food security - but the start is to identify that it is a vision. The most likely place for this is under resiliency.Also just to say support new and existing business and industry, doesn't give any guidance on what KINDS of industry - e.g. I emphatically do not want a barite plant in the middle of town, but nothing in this statement gives guidance to decision makers to discourage that.	Oct 14, 2010 6:09 PM
12	please use these principles in the decision making process with regards to Red Sands Beach and forest.	Oct 14, 2010 6:44 PM
13	no	Oct 14, 2010 10:08 PM
14	resiliency - does not address residents ability to move towards self -sufficiency or develop exportable goods. We must move from consumption, playing and importation towards production, and productive pursuits. An economy based on retail, tourism and weed is not resilient. Also, for Healthy Neighbourhoods... these are not just about housing and play space but also require access to basic services, markets, transportation, schools, institutions, health and welfare, etc. MIXED USE, COMPLIMENTARY USE	Oct 14, 2010 10:28 PM
15	None	Oct 14, 2010 10:33 PM
16	I think that some micro perspective along side this macro perspective would help most people understand how exactly these concepts turn into reality...otherwise it all gets lost in the cosmos of think-tankism. Also the "greenisms" are a little overwhelming and predictable.....little of what humans do is sustainable much less green, so maybe the terms could be more in the "appropriate...common sense" nature.	Oct 15, 2010 2:29 AM
17	let remember that the city cannot always show the leadership. as an entity the City is an albatross.	Oct 15, 2010 3:11 AM
18	retain as much park land in the city of Nelson as possible	Oct 15, 2010 7:18 AM
19	healthy neighbourhoods can & should include green building technologies, however in many renovation situations and new inatives they can be very expensive to attain for younger families who we should like to bring into our community and as such we should be careful when setting the standard in this reguard.	Oct 15, 2010 11:56 AM
20	RE: sustaining prosperity, support for new industries should include specifiers like clean, socially responsible, green, environmentally friendly, fully Canadian, etc. We don't want to be open to any and all industries.	Oct 15, 2010 1:50 PM
21	1. Robust ecosystems are also about fostering understanding and engaging residents, so when you say "Cultivate responsible environmental practices", I'd like to see the city taking a PUBLIC lead on engaging ALL residents. 2. It's hard not to agree with everything above - who wouldn't want this. This makes the form a bit pointless in my mind. If you want constructive feedback, the questions are paramount to the feedback you get! 3. This answer box is WAY, WAY too small :-D	Oct 15, 2010 2:48 PM
22	1. I don't see anything about ensuring a place in our community for all income-levels (whether earned income or social assistance of some sort. Prosperity doesn't just come from jobs. 3. Resiliency should have some reference to our responsibility to reduce our impacts -- energy and water conservation; GHG reduction, etc. It's not enough to just adapt. I also don't understand what you mean by participatory decision-making practices -- where are these to be applied? to local government? to community initiatives? local gov't can't give away its decision-making responsiblity. Actually, I'm concerned by the lack of any reference to GHG reduction and our responsiblity there. We can't just give up, and say, oh well, let's just adapt. Not right; not fair; not effective. How do we even know what robust ecosystems will look like? We don't yet understand the complex effects of climate change on those ecosystems.	Oct 15, 2010 6:52 PM

	Response Text	
23	I am concerned that there are several specific references to art and culture but no specfic reference to sport as an important aspect of this process. Sport is not just "how we play" it is an important part of social, culture, and heath of persons who live in our community. I think it needs to be included on par with any mention of arts and be recognized as a part of our culture and treated with respect.	Oct 15, 2010 7:52 PM
24	For #1. If prosperity really does include "support healthy lifestyles" then the requirments should reflect that. It seems that healthy lifestyle was just added as a fashionable afterthought. where is there mention of affordable housing etc?	Oct 15, 2010 7:53 PM
25	missing is any mention of food sucurity and means by which this would be supported. Also the precautionary principal is an idea which is vital to maintain the environmental and social wellbeing.	Oct 17, 2010 5:29 AM
26	Lets sustain the water sewer, garbage disposal and roads	Oct 17, 2010 5:57 AM
27	I would like to see a bylaw against large developments, ie Nelson Landing	Oct 19, 2010 3:42 PM
28	city needs to focus on the Baker street to CPR designs and success rather then mixing retail all over the city ie centerville	Oct 19, 2010 11:47 PM
29	Diverse Housing hieghts must respect views from nieghbourhoods	Oct 20, 2010 3:05 PM
30	Robust Ecosystems/Healthy Neighbourhoods: I encourage a moratorium on energy-intensive large single family dwellings and absentee landlords and would for a time give building permits preferrably to low-income housing in order not to draw only wealthy families which bring their own challenges into a community (spoiled kids, expensive drugs, big city life style and values) and invite lower income families to be able to afford their first home without having to work six days a week and having to put their kids into daycare, just so they can pay a $1500/month mortgage.	Oct 21, 2010 1:03 AM
31	less artistic nonsense more business sense	Oct 21, 2010 4:55 AM
32	by not creating more taxes and being honost about the costs	Oct 21, 2010 5:32 AM
33	NO	Oct 21, 2010 7:13 PM
34	No changes to recommend but would just caution to make sure these statements are inclusive enough and not so prescriptive	Oct 21, 2010 9:44 PM
35	Prosperity definition focuses too much on business. Prosperity should be seen in a larger context. Nelson is often like a begging dog when it comes to new business. The City is willing to roll over, to do whatever a developer wishes. To prosper is so much more than focusing on economy. It is more holistic and this definition does not support that. The culture definition is completely out of whack. Again, the focus appears to be economic. I see nothing about demonstrating a love and appreciation for art that transcends its supposed economic impact.	Oct 21, 2010 10:30 PM
36	Seems very based on the economy.	Oct 21, 2010 10:33 PM
37	the tax base needs to be increased and then the other projects have merit. You can not keep increasing taxes.	Oct 21, 2010 10:43 PM
38	sustainability also means less taxes.	Oct 22, 2010 1:10 AM
39	#? There is nothing about the need to deduce dependancy on fossil fuels. #5 seems to be missing something about reducing expansion of the city into areas that are currently natural areas.	Oct 22, 2010 4:41 AM
40	improved public transit, and integrated regional transit	Oct 22, 2010 7:06 AM
41	Work to influence RDCK decisions to promote environmental sustainability and cultural diversity	Oct 22, 2010 1:55 PM
42	think prosperity should include communities level of self sufficiency (ie supporting local businesses for organic food etc), effieicinet movement to me means also not building bigger roads but creating and supporting public transport development and bicycle routes and accessibility	Oct 22, 2010 2:20 PM
43	Something on working together to support individual initiatives toward resilience and sustainability. We need to empower everyone to make the transition.	Oct 22, 2010 3:53 PM