



Sustainable Harrison

Integrated Community Sustainability Plan

October, 2011

Prepared by:

CENTRE *for*
SUSTAINABILITY
WHISTLER

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Table of Contents

1.0	Background and Process	4
1.1	Purpose of Community Sustainability Planning	4
1.2	What is an ICSP?	4
1.3	The Quick Start Integrated Community Sustainability Plan	5
1.4	Quick Start ICSP - Outcomes.....	5
1.5	The Quick Start ICSP Process	6
1.6	The Community Sustainability Action Team	8
1.7	Shared Understanding of Sustainability	8
2.0	Sustainability Objectives	9
3.0	Harrison’s Four Community Priorities	9
	ENSURING ECONOMIC VIABILITY	10
	ENRICHING COMMUNITY LIFE	11
4.0	Sustainability Strategy Areas	12
5.0	Descriptions of Success	12
5.1	BUILDINGS AND SITES	14
5.2	EDUCATION, HEALTH AND SOCIAL SERVICES	15
5.3	ECONOMY AND TOURISM.....	16
5.4	ARTS, CULTURE, RECREATION AND LEISURE.....	17
5.5	ENERGY, WASTE AND WATER SYSTEMS	19
5.6	FOOD	21
5.7	LAND USE AND NATURAL AREAS	22
5.8	TRANSPORTATION AND MOBILITY.....	23
6.0	Current Reality	24
7.0	Action Planning	24
8.0	Indicators and Monitoring	25
9.0	Targets	27
10.0	Sustainability Decision-Making Tools	27
11.0	Continuing along the Sustainability Journey	27
	Appendices.....	28
	Glossary of Terms.....	28
	Appendix A - Current Reality.....	28
	Appendix B - Proposed Initial Actions.....	28
	Appendix C - All Actions	28
	Appendix D - Action Monitoring Tool	28
	Appendix E - Core Indicators.....	28
	Appendix F - All Potential Indicators.....	28
	Appendix G - Monitoring and Reporting Spreadsheet	28
	Appendix H - Decision Making Framework.....	28
	Appendix I - Next Steps.....	28
	Appendix J - Sample Partnership Agreement	28

Sustainable Harrison Integrated Community Sustainability Plan



1.0 Background and Process

The Village of Harrison Hot Springs (HHS) engaged the services of the Whistler Centre for Sustainability to assist them and the community to develop an integrated community sustainability plan (ICSP) using a Quick Start process. The HHS had undertaken a number of sustainability-related initiatives, and had some sustainability-related policies in the current Official Community Plan, but had not previously undertaken a comprehensive community sustainability planning process that would create a shared vision for the community and integrate existing policies.

The Village of Harrison Hot Springs is tucked against British Columbia's picturesque south-western mountains and the sandy beaches of Harrison Lake in the Fraser Valley. The Valley land base is predominantly made up of Agricultural Land Reserve and has become increasingly popular for retirees and visitors given its hospitable climate, natural beauty, high quality of life and recreational opportunities.

Harrison has committed to sustainability objectives and a shared community vision. In order to be successful in achieving its vision, Harrison must work closely and collaboratively with its neighbours in the Fraser Valley to collectively move towards that vision. Coordinated regional actions towards shared descriptions of success for transportation, economic development, environmental protection, health services, land use, and growth management are essential in order to become a more sustainable community and region.

1.1 Purpose of Community Sustainability Planning

Sustainability planning helps communities gain insight into their long-term goals for success – the goals then shape and inform investment and infrastructure decisions, reducing the likelihood of potentially costly short-term mistakes. Significant benefits accrue to communities moving in the direction of long-term success. As an energizing and motivating conversation for the community, sustainability planning helps to alleviate potential deadlock issues, attract new residents and niche businesses, as well as retain and motivate municipal talent. Local economies are prepared for the long-term impacts of climate change, shifting global priorities for goods and services and rising energy prices. Community members commit to maintaining their resilience, networks and quality of life through demographic shifts and other social challenges. Municipalities save significant money over time through reduced energy and waste management costs and are able to access funding through a variety of mechanisms through the sustainability plan.

1.2 What is an ICSP?

An Integrated Community Sustainability Plan (ICSP) is a document that is developed by the community to guide the community toward a desirable and sustainable future. The ICSP identifies

strategies and actions for implementation, monitors progress, and is reviewed and updated every year. An ICSP is the community's highest level policy document that integrates all existing plans and policies, gives direction to all future initiatives and provides a comprehensive framework for community decision-making.

An ICSP is as much a process as it is a plan; it is an on-going process of engaging the community in co-creating and updating a community vision and linking that to realistic planning and collaborative action today. ICSPs emphasize long-term thinking, collaboration between community residents and stakeholders, creating partnerships, and ongoing monitoring and evaluation to ensure success. Harrison's ICSP process is called Sustainable Harrison.

1.3 The Quick Start Integrated Community Sustainability Plan

Sustainable Harrison is being developed using a 'Quick Start' framework. This process is based on The Natural Step, as well as on Whistler2020, a multiple award-winning community sustainability plan and process, but is customized to Harrison's situation, needs, assets and visions. The Quick Start quickly and effectively provides Harrison with an ICSP and on-the-ground actions and implementation tools to get the community on its journey toward sustainability.

1.4 Quick Start ICSP - Outcomes

While a comprehensive Integrated Community Sustainability Plan (ICSP) with an Official Community Plan (OCP) update and multi-stakeholder task forces is the ideal mechanism for advancing sustainability, we understand that the resources required to undertake such an intensive process are beyond what many small to medium sized communities have available. The Quick Start version of an ICSP is designed to get the community moving forward on its sustainability journey immediately and meaningfully. The Quick Start ICSP comprises:

- A sustainability strategy outlining a vision (descriptions of success), sustainability objectives, community priorities and eight strategy areas.
- A description of the current situation with respect to each strategy area.
- A set of clear recommended actions for immediate implementation, directed to specific organizations.
- A set of core indicators based on the four priority areas.
- An effective and easy-to-use monitoring and reporting system.
- A 'Next Steps' document that will provide a guide for continuing to develop and implement Sustainable Harrison in the years to come.

Sustainable Harrison is an integrated and comprehensive sustainability plan. What does this mean?

This integrated planning approach sets this ICSP apart from other traditional community plans. As issues are often complex and overlapping, they cannot be solved in isolation and are best addressed using a comprehensive integrated approach. For example, toxic effluent in rivers affects fish health (environmental), which affects people's health (social) and their financial prosperity (economic). All of these elements and their connections must be considered to arrive at optimal practices.

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

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

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

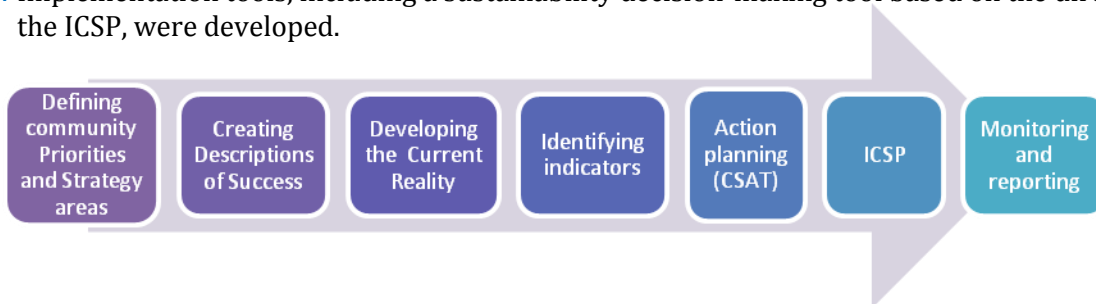
Attached as appendices to the ICSP are:

- All the proposed potential actions for future consideration.
- A number of other indicators that can be monitored in future years.
- An action monitoring table to keep track of the status of recommended actions.

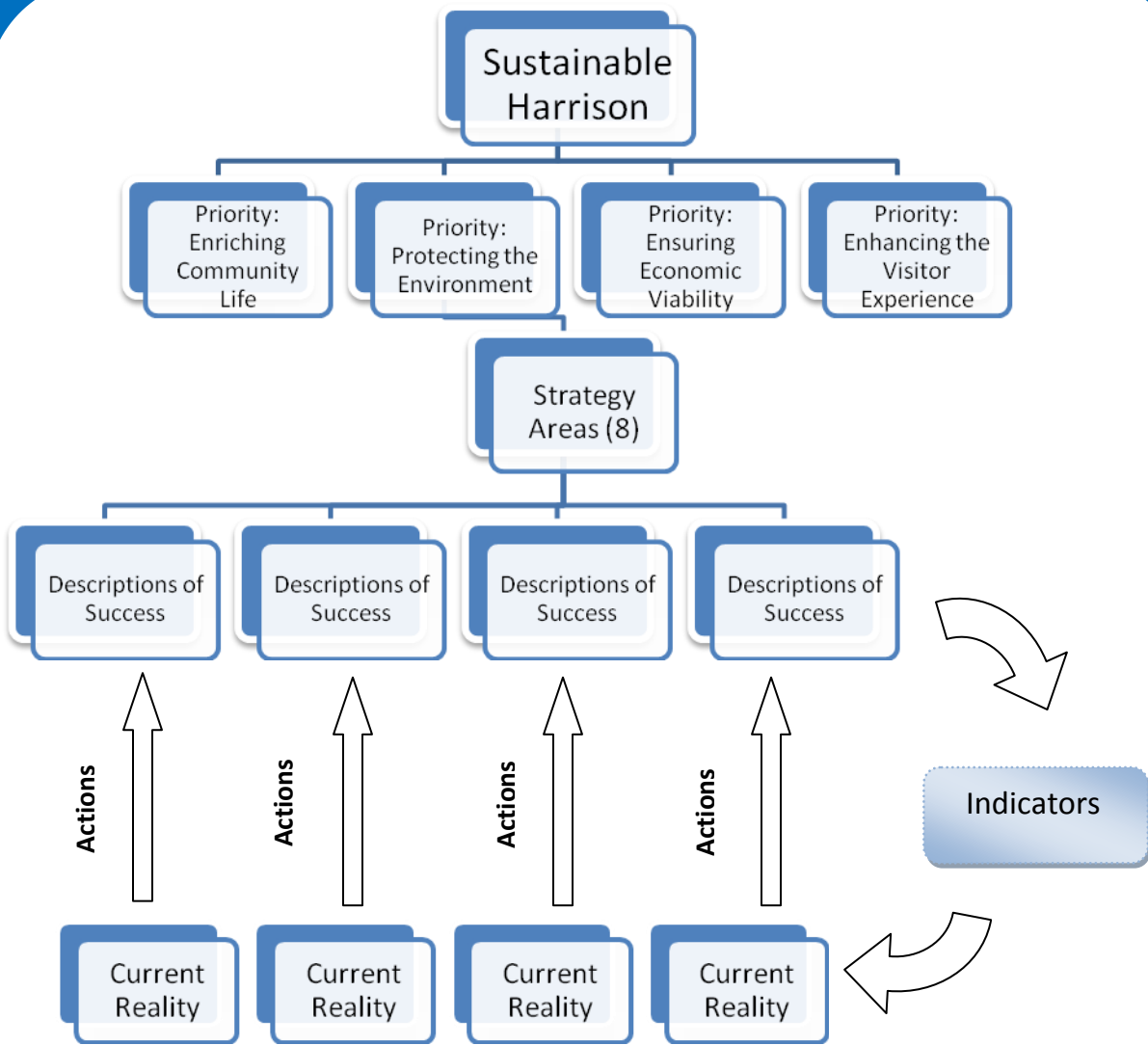
1.5 The Quick Start ICSP Process

Sustainable Harrison followed this process to create the ICSP:

1. Community priorities and strategy areas were identified and confirmed by HHS staff for Harrison.
2. A Community Sustainability Action Team (CSAT) was created to work closely with the consultant on developing the process and content for the ICSP.
3. The CSAT members participated in a workshop to learn about the Natural Step and to develop a shared understanding of sustainability.
4. A shared vision of the community's desired future (Descriptions of Success) in the strategy areas was developed by the CSAT and members of the community.
5. Descriptions of where the community is currently at with regards to the vision (i.e., "current reality") were researched and written.
6. A set of indicators based on the four priorities were developed. These indicators were recommended based on ease and availability of data.
7. The CSAT came up with ideas for actions that could be taken to move Harrison from its current reality to its articulated desired future.
8. Community partners were asked to take on actions for implementation.
9. A basic monitoring and reporting system for tracking and communicating progress was developed.
10. Implementation tools, including a sustainability decision-making tool based on the directions of the ICSP, were developed.



SUSTAINABILITY OBJECTIVES



SUSTAINABILITY OBJECTIVES

1.6 The Community Sustainability Action Team

The Community Sustainability Action Team (CSAT) worked closely with the consultant team and municipality on the project. The CSAT was the “advisory committee” for the project, and its members represented the community’s interest in the project, as well as partner organizations that would implement actions. The CSAT provided input on public engagement opportunities, assisted in the development of the community’s descriptions of success, provided input on current reality and indicators, and developed recommended actions. Individual organizations represented on the CSAT will work with the municipality to lead on implementing actions that will move the community towards its vision of success and sustainability.

The CSAT members were:

Mayor Ken Becotte
Councillor Allan Jackson
Councillor Dave Harris
Gail Guimont
Robert Reyerse
Ed Stenson
Leo Facio
Donna Cooney

Veronique Astles
Ray Hooper
Barbara Smith
Niek De Brouwer
Andy Strothotte
Bill Dietrich
Andre Isakov (non-voting staff liaison)

1.7 Shared Understanding of Sustainability

The Village of Harrison and the CSAT use the Brundtland definition of sustainability “...meeting the needs of the present without compromising the ability of future generations to meet their own needs.” In order to ‘operationalize’ sustainability, Harrison has adopted specific sustainability objectives that will guide all decisions and actions.



2.0 Sustainability Objectives

Harrison has adopted the following sustainability objectives, derived from the Natural Step, as the overarching objectives that will guide Harrison on its journey towards sustainability. These objectives are the 'lighthouse' for the community, which provide clear direction towards a final destination. The four sustainability objectives are:



To reduce and eventually eliminate our contribution to the ongoing build-up of materials from the Earth's Crust (e.g. heavy metals, fossil fuels).



To reduce and eventually eliminate our contribution to the ongoing build-up of synthetic materials produced by society (e.g. dioxins, PCB, DDT etc.).



To reduce and eventually eliminate our contribution to the ongoing physical degradation of nature (e.g. over harvesting fish stocks and paving over critical wildlife habitat etc.).



To reduce and eventually eliminate our contribution to conditions that undermine people's ability to meet their basic needs (e.g. unsafe working conditions, not enough income/profit to live on, restricting freedom of expression, using resources inefficiently, hoarding resources etc.).

3.0 Harrison's Four Community Priorities

Four priorities were identified that provide a high level description of what is important to Harrison in order to achieve its vision in becoming a successful and sustainable community. These priorities represent the important overarching values of the community, under which the eight strategy areas align. Each priority is equally important and supportive of the other, and all actions and planning need to support the values upheld in these four priorities. The narrative text below each priority describes the general sense of the vision for Harrison in the year 2030. For the specific articulation of the community's vision for the future, please see the Description of Success within each strategy area (Section 5.0). Harrison's four community priorities are:

- Protecting the Environment
- Ensuring Economic Viability
- Enriching Community Life
- Enhancing the Visitor Experience

A set of recommended core indicators based on the priorities was developed to monitor sustainability performance and progress. See Section 10.0 – Indicators and Monitoring for more information.

PROTECTING THE ENVIRONMENT

In 2030, Harrison Hot Springs continues to prioritize and protect the beautiful natural surroundings in which they are situated, in particular Harrison Lake, scenic assets and environmentally sensitive areas. Buildings compliment Harrison’s natural surroundings; there is a commitment to, and numerous learning opportunities for, environmental protection; recreational and leisure activities respect the environment and natural ecosystems; and business practices have transitioned towards renewables and sustainable practices. Development strategies and practices encourage the use of existing developed land and minimizing the encroachment on nature. Activity-based recreation offerings are promoted that are low-impact, non-motorized and serviced by preferred low-impact forms of transportation. The community has successfully transitioned to a ‘conservation’ culture where material inputs chosen are durable, natural, recyclable, and the outputs are minimized and managed to avoid negative impacts to land, air and water systems. The Village of Harrison Hot Springs has proactively influenced environmental and land use practices in the Valley, and as a result, the region collaboratively implements efforts to protect the environment.

The recommended core indicators related to the priority of ‘protecting the environment’ are:

- Low impact recreation activities
- Energy use
- Water use
- Waste Water Effluent Quality
- Stream and Lake Health
- Village Core Traffic
- Average Density
- Materials Used
- Greenhouse gas emissions

ENSURING ECONOMIC VIABILITY

By 2030, Harrison’s economy is diverse and supported by local residents and visitors alike. Harrison Hot Springs is a business leader committed to sustainability practices. The municipality has collaborative partnerships and agreements within the community, with regional partners and with other levels of government, helping to ensure a strong local economy and the best use of resources. Because the community has done such a good job at protecting the environment, recreational and leisure opportunities are a big tourism driver. A strong year-round tourism industry complements and supports the local economy, enhances the community’s assets, and includes a vibrant cultural component. Harrison is easily accessible with affordable public transit between Harrison and neighbouring communities. A larger proportion of the community’s wealth is kept in the community through local resident and tourist attractions, supporting local businesses, and reducing the need to travel outside the community for activities and entertainment. Harrison has a vibrant village core, with natural surroundings, hosting a range of amenities and services that meet the needs of residents, visitors and the businesses themselves.

The recommended core indicators related to the priority of ‘protecting the environment’ are:

- Local workforce
- Economic Dependency Ratio
- Median income

- Business Licenses
- Low income prevalence
- Education Attainment

ENRICHING COMMUNITY LIFE

By 2030, the community of Harrison Hot Springs is healthy, vibrant, and diverse, with a strong sense of place and high quality of life. The built form is attractive, safe and accessible, and residents and visitors interact in the thriving village core and throughout the natural surroundings. All residents have access to affordable and comfortable housing, and enjoy leisure time and local activities year-round. Healthy, regional food choices are readily available, and there is a strong sustainable food culture. Harrison is a healing place for both residents and visitors, and a place where community members maintain healthy lifestyles and are supported holistically to prevent illness. Diverse educational and informal learning opportunities allow lifelong learning in Harrison. The community embraces sustainability as a lens through which all planning and decisions are made. A culture of reducing waste and consumption is contributing to a clean and healthy community. Permanent and seasonal residents are engaged in community life, collaborate respectfully in decision-making and their views are meaningfully considered. Residents and visitors can easily get around the community and region using public transit, cleaner vehicles, and a variety of non-motorized means.

The recommended core indicators related to the priority of ‘protecting the environment’ are:

- Housing diversity
- Population
- Arts, culture, recreation and leisure participation
- Volunteer rates
- Drinking water quality
- Length of like-friendly commuting routes
- Local transportation satisfaction

ENHANCING THE VISITOR EXPERIENCE

By 2030, the success of Harrison Hot Springs as a community has become intertwined with the success of its tourism offerings and experiences within the community and the region. Being memorable and authentic are key attributes setting the Harrison experience apart as the destination of choice for thousands of visitors each year. The arts and cultural scene enhances the vibrancy of the village core while the surrounding nature and recreational activities remain a key attraction for visitors from the region and abroad. Harrison continues to be successful at providing exceptional experiences, service and value to visitors. Diverse experiences integrate opportunities for residents and visitors to learn about local culture, history, First Nations and the natural environment. Community members welcome visitors and are enthusiastic to contribute to the transformational experience Harrison Hot Springs has become known for.

The recommended core indicators related to the priority of ‘protecting the environment’ are:









- Usage of Lake and beachfront
- Visitor satisfaction
- Community Parks Satisfaction

4.0 Sustainability Strategy Areas

There are a number of ways to understand and conceptualize community and community issues. While it is important for an ICSP to address relevant community sustainability issues such as climate change, intergenerational demands, affordability, and economic challenges, the ICSP need not be structured by every issue to do that. In fact, a plan structured by issues would likely be unruly and resource intensive to manage due to the sheer number and variety of issues!

While we don't always think of a community as made up of an energy system, leisure system, health system, etc., we can all intuitively understand that they exist and will exist. For example, a community's energy system is the way that various organizations, infrastructure, and people combine to meet the community's energy needs. The way in which a system functions well – or not – is often the root cause of multiple issues, so addressing the system as a whole will bring us one step closer to solutions. To further to the energy system example, our current energy systems have impacts on air quality, climate change, water ecology, etc. Working comprehensively on energy system solutions help in all three areas.

For Harrison, eight strategy areas were identified that broadly address all the community systems and the broad range of issues within them. As the ICSP continues to be developed over the next number of years, these strategy areas may be combined, separated, or revised – that is all part of an ongoing community sustainability planning process. For the first year of Harrison's ICSP, these eight strategy areas were selected:

- | | |
|---|---|
|  Buildings and Sites |  Food |
|  Education, Health and Social Services |  Land Use and Natural Areas |
|  Economy and Tourism |  Transportation and Mobility |
|  Arts, Culture, Recreation and Leisure |  Energy, Water and Waste Systems |

The scope of what is covered within each of the above strategy areas is contained within the Description of Success section (5.0) below.

5.0 Descriptions of Success

A sustainability plan includes a shared vision of what a successful and sustainable future for the community looks like in each of the community systems in a specified year in the future. The detailed articulation of this vision for Harrison in the year 2030 is contained within the Description of Success (DoS) statements within each of the eight strategy areas. Collectively, the DoS statements:

- describe what success will look like in a sustainable future in each strategy area framed by the sustainability objectives
- are statements of the highest aspirations and purpose for each strategy area
- are used for determining actions and decisions that need to be taken in order to move the community from where it is today to where it wants to be in a sustainable and successful future

DoS statements guide action planning so that all actions and initiatives that are developed aim to move the community towards the vision described by the DoS. DoS statements also guide the development of community indicators for measuring progress toward the vision and sustainability.

5.1 BUILDINGS AND SITES

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

Buildings and Sites Descriptions of Success

2030

1. A diverse mix and adequate supply of housing provides livable options for residents of all ages, incomes and needs.
2. Buildings are good quality, safe and accessible for people with all abilities, and they enable personal interactions that contribute to the social health of the community.
3. Buildings and sites enhance the village experience, protect views, are compatible with the small serene village atmosphere, and compliment Harrison's natural surroundings.
4. Buildings and sites are pedestrian-oriented and provide convenient access to preferred transportation modes.
5. During development, sites are maintained to reduce the negative impact on the village experience as much as possible.
6. Buildings are using energy, materials and water more efficiently, and transitioning to the use of renewable energy and more sustainable materials.
7. Sites are being managed to reduce and eventually eliminate the need for chemicals and excessive watering.
8. Buildings and sites avoid continuous encroachment on nature and protect natural areas within and around them as much as possible.



5.2 EDUCATION, HEALTH AND SOCIAL SERVICES

This strategy area is concerned with meeting residents' education, health and other social needs. Health needs include physical, mental, emotional, and spiritual health needs through services, infrastructure, interactions, relationships and a strong community fabric. It also includes community safety. From an individual perspective it addresses access to local and regional care services and health promotion. The education component addresses education-related participation, including formal and informal opportunities. It

also addresses conditions required to make these services accessible and inclusive with minimized environmental impact. This strategy area is connected with the Arts, Culture, Recreation and Leisure strategy area since the illness prevention aspects of leisure pursuits are linked with health services.

Education, Health and Social Services Descriptions of Success

2030

1. The learning, health, safety and social needs of all residents and visitors are met as locally as possible, and convenient connections to services outside of Harrison are facilitated.
2. Harrison is a healing place, where community members maintain healthy lifestyles and are supported holistically to prevent illness and achieve a high quality of life.
3. Learning and wellness offerings contribute to the local economy and attract visitors to the community.
4. Opportunities exist for people to learn about local culture, history and the natural environment.
5. Services are delivered in a manner that use land, energy, materials, and water efficiently, and that are transitioning to the use of renewable energy and more sustainable materials.
6. Harrison is an inclusive community: accessible to people of all abilities and ages, and respectful of diverse views.
7. Permanent and seasonal residents are engaged in community life, collaborate respectfully in decision- making and their views are meaningfully and transparently considered.
8. A diversity of lifelong learning opportunities exist, and are often facilitated by creatively sharing the skills and knowledge found locally.

5.3 ECONOMY AND TOURISM

The Economy and Tourism strategy area focuses on bringing in sufficient dollars into the community and optimizing the impact of dollars within in order strengthen the local economy. For Harrison, this means a focus on the tourism aspects of the economy, while not excluding other aspects. This strategy area also addresses opportunities for meaningful work, sustainable businesses and creating a positive climate for local businesses. This strategy also focuses on providing exceptional experiences and excellent value to visitors with the intent being to increase repeat visitation and recommendations. It includes the welcoming and servicing of visitors: (1) before their visit; (2) upon their arrival and for the duration of the stay; and (3) upon leaving.

Economy and Tourism Descriptions of Success

2030

1. Harrison has a healthy, diversified year-round tourism-based economy that contributes to the economic, social, cultural and environmental well-being of the community.
2. Harrison's tourism experience is memorable and authentic, and it enables personal transformational change to occur.
3. Continuous encroachment on natural areas, parks and scenic assets within and beyond Harrison's borders is minimized, as their importance to the success of the tourism economy is well understood.
4. Harrison's economic and tourism activities contribute to the wellbeing of residents, exist in harmony with the residential community, and are planned using a participative approach with stakeholders.
5. Community members understand the value of tourism to the local economy, they contribute to the visitor experience and support local businesses.
6. Infrastructure is developed and maintained to ensure the economic, social, cultural and environmental well-being of the community.
7. Collaborative partnerships and agreements within the community, with regional partners and with other levels of government help to ensure a strong local economy, the best use of resources, and appropriate uses of areas surrounding Harrison.
8. Local independent businesses thrive, and they work collaboratively to position Harrison in the destination resort market and contribute to the community's vision.
9. Harrison's economic system is using energy, materials and water more efficiently, and transitioning to the use of renewable energy and more sustainable materials.
10. The value of diversified business to the community is recognized through on-going support and encouragement from local residents, government and visitors.

5.4 ARTS, CULTURE, RECREATION AND LEISURE

This strategy area addresses the key leisure pursuits of residents and visitors alike. It includes active and passive recreation and all forms of arts, culture and heritage, including performing, literary, visual arts, heritage buildings, biographies and the supporting built and natural infrastructure, resources, and delivery agents. This strategy addresses all expressions of culture and explores opportunities for building a flourishing and sustainable arts, culture, recreation and leisure scene in Harrison Hot Springs. It also addresses conditions required to make leisure pursuits accessible and inclusive with a minimized environmental impact. There is a connection to the economic and tourism strategy since Harrison is primarily a tourism-based economy and the main product is recreation and leisure. There is a connection to the Education, Health and Social Services strategy area since these leisure pursuits play a role in health and illness prevention.



Arts, Culture, Recreation and Leisure Descriptions of Success

2030

1. Diverse, year-round arts, culture, recreation and leisure activities enhance the quality of life for all residents and the visitor experience.
2. Collaborative partnerships exist within and beyond the community to deliver a full range of experiences to meet resident and visitor needs as locally as possible, with the most efficient use of limited resources.
3. Arts, culture, recreation and leisure experiences integrate opportunities for residents and visitors to learn about local culture, history, First Nations and the natural environment.
4. Harrison's offerings authentically reflect and respect the scale, nature and vibrant yet serene character of the community allowing pride of community.
5. Harrison's offerings provide good value and attract new and repeat visitors to the community.
6. Appropriate, multi-purpose and economically viable venues and infrastructure are in place to support, foster and celebrate arts, culture and heritage.
7. Local culture, history and natural assets are protected, shared and celebrated as part of the Harrison experience.
8. Harrison's arts, culture, recreation and leisure sectors are using energy, materials and water more efficiently, and transitioning to the use of renewable energy and more sustainable materials.
9. Harrison continues to encourage activity-based recreation offerings that are low-impact, non-motorized and serviced by preferred forms of transportation.
10. The arts, culture, recreation and leisure sectors protect Harrison's natural and recreational areas as essential community assets, monitoring and managing carrying capacities to enable ongoing use.
11. The community supports all aspects of local arts, culture, recreation and leisure, understanding the important role these sectors play in the local tourism economy and community life.

5.5 ENERGY, WASTE AND WATER SYSTEMS

The Energy, Waste and Water strategy area is concerned with supplying high quality water and energy and materials/waste services in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices and appropriate sourcing of water and materials, delivery, use and end of life management related to the municipality's operations and community as a whole. The energy, materials and water demand from buildings, commercial activity, transportation and land use patterns is primarily covered by those respective strategies. The scope of this strategy also extends to flood control and stormwater management.



Energy, Waste and Water Systems Descriptions of Success

2030

1. All systems are managed to protect air and water quality, biodiversity, and natural and scenic areas.
2. Local economic benefits are realized wherever possible from energy, water and materials supply, conservation and education activities.
3. The majority of Harrison's energy needs are met by conservation, efficiency and use local and regional renewable energy sources with minimal physical impact on natural systems.
4. Community members and visitors have reliable, affordable and convenient access to high quality drinking water, energy and waste management services to meet their needs.
5. Harrison has successfully transitioned from a 'disposable' culture to a 'conservation' culture where material inputs chosen are durable, natural, recyclable, and the outputs are minimized and managed to avoid negative impacts to land, air and water systems.
6. Stormwater management and flood control protects lives and property, mimics natural systems and is resilient to a changing climate and unusual storm events.
7. Wastewater discharge is minimized through water re-use and receiving water quality is not adversely impacted.
8. Harrison's water capture and delivery systems are reliable, high quality, resilient to a changing climate, and extremely resource efficient through a variety of technologies and management practices.
9. Harrison's water source is protected as the community's water source through the careful management of access, activities, and other potential impacts.
10. Businesses are leading by example when it comes to more sustainable use of energy, materials, water and waste disposal.
11. Collaborative partnerships exist within and outside the community to deliver a full range of services to meet needs as locally as possible, with the most efficient use of

5.6 FOOD

The Food strategy area addresses how the community supports an affordable and reliable food system within and beyond its boundaries that nourishes resident's appetite, celebrations and culture. The strategy maintains the integrity of the land and people providing the food while moving toward a more sustainable system. It deals with food systems from farm to fork to disposal.



Food Descriptions of Success

2030

1. Local and regional food is part of the cultural and wellness experience integrated throughout food offerings and contributes to the local and regional economy.
2. Community members have access to an equitable, sufficient, affordable, nutritious and reliable supply of food.
3. Harrison and regional producers work together to offer healthy, good quality, sustainable food in Harrison.
4. Community members support small-scale local and regional food producers because they understand its importance to their health and the health of the local economy.
5. Opportunities exist for community members and businesses to grow food in Harrison.
6. Community members and businesses support and purchase food from producers who have eliminated harmful chemical use ensuring human and ecosystem health is protected.
7. Waste from Harrison's food system is decreasing and being increasingly diverted from landfills.
8. Harrison's local food system uses water and energy efficiently, and natural water systems and biodiversity are protected.

5.7 LAND USE AND NATURAL AREAS

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



Land Use and Natural Areas Descriptions of Success

2030

1. Parks, green spaces, recreational areas and scenic assets are protected, used appropriately, connected by trails, restored where necessary, and designed to protect natural areas within and around them as much as possible.
2. The lakeshore has been restored to a more natural state, while maintaining recreational areas and features with easy access to and from the village.
3. Harrison's central village area is pedestrian-oriented, inviting and vibrant, with natural surroundings, providing services for residents and visitors alike.
4. Compact, liveable and mixed-use development is promoted and supported.
5. Development facilitates personal interactions, local food production, and enabling convenient access to green space, transit, trails and amenities.
6. Respecting limits to growth, development in Harrison has reached an optimal state that supports local economic viability, enhances the visitor experience and community life, and has protected natural areas and ecosystem health.
7. Harrison's land use patterns facilitate the efficient use of energy, materials and water, and the transition to the use of renewable energy and more sustainable materials.
8. Critical natural areas are protected, managed, connected and, where possible, restored to ensure ecological health and biological diversity.

5.8 TRANSPORTATION AND MOBILITY

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

Transportation and Mobility Descriptions of Success

2030

1. Harrison's policies and planning and development decisions promote and support preferred transportation options such as: non-motorized modes; public transit; high-occupancy and low-impact technology vehicles.
2. Harrison's transportation system utilizes renewable energy sources, improving air quality and maintaining ecosystem integrity.
3. A connected system of trails offers residents and visitors transportation alternatives within and beyond Harrison that are year-round, human-powered and safe.
4. Affordable public transit exists within Harrison and between neighbouring communities.
5. Transportation options moving people to, from and within Harrison are convenient, comfortable, universally accessible and safe.
6. The local and regional transportation system and infrastructure avoids continuous encroachment into natural areas.
7. Lake-based transportation options avoid negative impacts on the aquatic system and are easily accessed from the core village area, seamlessly connecting the lake to the Harrison experience.
8. The village core and waterfront areas are managed to create vibrant yet serene, people-friendly zones that are walkable and, seamlessly connect the village to the waterfront and beach.

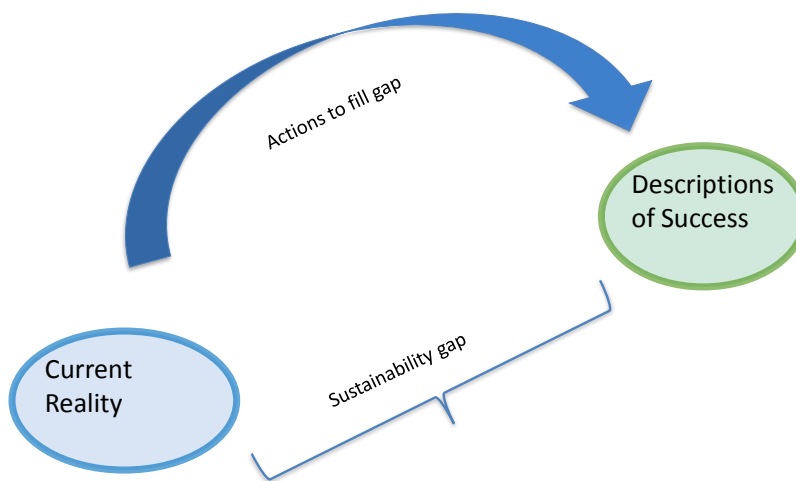
6.0 Current Reality

For each of the strategy areas, the current reality is a high-level scan of what Harrison looks like in 2011 relative to the Description of Success in 2030, identifying the gaps that exist and potential areas of focus for the action planning. The current reality provides a list of the key challenges and gaps within the community, and the opportunities and assets (e.g., current initiatives, programs, policies, actions) that can be leveraged to move Harrison toward the vision.

Once the current reality was identified in each strategy area, actions and initiatives were developed that would move the community from its current situation to its articulated desired future in each strategy area. Appendix A - Current Reality, contains the high-level scan of Harrison in 2011 for each strategy area.

7.0 Action Planning

Once the community developed its vision, i.e. the descriptions of success, and its current situation relative to its strategy areas, actions were then determined that would help the community move from its current position to where it wants to be in order to be more sustainable. The CSAT was tasked with reviewing Harrison's current reality and descriptions of success, and considering the 'sustainability gap,' came up with ideas for actions that could be undertaken by the Village of Harrison and community partners.



While a considerable number of actions were identified as potential ones to be undertaken, a set of 2-4 actions were prioritized for each strategy area to be undertaken in the first year. These priority actions were based on the following criteria:

1. Move toward one or more Descriptions of Success (meeting more DoS is better).
2. Moves toward multiple strategies and priorities.
3. Move toward all four sustainability principles (stronger sets of actions meet all four).
4. Contain at least one action of high impact, even if high level of implementation difficulty.

5. Have at least one action that is highly visible.
6. Mainly be low or moderate in difficulty of implementation.
7. Result in no decrease of resources or a surplus of resources to invest in future actions.
8. Be mostly started in the immediate/short-term.
9. Consist of a range of timeframes for the end effect of the actions, with at least one action per strategy having immediate on-the-ground results.
10. Present a flexible platform for further movement toward sustainability.

Each action statement:

- Starts with an action verb so that the action is clear (e.g. 'develop,' 'inventory,' 'build')
- Is specific enough to be linked to one lead organization
- It is clear what the outcome will be

Each action will be proposed to the lead partner organization, which will then decide whether it can take on the action this year (accept), postpone taking it on to the following year, or decline taking it on, in which case the organization needs to provide an explanation. About three-quarters of the actions were assigned to the Village of Harrison, and the others were assigned to organizations that were represented by other CSAT members.

While action planning was done by CSAT members who addressed all eight Sustainable Harrison strategies, in future years, the community will determine the most effective model and process for action planning, e.g. to develop separate task forces to address each strategy area. A recommended process to move forward is included as an appendix to this ICSP document.

Appendix B - Proposed Initial Actions, is the list of the proposed initial actions recommended by the CSAT for consideration. Appendix C - All Actions, is the list of all the action ideas that were generated in the process.

As actions are undertaken and completed, they need to be tracked and communicated. An action monitoring tool is included in Appendix D - Action Monitoring Tool.

8.0 Indicators and Monitoring

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



For Sustainable Harrison, a set of core indicators based on the four priorities were developed. These indicators were selected based on representation of the priorities, and availability and accessibility of existing data. The core indicators are identified in relation to the Harrison’s four priorities in Section 3.0 Community Priorities. Appendix E - Core Indicators, provides a list of the core indicators along with a description and data sources. Appendix F - All Potential Indicators, is the list of other potential indicators that can be measured over time. A spreadsheet for monitoring and reporting on the indicators is attached separately; a sample indicator reporting sheet is in Appendix G - Monitoring and Reporting Spreadsheet.

9.0 Targets

Sustainable Harrison strives towards continuous measurable improvement in all of its performance indicators. As such, there were no specific numeric targets developed in this process. However, the following targets have been set for GHG emissions reductions; these targets are incorporated into the ICSP:

the Village will strive to reduce community greenhouse gas emissions 16% below 2007 levels by 2020;
the FVRD has a target of 25% reduction in the residential residual waste deposited at the curb-side by the year 2016, and a secondary target of an overall 70% diversion rate, encompassing all waste sectors, by the year 2016 (FVRD Solid Waste Management Plan).

10.0 Sustainability Decision-Making Tools

The ICSP is the community's highest level policy and as such, provides guidance and tools for all decision-making. The sustainability objectives and DoS statements can provide a framework for assessing all decisions and actions.

Appendix H - Decision Making Framework, is a decision-making framework based on the four sustainability principles, Harrison's four priorities and the descriptions of success. This tool can guide decision-making on purchasing, policies, plans, etc., and can be included in any report where a decision or assessment is required.

11.0 Continuing along the Sustainability Journey

The Quick Start process was a time- and cost-effective way to develop an Integrated Community Sustainability Plan for a community to create a shared vision and then immediately begin to implement actions on the ground. However, creation of the ICSP is just the first step of many in a community's journey toward sustainability. Ensuring continued progress towards the shared vision requires annual monitoring of performance, ongoing action planning and implementation, and building increased awareness, participation and community partnerships.

Community partners are essential in realizing the vision in Sustainable Harrison. Community partners participate in annual action planning and implementation of those actions, as well as incorporate the directions of Sustainable Harrison into their own operations and practices. A sample Partnership Agreement is attached as Appendix J - Sample Partnership Agreement.

Recommendations for moving forward to continue to advance and implement Sustainable Harrison are attached as Appendix I - Next Steps.

Appendices

Glossary of Terms

Appendix A - Current Reality

Appendix B - Proposed Initial Actions

Appendix C - All Actions

Appendix D - Action Monitoring Tool

Appendix E - Core Indicators

Appendix F - All Potential Indicators

Appendix G - Monitoring and Reporting Spreadsheet

Appendix H - Decision Making Framework

Appendix I - Next Steps

Appendix J - Sample Partnership Agreement