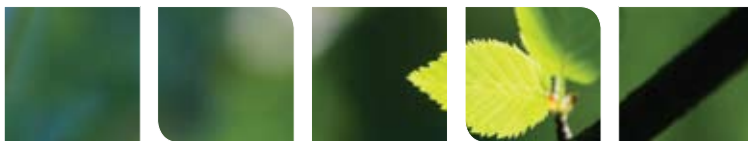


# Town of Carstairs Community Sustainability Plan





## Mayor's Message

The Carstairs Sustainability Plan is a combined effort and shared vision of its residents and Town Administration. The Plan is based on the principles of Social, Cultural, Built and Natural Environments, Economics and good Governance. These elements are critical to our growth and prosperity as we move forward as a community.

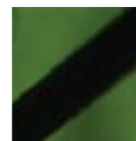
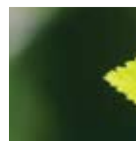
By ensuring we follow these principles and monitoring our successes along the way we can plan and build our community to be truly sustainable. This plan is not just a vision of Council and Administration but of those who have volunteered many hours as part of the Sustainability Committee and the residents who took time out of their busy lives to attend the open houses, workshops and provided their ideas and vision. These residents have paved the way for us and have taken an active role in leading the Town of Carstairs to a better quality of life.

In order for the Plan to be effective we need the involvement of all who reside in Carstairs. Success will only be achieved when we are united working together to build the community we envision for ourselves our children and future residents.

I would encourage everyone to read this plan and see how they can contribute to make this vision a reality.

This is just the beginning!

Mayor Lance Colby



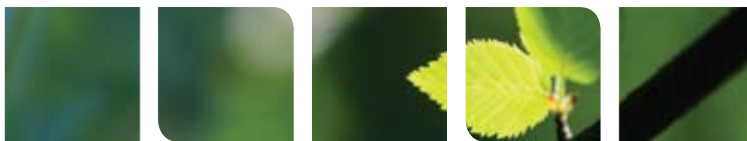
## Acknowledgement

The Town of Carstairs and AECOM gratefully acknowledge the enthusiasm and commitment of the Sustainability Plan Advisory Committee. The committee members are “action-oriented” and eager to roll up their sleeves to build on Carstairs’ sustainable initiatives. Carstairs Sustainability Co-ordinator, Janice Thompson, has also been instrumental in making this plan a success. Her drive and initiative helped to put a lot of ideas in motion and spread the sustainability message. Committee meetings always had the added incentive of fresh baking to help stimulate ideas.

### **Members of the Sustainability Plan Advisory Committee:**

Amelia Naismith, Natasha Fisher, Darryl Herman, Lynette Lefsrud, Nellie Trottier, Anne Strilchuk, Bob Clark, Murray Pound, Ray Cairns, Bryan Derkson, Martin Ratz, Al Molnar, Stephen Stiles and Janice Thompson.





## Executive Summary

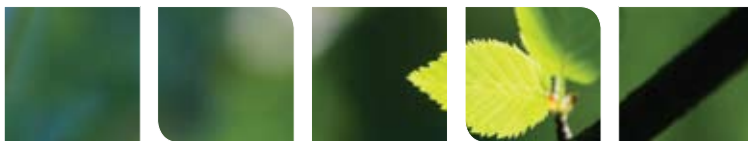
The Town of Carstairs has taken the initiative to become more sustainable. Sustainability involves not only recycling and preserving green spaces, but also includes maintaining and building upon the social, cultural and economic fabric of the community. Community Sustainability Plans are intended to identify opportunities for investment of resources to create a community that continues to prosper and grow but remains mindful of the impact its actions today have on future generations.

The process of developing a sustainability plan in Carstairs was very fulfilling; from the Advisory Committee and their passion to create a more sustainable future in a multitude of ways; to the general public who have generously given their time and ideas for the Community Sustainability Plan; to the Sustainability Co-coordinator and Town staff who have had and will continue to play a major role in the evolving sustainability initiative under the Town Council leadership for the creation of this plan.

The Carstairs Community Sustainability Plan (CSP) is a plan for the next 20 years. Each year, the Sustainable Implementation Advisory Committee will propose an action plan and budget for the coming year based on the sustainable initiatives identified during the public consultation process. Initiatives will be carried out by public and private sectors, homeowners, local businesses and community groups, each taking ownership of the plan and the desire for a more sustainable Carstairs. Continual monitoring will help to recognize successes and failures for the implementation of future sustainable actions. Every five years the CSP will be evaluated, verifying the vision and the descriptions of success.

There were a number of successes throughout the development of the CSP, primarily as a result of the Sustainability Co-coordinator and the Advisory Committee's enthusiasm and commitment. The public engagement process was revised to elicit more public opinion. Improvements were made to reach the masses in the primarily bedroom community that were user friendly and more inclusive. A sustainability logo was created giving Carstairs an easily recognized symbol of sustainable actions and issues. A website was developed to provide information to the public on sustainability issues, promote Carstairs' sustainability initiatives and provide an opportunity for the public to voice their opinions and concerns. Sustainability Week was established during April, celebrating and promoting sustainability in and around Carstairs. A resource library was created providing a list of recommended readings and websites. This list will continue to evolve as the new information is shared. The media provided a valuable source of outreach. A series of articles in the Carstairs Courier helped to introduce the public to the CSP process and educate them about the pillars of sustainability.

The final open house in June unveiled the Carstairs CSP to the public. It was exciting and rewarding to see the increased interest from the public. During the open house, the public was given an opportunity to express their individual sustainable initiatives. This confirmed that Carstairs is well on its way to becoming more sustainable.



Town of Carstairs

REPORT

# Carstairs Community Sustainability Plan

Prepared by:

**AECOM Canada Ltd.**

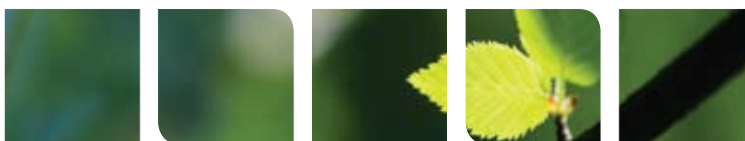
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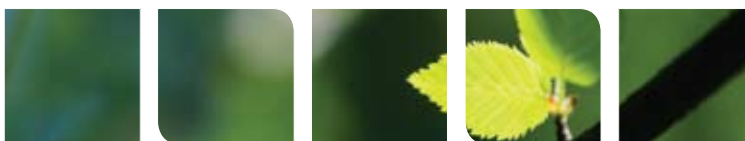
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# 1 Carstairs' Approach to Sustainability

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# 1. Carstairs' Approach to Sustainability

*"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs." <sup>1</sup>*

## 1.1 Introduction

The Town of Carstairs has recently experienced significant growth through the annexation of ten quarter sections and unprecedented development activity. This created an ideal opportunity for the Council to examine the current sustainable initiatives being carried out within the Town and explore new sustainable principles and strategies.

The Carstairs Council recognizes the importance of a proactive approach to development within the Town; development in terms of bricks and mortar but also in terms of the social and economic fabric of the community. In order for this development to meet the needs of an increasingly growing community and still be mindful of the impact on future generations, Council made the decision to engage in preparing a Community Sustainability Plan.

Sustainability is viewed as a systems concept connecting the social, cultural, environmental, economic and governance aspects of development, affecting every level of organization from a local neighbourhood to the entire planet.

## 1.2 Community Sustainability Plan Defined

A sustainable community is a place where people want to live, want to call home and want to raise their families in a safe environment. Sustainable communities seek to balance the pillars of social, cultural, environmental, economic and governance dimensions in a meaningful way for their community.

A Community Sustainability Plan (CSP) is a document providing long term guidance for sustainability matters. It is a tool that Council and Administration use to provide direction for future development and assess the sustainability of municipal initiatives, whether led by the private or public sector. A Community Sustainability Plan focuses on specific goals for each of the dimensions and provides the right questions for Council to ask when making decisions.



- SOCIAL
- CULTURAL
- ENVIRONMENT
- ECONOMIC
- GOVERNANCE

<sup>1</sup> Brundtland Commission, "Our Common Future" 1987



The Carstairs CSP is also a plan for the community that can be applied in a wide variety of ways by a number of different groups. For example:

- a. A household choosing to become more sustainable may make decisions based on actions identified in the Carstairs CSP, such as purchasing a rain barrel for their backyard;
- b. An organization using the Carstairs CSP as a guide may take on a specific action as a project;
- c. A school could develop student programs that support the direction of the Carstairs CSP; or
- d. A local business using Carstairs CSP could make decisions to reduce their packaging of goods and services.

### 1.2.1 Municipal Sustainability Planning Origins

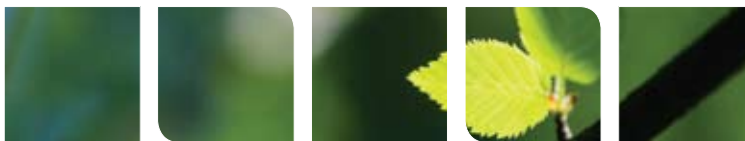
The Brundtland Commission (formerly known as the World Commission on Environment and Development) was formed in 1983 by the United Nations to address the growing concern with the accelerating deterioration of the human environment and natural resources and the resulting impact on the economic and social development around the world. The report helped to create a global awareness regarding environmental problems and challenged the developed nations to fix it.

Sustainable development became a new buzz word and, despite some initial reluctance to jump on the band wagon; governments and the general public are beginning to take ownership of the problem and are helping to create solutions that will affect our future generations.

#### 1.2.1.1 Projects Eligible for Funding

The Canadian federal and provincial governments rose to the challenge in 2005 and developed funding incentives for municipalities to address their sustainable development issues through a capital infrastructure grant program funded by the Gas Tax. This initiative encourages a Community Sustainability Plan to be in place identifying future projects, which enhance the environmental, economic, social and cultural elements of a municipality and provide direction in the distribution of funds within the municipality. Each municipality is eligible to receive a per capita grant allocation per year over a five year period. Fund allocations have doubled since the program's start up to further encourage sustainable development within the municipalities.





## 1.3 Established Sustainable Processes or Tools

The Alberta Urban Municipalities Association (AUMA) has established a process to prepare sustainability plans. The Carstairs plan followed some components of this plan. The AUMA process is described below.

### 1.3.1 Alberta Urban Municipalities Association Process

The AUMA is a strong advocate of sustainable development and has developed a process to prepare Community Sustainability Plans. The AUMA process is a comprehensive long-term program that includes and integrates five dimensions of sustainability (social, cultural, environmental, economic and governance).

#### 1.3.1.1 Phase I: Structuring the Planning Process

In this phase, a municipal council commits to developing a Community Sustainability Plan, determines its scope, and provides the necessary resources to support the planning process, including staffing requirements. The support and leadership of Council is critical to the success of this planning initiative. Council is advised to consult citizens throughout the process, and may decide to form a Citizens Advisory Group (CAG). A CAG would consist of community leaders, including councillors and municipal staff, to bring additional resources and influence to create and implement a plan. The CAG will vary in size and complexity, depending on the size, capacity and/or commitment of the community.

#### 1.3.1.2 Phase II: Creating a Shared Understanding of Sustainable Community Success

After structuring and providing resources to the process, Council and the community adopt sustainability principles and engage citizens in developing a shared understanding of success through a dialogue about the community's vision, core values, and goals for the community's social, cultural, environmental, economic and governance aspects.

#### 1.3.1.3 Phase III: Determining and Analyzing Issues to Community Success

After creating a shared vision of the future, the community identifies a number of strategy areas that need to be addressed to achieve the vision. For each strategy area, Council, with the aid of citizens, may decide to set up small task forces with partner organizations. The size and number of the task forces will vary by community. For example, some communities may simply use sub-committees of Council or the CAG instead of forming separate task forces. The benefit of such groups is that they can bring additional resources through partner organizations to support implementation once the plan is completed. The role of the task forces is to describe what that strategy area would look like in the community if the vision was achieved, i.e. "success", and to describe the community's "current reality" in that strategy area.

The point of working on these two components is to develop creative tension and help to identify a gap in participants' minds between current reality and future success. For example, some communities may identify "Water" as a key strategy area for their community. In this case, Council and citizens describe the characteristics of their community's water system if they achieved their sustainable vision in the future, and then describe the current reality of "Water" in their community. This creative tension will aid in generating new ideas for initiatives and investments to "bridge the gap", which is the focus of the next phase.





#### 1.3.1.4 Phase IV: Identify Initiatives to Move from Current Reality towards Success

At this point, the Council and citizens have described the current reality and success in their strategy areas, and set the stage for brainstorming a series of initiatives and investments in each area. Once the Council and citizens brainstorm potential initiatives and investments, these should then be screened and prioritized to ensure that they:

1. Move the community towards its vision considering all five dimensions/pillars of sustainability,
2. Move the community towards the sustainability principles,
3. Provide flexibility for future community leaders to take action.
4. Generate sufficient economic and political return, with a foundation in good governance to seed future investments.

Ideas that meet these criteria are good short-term initiatives or investments that set the stage for future steps. Since the community sustainability planning process is a municipal initiative, Council is tasked with leading the community in implementing initiatives outlined in the plan. At this stage partner organizations could take responsibility for certain initiatives, either by leading or supporting implementation.

Once priority initiatives have been identified, the municipality scans the full list of proposed investments and compiles them into an overarching plan of investment for the community that will take it in a step-by-step manner toward its vision, forming the basis for the Community Sustainability Plan.

#### 1.3.1.5 Phase V: Ongoing Monitoring and Implementation

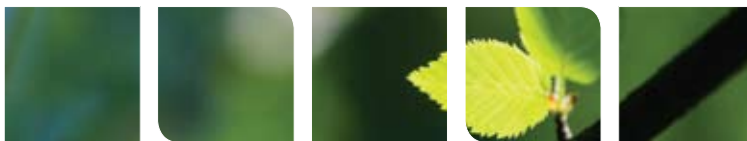
Once the plan is complete, the municipality monitors the progress of the plan and implements the actions laid out in the plan along with partner organizations. This generally consists of Council meetings, sometimes with citizens or the CAG, to review responsibilities outlined in the plan and make any adjustments as needed. In addition, Council can consider how the vision and other elements of the plan can be further integrated into the operations of the municipality.<sup>2</sup>

#### 1.3.2 The Natural Step Overview

The Natural Step is another very useful tool which provides an overview of sustainability. The Natural Step Canada is part of an international non-profit research, education and advisory organization that uses a science-based framework to help organizations, individuals and communities take meaningful steps toward sustainability. The mission of The Natural Step (TNS) is to act as a catalyst for change by making the fundamental principles of sustainability easier to understand and sustainability initiatives more effective and easier to implement.

Founded in 1989 in Sweden by Dr. Karl-Henrik Robèrt, the organization now has offices in twelve countries. TNS has received numerous international awards for its work, including Mikhail Gorbachev's Millennium Award in 1999 and The Blue Planet Award in 2000 – considered the “Nobel Prize of the Environment.”

The Town of Carstairs provided The Natural Step training to administration, committee members, senior staff and councillors. Members of Council and staff attended a Natural Step session in Mountain View County presented by facilitator Bart Robinson. The following is an overview of The Natural Step from Bart Robinson.



### 1.3.2.1 The Natural Step Framework

How do we make economic progress, giving everyone the opportunity for a fulfilling life, without continuing to damage the natural systems upon which we all depend? That is the challenge of sustainable development.

The Natural Step Framework addresses the need for a systematic way to understand and plan for sustainability. It is a methodology for planning that combines an elegant, rigorous, science-based understanding of sustainability with a tested planning approach that results in effective action. The framework helps create a common perspective and language for sustainability for both planners and decision makers. The Natural Step defines sustainability at an overarching “principle” level, which allows organizations to create effective strategies for dealing with our present challenges and to move wisely toward sustainability. It is unique in its ability to bring disparate stakeholders and individuals together to explore the path forward to sustainability.

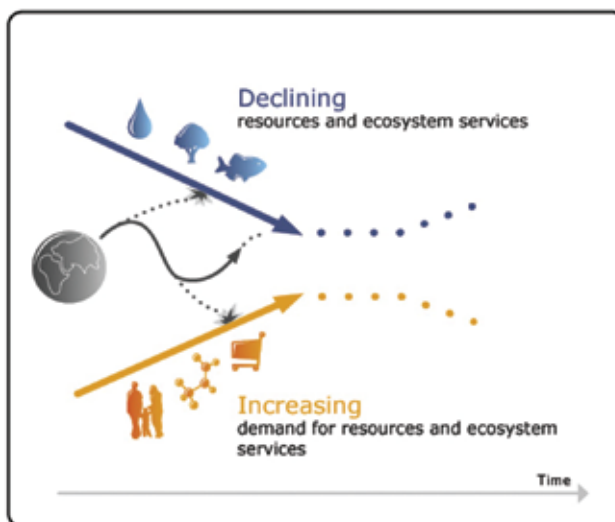
The Framework has four key elements:

- The Funnel as a Metaphor;
- Four Root Causes of Un-sustainability and Four Objectives for a Sustainable Society;
- Backcasting from Principles; and
- A Four-stage “ABCD” strategic planning process

### 1.3.2.2 The Funnel as a Metaphor

In our quest for good health, welfare and economic prosperity, we have inadvertently been destroying the natural system that we depend upon. Owing to ever-increasing human activity over the past 250 years, life-sustaining natural resources such as clean air and clean water are now subject to increasing deterioration. Forests are being lost and species extinction is rapid. At the same time, nature's long-term productive capacity is being degraded in fields, forests and oceans. Renewable resources are being used up at such a rate that nature does not have time to replace them. All the while, there are more and more people on earth in need of these resources, meaning per-capita consumption and overall consumption are both increasing rapidly. It's as if all of civilization is moving into a funnel whose converging walls demonstrate that there is less and less room to manoeuvre. At some point, we begin to “hit the walls.”

**Figure 1: The Sustainability Funnel**





### 1.3.2.3 Four Root Causes of Our Un-sustainability and Four Sustainable Objectives

The earth is a sustainable system. Scientists, however, agree that the large amount of human activity is now damaging nature and altering its life-supporting structures and functions. Based on this understanding, international networks of top scientists have identified four root causes of our current sustainability challenge. Expressed in non-scientific terms, they are simply that as a society:

- We are allowing too many heavy metals, fossil fuels and other materials from the Earth's crust to accumulate in the biosphere;
- We are allowing too many persistent and unnatural chemicals and compounds produced by society to accumulate in the biosphere;
- We are allowing more physical degradation of nature than nature can accommodate and still be productive; and
- We are allowing conditions to persist that systematically undermine people's capacity to meet their basic needs.

Based on an understanding of the four root causes of un-sustainability, the TNS Framework is able to provide a scientifically rigorous description of success for a sustainable society. In short, to become a sustainable society, we must follow the four sustainability objectives:

- ...eliminate our contribution to the progressive build-up of substances extracted from the Earth's crust (think of mercury, lead, cadmium, etc.);
- ...eliminate our contribution to the progressive build-

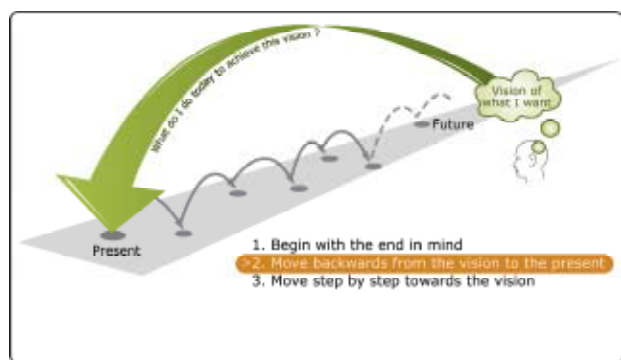
up of concentrations of substances produced by society (think of DDT, PVC, flame retardants, etc.);

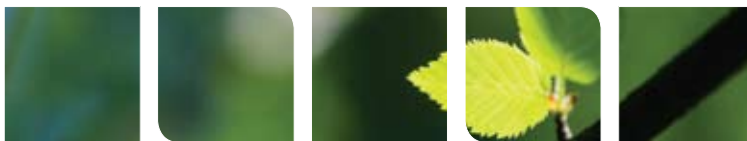
- ...eliminate our contribution to progressive physical degradation of nature and natural systems (think of the over-harvesting of fish and forests, paving wetlands, etc.); and
- ...eliminate our contribution to conditions that undermine people's capacity to meet their needs (think of wages that are less than the cost of living, unsafe working conditions, etc.).

### 1.3.2.4 Backcasting from Principles

The TNS Framework uses a planning approach called "backcasting from principles." Backcasting is a planning methodology that starts by describing a successful outcome, compares that outcome with today's reality, and then asks: "Given what we now know, what do we need to do to move realistically and wisely from today's reality to a successful tomorrow?"

**Figure 2: Backcasting**





### 1.3.2.5 Backcasting

#### The ABCD Planning Process

The four sustainability objectives describe the basic requirements that must be met to create a sustainable society. How can an organization move towards meeting these objectives through its everyday operations? There is no set, cookie-cutter formula. Rather, each individual organization must draw up its own plan – one that takes into consideration its own distinct goals, constraints and resources but is always guided by the four sustainability objectives. The Natural Step has developed and tested an approach to help organizations incorporate sustainability into their core strategies. The four-step “A-B-C-D” process provides a systematic way of guiding this process:

**(A)wareness:** Participants in the planning process gain an understanding of sustainability and the TNS Framework, which allows them to create a shared mental model and common language around sustainability.

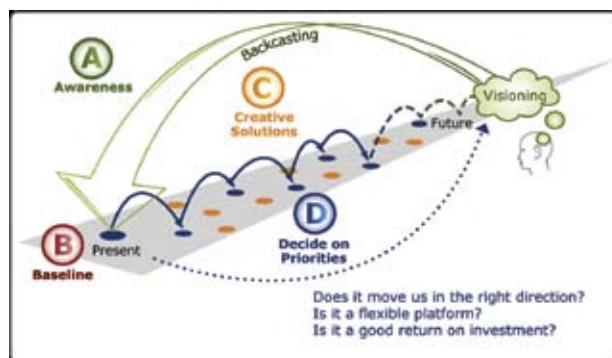
**(B)aseline:** An assessment or audit of today’s sustainability performance is conducted by identifying how the organization is currently violating the four sustainability objectives, as well as considering all the assets it has in place to deal with the problems.

**(C)ompelling Vision:** Opportunities for Innovation: A vision for a sustainable future is created by imaging what the organization would look like if it were meeting all of the sustainability objectives, and a list of actions is developed that would help bridge the “sustainability gap” between the today’s reality and the imagined future.

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

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

Figure 3: The ABCD Planning Process



For more information on The Natural Step Framework, please visit [www.naturalstep.ca](http://www.naturalstep.ca).



## 1.4 The Five Pillars of Sustainability

Community Sustainability Plans are intended to determine where a community has opportunities for investment to create the community desired by the residents within. The five dimensions of this process leading to the best municipal program delivery and sustainability possible are: social, cultural, economic, environmental and governance.

The Carstairs Community Sustainability Plan splits the environmental pillar into two dimensions – a quality natural environment and a quality built environment. Consequently, Carstairs has six dimensions of sustainability.

- The **social** dimension involves the development of social and community services and includes the recognition of the historical and cultural context, providing the opportunity to include housing to meet a range of demographic and economic markets.
- The **cultural** dimension includes ensuring/creating a vibrant and festive community, a sense of community identity and belonging and exploring opportunities for expression in the arts.
- The **natural environmental** dimension includes the protection and improvement of natural systems; minimizing the impact on the environment; resource conservation; promotion of organic food production and the restoration of natural areas.
- The **built environmental** dimension includes development patterns, the form and design of buildings and supporting streets and infrastructure while protecting and improving the supporting natural systems (natural environment). Energy efficiency measures are also addressed.
- The **economic** dimension includes policies and programs for attracting investment and employment, promoting local entrepreneurship and ensuring the community is a net contributor to the fiscal strength of the area.
- The **governance** dimension includes strategic visionary representation and accountable systems that enable inclusive, active and effective participation by individuals and organizations. The leadership is strong and informed and leads by example. There is a strong inclusive community and voluntary sector and a sense of civic values, responsibility and pride. The leadership strives for continuous improvement through effective delivery, monitoring and feedback at all levels.



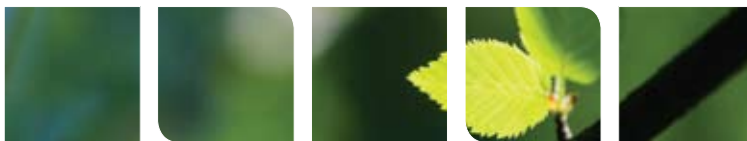


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## 2 Carstairs' Process to Becoming More Sustainable

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## 2. Carstairs' Process to Becoming More Sustainable

Carstairs' sustainability planning process is a combination of the AUMA process, The Natural Step process, as well as AECOM's additions of technical analysis and costing of key items. Together these processes form a method that meets the unique needs of The Town of Carstairs. This process is based on six pillars of sustainability which the Advisory Committee felt were better suited to their needs than the five pillars used elsewhere.

The Community Sustainability Plan was completed within a seven month timeline; including the structuring of the process, the formation of the committee, education, creating a vision and descriptions of success, and engaging the public to develop the action plan, the technical analysis and costing and consideration by Council.

### 2.1 Phase 1: Structuring the Process

The inclusion of a Sustainability Coordinator was instrumental in jumpstarting this project and providing a liaison between the Administration, Council, the Committee and the residents, and to moving the project forward. One of the initial steps taken by the Sustainability Co-ordinator to help launch this project was the creation of the Carstairs Sustainability Logo. While the Sustainability Co-ordinator's creative juices were flowing with the logo, the planning team prepared the initial structure of the process. Background research was completed with respect to gathering and documenting existing resources, plans, bylaws and reports and existing sustainability initiatives were recorded to create a baseline resource of sustainability within the community.

#### 2.1.1 Carstairs Sustainability Logo

The sustainability logo design was based on an upward moving "arrow" symbolizing growth and the future. The leaves reach upwards, following the same movement of growth. The leaves have a "heart-shaped" appearance. It is clear from the vision and mission statement that Carstairs is a community that cares about its people, lifestyle and future. Carstairs is a community with "HEART" and the leaves capture this without becoming overly sentimental.

#### 2.1.2 Resource Library

A resource library was created to provide members of the Sustainability Committee and Town staff with resources to be used throughout the process. As interest grew in the community regarding sustainability, the public was also able to access these resources. The resource library is dynamic with the availability of new information about sustainability. The sustainability resource library references are included in [Appendix A](#).

#### 2.1.3 Interviews with Senior Town Staff

The purpose of the interviews was to develop a list of sustainable projects or actions that had been implemented or were planned for the near future. The interviews with senior Town staff were very informative in terms of understanding their commitment to sustainability and the support that they would provide in carrying out the proposed actions. The knowledge they have gained through their work provided insight into challenges that exist or problems that could occur if things were not changed. The senior staff were able to provide practical solutions to address the sustainable issues identified.

A summary of interviews with senior town staff is included in [Appendix B](#).



### 2.1.4 Existing Plans, Strategies and Reports

Carstairs' existing plans, sustainable strategies and reports were reviewed to ensure that action items generated through the public workshops were not duplicating the Town's efforts. This step allowed for the coordination of plans and strategies to reduce contradicting policies and missed opportunities. It also enabled the public to see all of the initiatives currently underway by Administration. This proves to be a valuable tool in Phase 4.

This review is included in [Appendix C](#).

### 2.1.5 Inventory of Community Assets

An inventory of community assets was developed to identify the tangible and intangible resources within the community, viewing the community as a place with assets to be preserved and enhanced.

Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations. For this sustainability plan, the assets will be grouped according to the pillars of sustainability.

It is important for the Advisory Committee and the public to be aware of all of the resources currently available to them in order to preserve, enhance and develop sustainable actions for creating a sustainable community in the future.

The inventory is included in [Appendix D](#).

## 2.2 Phase 2: Creating a Shared Understanding of Sustainable Community Success

### 2.2.1 Forming an Advisory Committee

The Town of Carstairs formed an Advisory Committee, a group of engaged citizens who would give vision and perspective to the Carstairs Community Sustainability Plan. The committee represents a diverse range of residents from high school students to seniors, business owners, parents with young families, empty nesters and singles. Each played an important role in the development of this plan and its success.

The Advisory Committee was led by the Sustainability Coordinator for the Town of Carstairs. The enthusiasm and commitment of the coordinator was contagious within the group and members were keen to explore new avenues of sustainability and keen to get down to action.

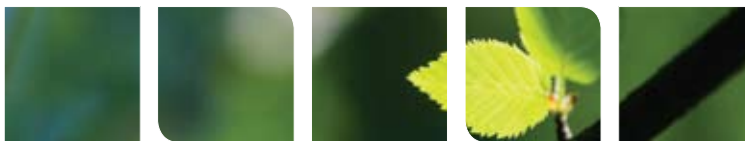
### 2.2.2 Creating a Vision

During this phase of the process, members of the committee were given an overview of sustainability and the process they were about to begin. The committee began exploring their ideas of what a sustainable community meant to them and what their hopes and visions were for Carstairs in the future. This laid the groundwork for developing a Vision for the Plan. The purpose of the Vision would be to guide the process in terms of the development of the descriptions of success and the action plans that would follow.

The Vision was revisited a number of times throughout the process and modified to represent a new understanding of Carstairs' sustainable future.

#### The Vision:

*"Keeping our eyes on the horizon, while co-operatively building a sustainable, diverse and vibrant community whose roots are grounded in our founders' successes"*



## 2.3 Phase 3: Analyzing Strategy Areas for Community Success

After creating a shared vision of the future, the Advisory Committee developed goals for achieving the vision in the future, 20 years down the road. These goals describe how Carstairs successfully accomplishes becoming a sustainable community in 2030. These goals are called Descriptions of Success. Each of the Descriptions of Success was then categorized under the most appropriate pillar of sustainability.

Once the desired future was envisioned, it was important to look at the current reality in terms of each description of success. In order to move forward, you need to know where you are coming from. The current realities represent the existing assets, issues and sometimes existing strategies for achieving sustainability.

The purpose in working with notion of successes and realities is to create creative tensions that will generate actions to “bridge the gap”. This is the notion of backcasting as described in [Section 1.4](#), which is part of The Natural Step process.

The public is involved in the backcasting process as described in Phase Four of the AUMA process.

## 2.4 Phase 4: Public Engagement

Public engagement became a focal point for this committee and in particular the Sustainability Coordinator. The Citizen Advisory Committee identified the fact that in order for this Plan to be a “Community Plan” it had to have the support of the community. In order for the residents to support the idea of sustainability and a plan recommending sustainable actions that would impact their lives, the committee needed to address the apathy within the community in terms of public involvement. As a result, the process was altered slightly to concentrate on enabling the public to become better educated about sustainability and to help develop ways to elicit public opinion that were user friendly and more inclusive.

Part of the public education process was a series of articles in the local paper discussing each pillar of sustainability and its impact on the plan. The articles also reinforced how people can become involved in the process. These articles are included in [Appendix E](#).

One of the existing public participation initiatives, The Neighbourhood Party, was used as a opportunity to educate the public about the Community Sustainability Plan and to encourage their participation.

Two significant initiatives occurred as a result of the committee and the coordinator identifying the need to improve public awareness and involvement. Council approved the creation of a sustainability website and approved the adoption of Sustainability Week in April, centered on April 22, Earth Day.





#### 2.4.1 Website

The website was developed by the Sustainability Coordinator as an interactive site where visitors can gain knowledge of the Carstairs Sustainability Plan along with national and global sustainability projects, initiatives, and resources. Visitors can provide input, voice their opinions and concerns and provide solutions.

During the process, the audience exposure of a website became evident when a non-profit group from Ontario, Otesha, found Carstairs' sustainability website and ended up visiting the community to present a play on sustainability during their cross Canada tour.

<http://www.carstairssustainability.ca>.

#### 2.4.2 Sustainability Week

The first Annual Carstairs Sustainability Week was held from April 19th to April 25th, celebrating the current initiatives of sustainability. The primary focus of the week was to educate the public as to what sustainability actually is and found that it is more than recycling and saving trees. The week emphasized that the average household can have input in the future of Carstairs' sustainability by getting educated, attending events, filling in a citizen's questionnaire and by attending the public workshop.

Information booths were set up in various locations in Town, displaying sustainable information and products. The library set up a display highlighting some of the books listed in the resource library. Information was handed out at the high school, encouraging students to fill out a questionnaire and voice their opinions. Local businesses supported Sustainability Week with advertising and the donation of prizes.

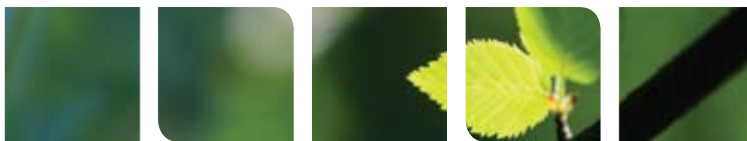
#### 2.4.3 Public Workshop

A public workshop was held on Earth Day, Wednesday April 22, 2009. As an educational component, an overview of sustainability was provided before breaking into groups to focus on each dimension of sustainability in a workshop setting.

Through a backcasting exercise, the public reviewed the current reality, the descriptions of success for each dimension and developed action items that would assist the community with reaching the description or vision of success.







#### 2.4.4 Testing of Ideas

Following the public workshop, a technical analysis was prepared by AECOM to determine the magnitude of costs for each action item. The Advisory Committee reviewed and refined the actions items, considered priorities, and reassessed the order of magnitude costs for each action item.

##### 2.4.4.1 Ongoing Initiatives

During the backcasting session at the public workshop, actions were identified to achieve the description of success from the current reality. When reviewing the action plan, the Advisory Committee found that a number of actions that were identified had already been initiated within the Town; some for a number of years. This highlighted a fundamental problem that needed to be addressed - communication.

The steps to improve communication with the public through the website, articles in the paper and advertising have made a significant improvement in the public's level of awareness of the CSP. Now that the communication problem has been identified, these initiatives can be carried forward to other areas to help improve the public's awareness of programs, events and sustainable actions already in progress.

These existing actions that have been identified as ongoing initiatives will be evaluated throughout the monitoring process by the Sustainability Implementation Advisory Committee and improved or revised as needed.

##### 2.4.4.2 Magnitude of Costs

One of the key components of the success of the Community Sustainability Plan is to have a realistic picture of the costs involved with certain actions. This allows for the advisory committee, council and administration to forecast the timing of actions and allow for funds to be properly allocated. This is particularly important for capital projects and funding incentives.

During the initial stages of testing ideas of the plan, AECOM prepared costs on an "order of magnitude" basis for the initial and practical assessment of how many projects to take on in the initial timeframe. The costs can be controlled by spreading them out over several years. Once the actions become more detailed, costs can be revised to be more precise.



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### 3 Description of a Successful Sustainable Community

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### 3. Description of a Successful Sustainable Community

What would a sustainable community look like in 20 years?

Descriptions of Success were developed as goals for achieving sustainability in Carstairs 20 years into the future. The backcasting exercise helped the public to determine action items necessary to reach these goals from the current reality, taking into account the guiding principles of the vision statement.

*"Keeping our eyes on the horizon, while co-operatively building a sustainable diverse and vibrant community whose roots are grounded in our founders' successes."*

The following tables illustrate each of the six pillars of sustainability. Within each pillar, the descriptions of success are grouped under preliminary indicators that will later help to measure the success of the action plan through preliminary performance targets.

#### 3.1 Social Sustainability in Carstairs

The social health of the community is vital to the overall sustainable development of Carstairs. **Education** is fundamental to the sustainability of a community. One of the basic forms of education is the intergenerational transfer of information. Opportunities for education should be available to all, developing a basis for post secondary, continuing education and special interest programs. **Diversity** is a social component that should be celebrated accepting all ages, income levels and ethnic backgrounds and the sharing of ideas. Social sustainability includes the provision of **leisure and recreational** opportunities facilitating an active lifestyle and works along side **health and human services**. Active, healthy and supported residents help to create a sustainable community. Residents who have access to **affordable** housing are able to live comfortably within the community for a long time. Part of that comfort zone is having visible and approachable members of **protective services** to help to maintain a healthy social fabric.

##### 3.1.1 Education

Descriptions of Success				
A life long learning culture is nurtured and promoted locally and beyond through diverse and affordable opportunities				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of ideas</li> <li>Need accessible buildings and facilities</li> <li>Lack of post secondary opportunities</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
Ongoing Initiatives				
Encourage young and old to educate each other	✓	✓	✓	✓
Mainstream/advertising E-learning via library	✓	✓	✓	✓

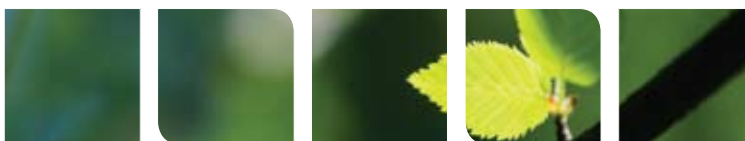


### 3.1.2 Diversity

Descriptions of Success				
The population is balanced in terms of demographics and understanding of ethnic differences				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of understanding of challenges facing each demographic group</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Encourage cultural and ethnic sharing food/religion/culture (FCSS)</li> </ul>	✓	✓	✓	✓

### 3.1.3 Leisure & Recreation

Descriptions of Success				
Leisure recreation, sport and other activities are part of Carstairs lifestyle and all community members, regardless of their ability, are encouraged to participate				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of family-centred facilities</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Encourage continued utilization of the Rec Centre by a wider group of associations and activities</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Provide multiple age Day Care facilities</li> </ul>		✓	✓	✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Encourage the development of a Cultural Centre to be part of an existing facility</li> <li>Encourage development in Town Centre</li> </ul>			✓	✓



### 3.1.4 Health & Human Services

Descriptions of Success				
Preventative and health treatment facilities within the local health region meet the physical, mental, spiritual and social needs of the residents of Carstairs				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of understanding for the severely disabled</li> <li>The community needs to better support programs for the special needs community</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Provide infrastructure for special needs - ramps, sidewalk, retrofits, parking</li> <li>Provide more support services for seniors/disabled</li> </ul>	✓	✓	✓	✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Provide Day Care facilities for people with special needs</li> </ul>			✓	✓
<b>Years 15+ Actions</b> <ul style="list-style-type: none"> <li>Trauma Centre - start small. No care after 5:00 p.m. - expand medical services - Didsbury is close</li> </ul>				✓

Descriptions of Success				
Town residents and visitors of all abilities and age groups enjoy healthy living opportunities and socializing together				
Current Reality				
<ul style="list-style-type: none"> <li>Commuter culture - people come home exhausted - need more opportunities to connect</li> <li>Relationship between seniors' homes and the rest of town needs to improve</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Promote downtown revitalization</li> </ul>	✓	✓	✓	✓



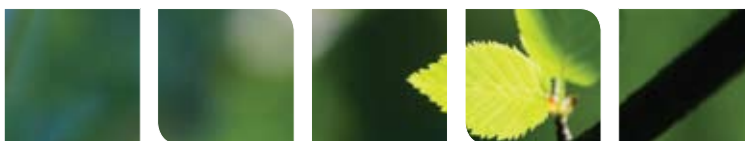


### 3.1.5 Affordability

Descriptions of Success				
Carstairs has a sufficient and diverse mix of quality housing				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of affordable housing</li> <li>No variety of housing types available</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b>				
<ul style="list-style-type: none"> <li>More low cost housing for young families</li> <li>Provide mixed use land uses</li> </ul>	✓	✓	✓	✓
<b>Years 5-15 Actions</b>				
<ul style="list-style-type: none"> <li>Seniors' apartments</li> </ul>			✓	✓

### 3.1.6 Protective Services

Descriptions of Success				
Carstairs is a safe community with visible, effective and community-friendly policing and emergency services				
Current Reality				
<ul style="list-style-type: none"> <li>Law enforcement needs to be more visible to the public</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b>				
<ul style="list-style-type: none"> <li>Promote bike safety through bicycle safety presentations</li> <li>Get police officers into the community through foot and bike patrols</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b>				
<ul style="list-style-type: none"> <li>Promote more protective service demonstrations at schools to improve public relations with youth</li> <li>Older officers act as liaison between community and law enforcement</li> </ul>	✓	✓	✓	✓



## 3.2 Cultural Sustainability in Carstairs

Cultural sustainability is essential in Carstairs in order to ensure the small town community atmosphere attracting residents to the prairie town is continually nourished. Cultural sustainability deals with those aspects that build a **sense of community** for everyone, building on the **heritage** of the area to create a community that will continue to flourish for another 125 years. (Settled in early 1880s). The **arts** is a key element of the cultural pillar, encouraging and facilitating the opportunity for residents and visitors to be exposed to a variety of art forms and develop their own talents. Carstairs is a community that is **multicultural**. Cultural sustainability is important to understand the different ethnic backgrounds which helped to shape Carstairs and the new cultures coming to the community allowing residents to learn from each other.

### 3.2.1 Sense of Community

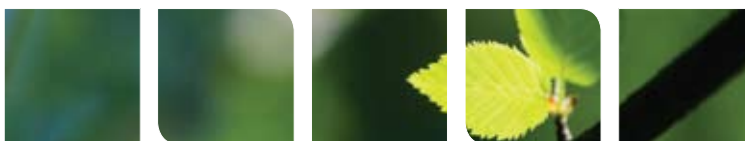
Descriptions of Success				
Carstairs continues to retain its friendly, vibrant, community atmosphere				
Current Reality				
<ul style="list-style-type: none"> <li>We don't want to lose the small town feeling for the sake of development</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Keep the neighbourhood party</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Expand Carstairs Greeter Service</li> <li>Encourage school/museum to work together</li> </ul>	✓ ✓	✓ ✓	✓ ✓	✓ ✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Better utilization of heritage building/church</li> <li>Community Gym</li> </ul>		✓ ✓	✓ ✓	✓ ✓



Descriptions of Success				
The community is increasingly engaged with numerous champions supporting artistic and cultural opportunities				
Current Reality				
<ul style="list-style-type: none"> <li>Apathy</li> <li>Youth not involved</li> <li>Lack of imagination</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Ask individuals to participate on committees (personal invitation)</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>E-newsletter (sign-up on website)</li> <li>Solar powered digital community sign located at Hwy 2A and Hwy 581 to advertise upcoming events.</li> </ul> <p><b>Magnitude of Cost:</b> The supply cost of a standard size digital Starfire LED display for outdoors in 2009 prices costs between \$600 to \$750/sq. ft. (probably 16 – 32 sq. ft.)</p>		✓ ✓	✓ ✓	✓ ✓

### 3.2.2 Heritage

Descriptions of Success				
Carstairs recognizes and shares its heritage				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of promotion of Carstairs' history</li> <li>Not attractive to all age groups, needs to be real and tangible</li> <li>Grade 3 education program in school was discontinued</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Senior residents tell stories to students – intergenerational connection</li> <li>Community wagon rides for kids/families</li> <li>Cover local culture in social class</li> </ul>	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
<b>Years 15+ Actions</b> <ul style="list-style-type: none"> <li>Fund new museum projects and expand building</li> </ul> <p><b>Magnitude of Cost:</b> \$150 / sq. ft.</p>				✓



Descriptions of Success				
Heritage facilities within Carstairs appeal to all age groups				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of cultural centres/activities, historical interpretation and research</li> <li>Lack of tax dollars to support culture</li> <li>Beef and Barley Days is getting “tired looking”</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Get “new blood” in to continue activities</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Larger exposure to cultural/heritage initiatives</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Extend museum hours</li> <li>Explore provincial grants for hiring summer students during beef &amp; barley days to enhance heritage programs</li> </ul>		✓ ✓	✓ ✓	✓ ✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Provide wages for heritage positions</li> </ul>			✓	✓

Descriptions of Success				
Local cultural and heritage initiators and contributors are appreciated and recognized				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of imagination</li> <li>Priorities vs. funding – need to balance funding opportunities amongst all cultural groups, need to filter priorities, address lack of funding for cultural events</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Support a volunteer appreciation event</li> </ul>	✓	✓	✓	✓



### 3.2.3 Arts

Descriptions of Success				
Carstairs provides expanded artistic and cultural opportunities for residents and visitors				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of cultural centres/activities</li> <li>Lack of historical interpretation and research</li> <li>Lack of tax dollars</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b>				
<ul style="list-style-type: none"> <li>Expose local talent at local events</li> <li>Combine art show with music festival</li> <li>Horticultural tour through selected residents' backyards</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b>				
<ul style="list-style-type: none"> <li>Hire drama teacher at school</li> <li>Promote Community Theatre (Shakespeare in the Park idea)</li> </ul>		✓	✓	✓

### 3.2.4 Multicultural

Descriptions of Success				
Carstairs is open and understanding, and respects and encourages diverse ethnic backgrounds, languages and religions				
Current Reality				
<ul style="list-style-type: none"> <li>Fear of the unknown results in a lack of understanding of different cultural groups</li> <li>Homogenous population</li> <li>Lack of bilingualism</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b>				
<ul style="list-style-type: none"> <li>Support a Cultural Night (meal, entertainment, and activities of a different culture. Celebrate a different culture each year)</li> <li>Potluck dinner – celebrating different ethnic groups</li> <li>Support School expanding their exchange program</li> <li>Provide more opportunity for school band to entertain locally - Concert in the park</li> </ul>		✓	✓	✓



### 3.3 Built Environmental Sustainability in Carstairs

The built environment addresses building construction, infrastructure and energy conservation. **Low Impact Development** is development which provides the least impact on the natural environment; for example, through smaller building footprint, increased densities and clustering of development. **Infrastructure** within Carstairs should be directed towards energy efficiencies. Sustainable structures within the built environment can be achieved through **architecture** providing sustainable building alternatives in building materials and design. **Conservation** of energy and resources can be reinforced through the implementation of improved technologies.

#### 3.3.1 Low Impact Development

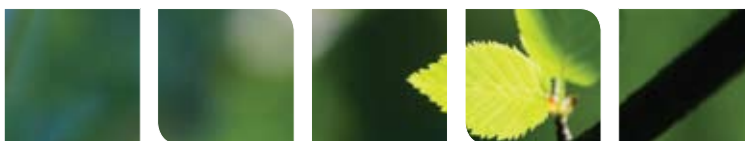
Descriptions of Success				
Buildings are efficient in terms of energy use and materials management				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of solar powered LEED buildings</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Encourage the use of energy efficient light bulbs and other products</li> <li>Encourage less use of plastic bags and Styrofoam</li> <li>Encourage use of rain barrels</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Encourage retail and fast food outlets to reduce over packaging and encourage the use of recyclable cloth bags</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Encourage residents to think “off the grid” through educational programs</li> <li>Conserve treated water and recycle/re-use grey water</li> </ul>		✓	✓	✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Implement effluent irrigation</li> </ul>			✓	✓





Descriptions of Success				
Development and recreational areas are designed to be sensitive to the surrounding environment and protect as much of the natural environment as possible				
Current Reality				
<ul style="list-style-type: none"> <li>Need more multi-use buildings to accommodate different businesses in one building and preserve open space</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Retain existing natural areas, naturalize and/or restore disturbed natural areas to replace traditional landscaping</li> <li>Provide more bike trails</li> </ul> <p><b>Magnitude of Cost:</b> Construction cost for a 2.5m wide asphalt top bike path in 2009 prices would cost about \$180-\$200/metre</p> <ul style="list-style-type: none"> <li>Provide LED lighting on trails</li> </ul> <p><b>Magnitude of Cost:</b> Supply costs for LED lights for the bike trails depending on the lighting specifications is about \$700 - \$800 per unit in 2009 prices</p>		✓	✓	✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Use native aquatic plants in the design and construction of constructed wetlands to help breakdown the pollutants in storm water</li> </ul>			✓	✓

Descriptions of Success				
Residential development occurs in relatively compact neighbourhoods with accessible green spaces, trails, community spaces, and services				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of forethought in planning communities</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Encourage developers to utilize the modified grid system and adopt new community themes (i.e. Bayview in Airdrie)</li> <li>Encourage a wide range of residential housing, which includes some attractive, affordable housing mixed in with all other residential areas</li> </ul>	✓	✓	✓	✓
	✓	✓	✓	✓



### 3.3.2 Infrastructure

Descriptions of Success				
Functional surface water management and storm water infrastructure are enhanced to maximize their potential as an amenity feature				
Current Reality				
<ul style="list-style-type: none"> <li>Stormwater facilities need to be better planned</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Education to encourage residents to understand the importance of preserving the natural environment</li> <li>Improve culvert management program</li> </ul>	✓	✓	✓	✓
	✓	✓	✓	✓

Descriptions of Success				
The transportation system is efficient, is integrated with regional transportation and meets the Town's needs				
Current Reality				
<ul style="list-style-type: none"> <li>Poor connections to other cities and town in the region</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Encourage green transportation (active transportation)</li> <li>Create a comprehensive transportation system in and around Carstairs</li> </ul>		✓	✓	✓
		✓	✓	✓
<b>Years 15+ Actions</b> <ul style="list-style-type: none"> <li>Encourage regional transportation initiatives</li> </ul>				✓

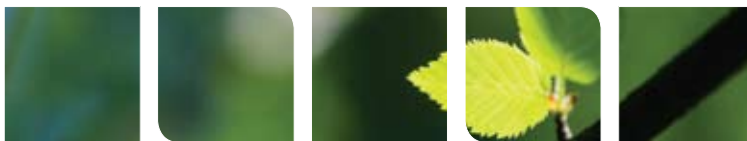


### 3.3.3 Architecture

Descriptions of Success				
The built environment is vibrant, inviting, memorable and environmentally friendly				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of architectural controls</li> <li>Ugly, boarded up buildings</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Downtown park(s) replaces vacant lots and includes benches and trees i.e. next to Henry's</li> <li>Make a good impression with a downtown revitalization/beautification program that includes a central plaza and landscaping/flowers (hanging flowers)</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Require architectural details/controls supporting the downtown theme to be carried out for new construction within the core</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Encourage local businesses to participate in the revitalization of downtown through an incentive program</li> </ul>		✓	✓	

### 3.3.4 Conservation

Descriptions of Success				
The energy system is continuously moving towards a state where Carstairs is carbon neutral				
Current Reality				
<ul style="list-style-type: none"> <li>Lack of use of solar energy</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Reduce carbon footprint by encouraging solar and wind power and other forms of energy</li> </ul>	✓	✓	✓	✓



### Descriptions of Success

Carstairs encourages responsible waste management with innovative pricing practices to reduce, reuse, recycle and compost

### Current Reality

- Wasteful mindset
- Need partnership & awareness among community groups
- Garbage; recycling; landfill use is costly; no society support to recycling; excess waste is unsightly

### Sustainable Actions

#### Ongoing Initiatives

- Educate residents to recycle and conduct a waste education program

#### Years 2-5 Actions

- Recycle construction waste
- Implement a take-leave it recycle depot in conjunction with IODE

#### 1 Year

#### 2-5 Years

#### 5-15 Years

#### 15+ Years

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

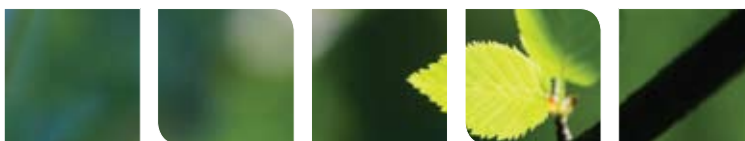


## 3.4 Natural Environment Sustainability in Carstairs

The natural environment is easily identifiable to most people when they think of sustainability. Green equals **open spaces** and activities outside. The natural environment pillar also means preserving nature so that future generations can enjoy what we have today. In order to preserve the natural environment, we need to take **conservative** actions and be mindful of how our actions impact the natural environment. Prime **agricultural** land must be preserved to feed the people. People must support local agriculture businesses to sustain the farmers and ranchers. Air and water quality also play important roles within this pillar and actions to decrease sources of **pollution** are instrumental in sustaining the natural environment within Carstairs.

### 3.4.1 Open Spaces

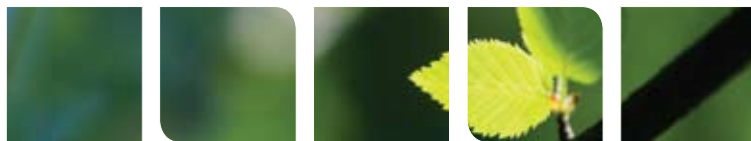
Descriptions of Success				
Neighbourhood initiatives for a greener Carstairs are in place				
Current Reality				
<ul style="list-style-type: none"> <li>Neighbourhood plans don't focus on a greener future</li> <li>Big business impact; water sources; it's too easy to pollute; recyclable building products</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Require more communication between developers and the parks department/green committee regarding the development of parks and park spaces</li> <li>Require developers to plant trees for each new residential lot</li> </ul> <p><b>Magnitude of Cost:</b> Individual small caliber landscaping trees range in cost depending on type from \$130 to \$300. The cost does not include the delivery and planting</p>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Preserve more natural areas</li> <li>Designate areas for tree planting (afforestation) similar to birth forest</li> <li>Provide community gardens in designated areas</li> </ul>		✓	✓	✓



Descriptions of Success				
Pedestrian movement around Carstairs is safe, secure and convenient				
Current Reality				
<ul style="list-style-type: none"> <li>Need to encourage safe roads and sidewalks</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Ensure safe pedestrian linkages to and from the new K-4 school</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Provide a trail linkage between Champion Road and the hockey arena</li> </ul> <p><b>Magnitude of Cost:</b> Construction cost for a 2.5m wide asphalt top pedestrian link path in 2009 prices would cost about \$180-\$200/metre</p>		✓	✓	✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Provide a solution for pedestrian crossing in appropriate locations</li> </ul> <p><b>Magnitude of Cost:</b> Construction cost for a concrete pedestrian bridge in 2009 prices would cost about \$3,500-\$4,000/metre depending on its span</p>			✓	

### 3.4.2 Conservation

Descriptions of Success				
Carstairs has developed programs through public and private means to minimize the impact to the environment				
Current Reality				
<ul style="list-style-type: none"> <li>Salt on roads</li> <li>Emissions</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Use environmentally friendly road sanding product during the winter</li> </ul> <p><b>Magnitude of Cost:</b> The supply cost of a 100% organic biodegradable de-icing product made from potassium carboxylates, carbo-hydrates and a corrosive inhibitors is about \$90-\$100 for 4 gallons which covers 4,000 - 8,000 sq. ft.</p>		✓	✓	✓

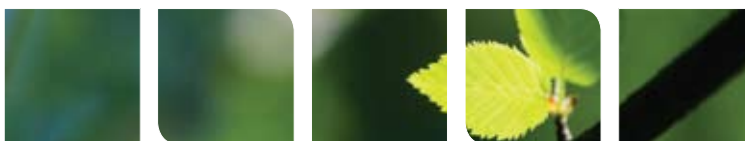


Descriptions of Success				
Carstairs supports a responsible use of water				
Current Reality				
<ul style="list-style-type: none"> <li>Too much water consumption</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Develop more water conservation programs such as incentives to purchase rain barrels; dual flush toilet/low flow toilets and xeriscaping</li> </ul>	✓	✓	✓	✓

Descriptions of Success				
Community members and visitors act as stewards of the natural environment and are educated about, and encouraged to protect and conserve all natural resources				
Current Reality				
<ul style="list-style-type: none"> <li>Need to preserve wetlands and natural habitat</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Integrate trails, educational programming in wetland developments and enhancements</li> </ul> <p><b>Magnitude of Cost:</b> Construction cost for a 2.5m wide asphalt top pedestrian trail in 2009 prices would cost about \$180-\$200/metre</p>		✓	✓	✓

Descriptions of Success				
NIMBY to IMBY - Carstairs residents support conservation measures "In My Back Yard" (clotheslines, windmills, solar panels)				
Current Reality				
<ul style="list-style-type: none"> <li>NIMBY</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Encourage/educate residents to enjoy the benefits of conservation initiatives</li> </ul>		✓	✓	✓





### 3.4.3 Agriculture

Descriptions of Success				
Carstairs promotes the production of locally produced food including organic foods through safe agricultural practices				
Current Reality				
<ul style="list-style-type: none"> <li>Need to support organic and safe agricultural practices</li> <li>Big business hurts local businesses</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Provide incentives to grow and promote locally grown produce (Crossfield Farmers Market &amp; local fruit truck)</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Provide a space (Ag Society or others) for a farmer's market indoors and outdoors</li> </ul>		✓	✓	✓

### 3.4.4 Pollution

Descriptions of Success				
Chemicals/products harmful to human health are being eliminated, replaced or managed so they do not disperse into nature				
Current Reality				
<ul style="list-style-type: none"> <li>Pollution is increasing</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Provide incentives for consumers to use reusable containers and bags</li> <li>Encourage the use of environmentally friendly products such as fertilizers</li> <li>Ask local businesses to keep extra packaging from products they sell for return to manufacturer</li> </ul>	✓	✓	✓	✓

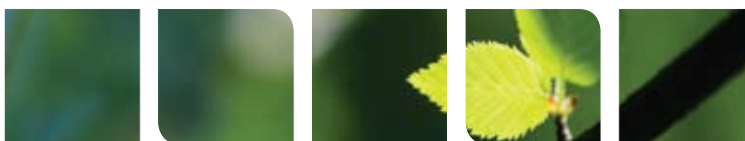


## 3.5 Economic Sustainability in Carstairs

Economic sustainability is a critical pillar in supporting the success of the other pillars of sustainability. If there is a strong, vibrant economic base within the community, other initiatives can develop. **Business development** provides an opportunity for people to work within the community and support local businesses creating a succession of economic sustainability. Within the greater economic environment, Carstairs needs to be a player in the **global business economy**. Keeping pace with the global economy through the development of business **support systems** will help to develop the economic base of Carstairs and encourage businesses to set up shop in Town.

### 3.5.1 Business Development

Descriptions of Success				
Carstairs' skilled workforce supports a diverse base of locally owned and operated businesses which thrive as an essential component of a healthy, viable community				
Current Reality				
<ul style="list-style-type: none"> <li>Need more employment opportunities including better job opportunities for students</li> <li>Lack of diverse businesses</li> <li>Lack of high tech solutions</li> <li>New businesses need support for business plan preparation to succeed</li> <li>No tax incentives for new businesses</li> <li>Encourage support of local businesses</li> <li>Lack of funding for small businesses</li> <li>Limited hours of operation for retail</li> <li>Need to support skilled workforce</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Year 1 Actions</b>				
<ul style="list-style-type: none"> <li>Support locally owned businesses</li> <li>Promote skilled workforce opportunities of e-learning</li> <li>Provide space in library for an employment centre</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b>				
<ul style="list-style-type: none"> <li>Encourage/facilitate businesses to utilize "super net"</li> </ul>		✓	✓	✓
<b>Years 5-15 Actions</b>				
<ul style="list-style-type: none"> <li>Promote regional internet services</li> </ul>			✓	✓
<b>Years 15+ Actions</b>				
<ul style="list-style-type: none"> <li>Retail should stay open later to serve commuters</li> <li>Provide a variety of employment opportunities to keep workers here</li> </ul>				✓

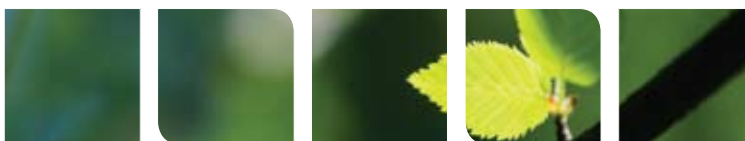


Descriptions of Success				
Home businesses are encouraged and are successful – more people work from home with advanced technology, e-learning and research opportunities				
Current Reality				
<ul style="list-style-type: none"> <li>Business license issues</li> <li>Need opportunities to work from home</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b>				
<ul style="list-style-type: none"> <li>Encourage more home businesses – through accountable business licence process</li> <li>Provide a community billboard</li> </ul>	✓	✓	✓	✓
<b>Years 5-15 Actions</b>				
<ul style="list-style-type: none"> <li>Facilitate home businesses to move out of their homes and into shared facility/offices</li> </ul>			✓	✓

Descriptions of Success				
Carstairs has a vibrant and effective Chamber of Commerce				
Current Reality				
<ul style="list-style-type: none"> <li>Chamber of Commerce needs to go farther in promoting Town</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b>				
<ul style="list-style-type: none"> <li>Increase Communication</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b>				
<ul style="list-style-type: none"> <li>Chamber of Commerce establishes an office downtown</li> </ul>	✓	✓	✓	✓



Descriptions of Success				
The public and private sectors within Carstairs are supported by social and physical infrastructures, encouraging business retention and investment through various principles, practices and tools				
Current Reality				
<ul style="list-style-type: none"> <li>Need support to develop successful business plans</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b>				
<ul style="list-style-type: none"> <li>Plan for business development areas in Town (retail, commercial &amp; industrial)</li> </ul>	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>Make land available for commercial</li> </ul>	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>Provide business plan help to facilitate successful small businesses</li> </ul>	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>Better utilize connection &amp; proximity to Olds College</li> </ul>	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>Provide tax and regulatory info updates</li> </ul>	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>Continue to make small parcels available for small businesses</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b>				
<ul style="list-style-type: none"> <li>Promote skilled workforce opportunities of e-learning</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b>				
<ul style="list-style-type: none"> <li>Tax incentives for small businesses</li> </ul>		✓	✓	✓
<ul style="list-style-type: none"> <li>Shovel ready land for industry – provide serviced lots for industry</li> </ul>		✓	✓	✓



### 3.5.2 Global Business Economy

Descriptions of Success				
Carstairs has a strong business community with links into the wider economy				
Current Reality				
<ul style="list-style-type: none"> <li>Affordable, competitive service costs; pricing</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Promote the availability of land and access to greater region for businesses</li> <li>Advertise that Carstairs is a small town – but growing</li> <li>Provide more entertainment for youth – movie, video, arena</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Promote an awareness of regional facilities available to residents</li> </ul>	✓	✓	✓	✓
<b>Years 5-15 Actions</b> <ul style="list-style-type: none"> <li>Encourage the creation of a larger skilled work force through incentives</li> </ul>			✓	✓
<b>Years 15+ Actions</b> <ul style="list-style-type: none"> <li>Provide incentives for retail to locate in Carstairs increasing the number of stores and lowering the prices</li> <li>Public swimming pool</li> </ul>				✓

### 3.5.3 Support Systems

Descriptions of Success				
A successful incentive program welcomes and encourages new economic opportunities				
Current Reality				
<ul style="list-style-type: none"> <li>Need incentives for new businesses in town</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Step program</li> <li>Promote local businesses through newsletter/web</li> </ul>	✓	✓	✓	✓

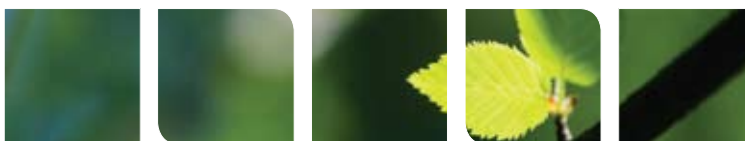


## 3.6 Governance Sustainability in Carstairs

Governance is the sustainability pillar which provides the support and mechanism for the success of the action plans. **Cooperation** amongst the municipalities within the local and regional area to provide services helps to streamline the process. When the Town is **inclusive** and accepting of new ideas and ways of doing business, opportunities are created that enable everyone to become involved. A **visionary** approach provides the openness to look ahead at new solutions and become educated on new approaches. With **accountability** in mind, council and town staff are able to make sustainable decisions for the public ensuring the public's trust and confidence. Actions can often speak louder than words. A sustainability plan is only as successful as its implementation. Governance provides the opportunity to be **responsive** to the implementation process through effective monitoring of successes and failures and learning from the outcomes.

### 3.6.1 Cooperative

Descriptions of Success				
Local and regional decision makers make comprehensive and collaborative decisions				
Current Reality				
<ul style="list-style-type: none"> <li>• Council needs to remain transparent and open</li> <li>• Town has a variety of community groups &amp; organizations</li> <li>• Need to support sound, flexible business decisions</li> <li>• Council receives criticism when making difficult, unpopular decisions</li> <li>• Need to evaluate priorities vs. funding distribution</li> <li>• Encourage fiscal responsibility</li> <li>• Need to monitor success</li> <li>• Continue to work together – residents &amp; council/administration</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>• Municipal Area Partnership</li> </ul>	✓	✓	✓	✓



### 3.6.2 Inclusive

Descriptions of Success				
The leaders of Carstairs embrace differences and innovation in a sustainable and financially responsible manner				
Current Reality				
<ul style="list-style-type: none"> <li>Council support is not visible</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Update website on regular basis</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Calendar on website to show Council's involvement at committee meetings</li> <li>New initiatives highlighted on website (doggy station in park)</li> </ul>	✓	✓	✓	✓

Descriptions of Success				
Youth are included in governance models				
Current Reality				
<ul style="list-style-type: none"> <li>Youth should be included at Town Council</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Start educating the children in the school about community involvement, government</li> <li>Student members of steering committees to show that they have a voice – incentive credit at school</li> <li>Community clean-up day – instills community ownership in youth</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Ensure youth are aware of the opportunities for involvement</li> <li>Encourage Youth Business Partnership to create murals in downtown to foster civic pride amongst the youth</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b> <ul style="list-style-type: none"> <li>Funding for youth programs – youth are involved in some of the fundraising – ownership, sense of value</li> </ul>		✓	✓	✓



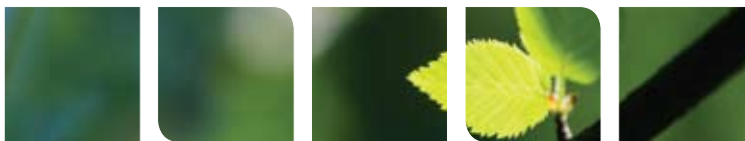


### 3.6.3 Visionary

Descriptions of Success				
Carstairs continues to provide access to education for the purposes of facilitating innovation and ever improving the delivery of services				
Current Reality				
<ul style="list-style-type: none"> <li>Need to be ahead of the pack in learning new things rather than playing catch-up all the time</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Blog on Town website for innovative ideas. Ask a question each week.</li> </ul>	✓	✓	✓	✓

### 3.6.4 Accountability

Descriptions of Success				
Bylaws require new buildings to incorporate current technologies to become energy and water efficient				
Current Reality				
<ul style="list-style-type: none"> <li>Town needs to lead by example to gain public buy in</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Enforcement/follow-up of green initiatives being adopted</li> </ul>	✓	✓	✓	✓
<b>Year 1 Actions</b> <ul style="list-style-type: none"> <li>Town provides incentives to residents to renovate older homes</li> <li>Information sessions put on by the town or community groups promoting energy and water efficiencies</li> </ul>	✓ ✓	✓ ✓	✓ ✓	✓ ✓



### 3.6.5 Responsive

Descriptions of Success				
Monitoring of yearly sustainable action plans ensures successful outcomes				
Current Reality				
<ul style="list-style-type: none"> <li>Previous plans or reports have collected dust on the shelf</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Year 1 Actions</b>				
<ul style="list-style-type: none"> <li>Every six months have a detailed update/review from committee members</li> </ul>	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>Highlight how tax dollars are spent on sustainable initiatives</li> </ul>	✓	✓	✓	✓
<b>Years 2-5 Actions</b>				
<ul style="list-style-type: none"> <li>Public surveys</li> </ul>		✓	✓	✓
<ul style="list-style-type: none"> <li>Have youth on committee to monitor success of sustainability plan</li> </ul>		✓	✓	✓

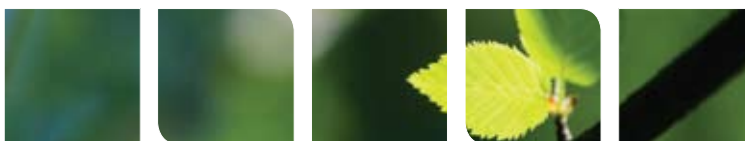
Descriptions of Success				
Decisions are based on a sustainable business model				
Current Reality				
<ul style="list-style-type: none"> <li>No incentive for businesses, residents or community groups to be sustainable</li> </ul>				
Sustainable Actions	1 Year	2-5 Years	5-15 Years	15+ Years
<b>Years 2-5 Actions</b>				
<ul style="list-style-type: none"> <li>Create a rebate/tax incentive program to encourage sustainable businesses</li> </ul>		✓	✓	✓



### 3.7 Year One Action Plan

The following action items have been prioritized by the Advisory Committee to be implemented in year one.

YEAR ONE ACTION PLAN		
	Description of Success	Action for Year 1
1	Bylaws encourage new buildings to incorporate current technologies to become energy and water efficient above and beyond the Alberta Building Code	Town provides incentives to residents to renovate older homes to be more energy efficient
2	The built environment is vibrant, inviting, memorable and environmentally friendly	Require architectural details/controls supporting the downtown theme to be carried out for new construction within the core
3	Carstairs' skilled workforce supports a diverse base of locally owned and operated businesses which thrive as an essential component of a healthy, viable community	Encourage businesses to provide competitive opportunities for local workforce to support locally owned businesses
4	Monitoring of yearly sustainable action plans ensures successful outcomes	Highlight how tax dollars are spent on sustainable initiatives annually
5	The public and private sectors within Carstairs are supported by social and physical infrastructures, encouraging business retention and investment through various principles, practices and tools	Provide tax incentives for small businesses
6	Buildings are efficient in terms of energy use and materials management	Encourage retail & fast food outlets to reduce over packaging and encourage the use of recyclable cloth bags
7	Monitoring of yearly sustainable action plans ensures successful outcomes	Every six months have a detailed update/review from sustainability committee members
8	Carstairs has a strong business community with links into the wider economy	Promote an awareness of regional facilities available to residents
9	Neighbourhood initiatives for a greener Carstairs are in place	Require all developers to plant trees for each new residential lot
10	Carstairs is a safe community with visible, effective and community-friendly policing and emergency services	Promote more protective services demonstrations at schools to improve public relations with youth



## YEAR ONE ACTION PLAN

	Description of Success	Action for Year 1
11	Carstairs' skilled workforce supports a diverse base of locally owned and operated businesses which thrive as an essential component of a healthy, viable community	Promote the skilled workforce with opportunities for e-learning
12	Carstairs continues to retain its friendly, vibrant, community atmosphere	Expand Carstairs Greeter Service
13	Carstairs continues to provide access to education for the purposes of facilitating innovation and ever improving the delivery of services	Blog on Town website for innovative ideas. Ask a question of the week
14	Youth are included in governance models	Encourage Youth/Business Partnerships to create mural in downtown to foster civic pride amongst the youth
15	Carstairs' skilled workforce supports a diverse base of locally owned and operated businesses which thrive as an essential component of a healthy, viable community	Promote public awareness of employment centre in library
16	Heritage facilities within Carstairs appeal to all age groups	Provide exposure to a greater number of cultural/heritage initiatives
17	Youth are included in governance models	Ensure youth are aware of the opportunities for involvement
18	The leaders of Carstairs embrace differences and innovation in a sustainable and financially responsible manner	Column in newspaper each week where a Councillor talks about his/her committee work and projects
19	Carstairs is a safe community with visible, effective and community-friendly policing and emergency services	Older officers act as liaison between community and law enforcement
20	Carstairs continues to retain its friendly, vibrant, community atmosphere	Encourage school/museum to work together

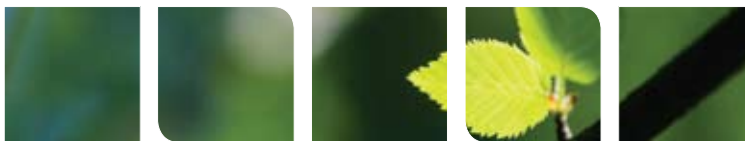


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## 4 Implementation and Monitoring

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## 4. Implementation and Monitoring

Plans can provide an incredible opportunity to create and manage change. However, without implementation and monitoring follow through, the plan will sit on the shelf and not be the valuable asset that it is intended to be. At a number of levels, from the Advisory Committee, to the general public, to the Sustainability Coordinator and Town staff through to the leadership of Council, the clear expectation for the creation of this plan is that this plan succeed and continue to positively shape the Town's future.

### 4.1 Implementation

#### 4.1.1 Adoption of Community Sustainability Plan

The Carstairs Council adopted this plan by resolution. It is intended that the CSP will be modified through the monitoring process with an addendum considered for approval by council each year to reflect the action plan initiatives for that year. The CSP will be comprised of this plan plus the addendums created annually.

In addition to the annual action planning, a long term review of this plan and, in particular, a verification of the vision and the descriptions of success is expected to occur approximately every five years. The Sustainability Coordinator will meet with senior Town staff on an annual basis to coordinate proposed action plans and to determine economies of scale and avoid duplication of services. Additional information concerning sustainability is anticipated to create new avenues of opportunity which this plan can potentially incorporate.

#### 4.1.2 Sustainable Implementation Advisory Committee

A Sustainable Implementation Advisory Committee is tasked with the monitoring and review of the action items each year. The membership of the committee would be ratified by Council. The Advisory Committee is responsible to report back to Council at regular intervals through the monitoring phase on the successes achieved and initiatives that require additional resources and with each new set of annual action plans. Coordination of Advisory Committee meetings and review should be handled by the Sustainability Coordinator. The Advisory Committee and Coordinator are also encouraged to share their findings, education information and yearly action initiatives and results with the public, if possible.

Tables 1 and 2 provide examples of how to start the implementation process.



**Table 1: Example of Sustainability Action Plan Implementation – Year 1**

Descriptions of Success	Buildings are efficient in terms of energy use and materials management			
Current Reality	Lack of solar power and LEED certified buildings			
Timeframe	2010 (Year 1)			
Action Items	Responsibility	Results	Discussion	Recommendation
• Encourage the use of energy efficient light bulbs and other products	Town			
• Encourage residents to think “off the grid” through educational programs	Town			
• Encourage retail & fast food outlets to reduce over packaging and encourage the use of recyclable cloth bags	Town in partnership with the Chamber of Commerce			
• Encourage less use of plastic bags and Styrofoam	Town in partnership with the Chamber of Commerce			
• Conserve treated water and recycle/re-use grey water	Town, industry, Carstairs Golf and Country Club			

**Table 2: Example of Sustainability Action Plan Implementation - Year 2 New Action Items**

Descriptions of Success	(falls under an existing description of success or a new description of success)			
Current Reality				
New Action Item	Responsibility	Results	Discussion	Recommendation





## 4.2 Monitoring

### 4.2.1 Recommended Process for Monitoring Community Sustainability Plan

Recommended steps for the monitoring process are:

- Council adopts CSP through resolution
- Existing committee representatives present CSP key initiatives to Council and outline action items recommended for year 1
- Council reviews items and finalizes action items for year 1
- Finalized action items flow into budget preparation which is considered in September 2009
- Terms of reference for Sustainable Implementation Advisory Committee prepared for council
- Sustainable Implementation Advisory Committee appointed by Town Council in September 2009
- Sustainable Implementation Advisory Committee convenes in October 2009 to review action items and set up their implementation.
- The Sustainable Implementation Advisory Committee meets again in January 2010 to determine results of the budget process and any need to expedite some items
- The next meeting is suggested for March to evaluate progress and start to consider the next years' action items. This will include an evaluation of 2-5 year action item priorities. Performance indicators which are actions containing measurable results are increasingly encouraged to be included within the annual action plans established. New action items could also be added. Table 1 suggests a way to capture new ideas.
- Suggest a staff review of the items in April 2010
- Recommend a workshop or update for the public during Sustainability Week in April every year. It will be important for the public to see a clear summary of the actions taken and the results. New ideas from other municipalities around the world could be

provided for consideration. New actions could also be suggested by the public for consideration by the Sustainable Implementation Advisory Committee.

- June 2010 – Present CSP year 2 (2011) action initiatives to Council and outline action items recommended for year 2
- Continue the cycle of meetings for each year as indicated above

### 4.2.2 Development of Baseline and Indicators

A further suggestion for sustainable results will be to develop key baselines and their related indicators possible over time. Each pillar of sustainability is separated into preliminary performance indicators. These indicators help to form a basis of measuring the success of each year's action plan. Within these general indicators, specific goals or benchmarks can be identified beginning with a baseline and working up to good, better and best results.

Some examples of establishing baselines for indicators would be to:

- Monitor household and business water use through water meters – establishing annual consumption levels
- Calculate average density of established subdivisions
- Determine if a community garden is in existence

Possible examples of related indicators or targets could be:

- To reduce the annual water consumption per household or per business by 10% as the target. Further reductions and recycling of grey water could be added.
- Calculate on an annual basis the planning approvals for residential units to establish the gross residential density of new development.
- Calculate areas of new community gardens added. Target could be three areas, based on a ratio of 1 acre per thousand people



## Pillar of Sustainability

### **Social**

## Preliminary Performance Indicators

Education  
Diversity  
Leisure and Recreation  
Protective Services  
Affordability  
Health and Human Services

### **Cultural**

Sense of Community  
Heritage  
Arts  
Multicultural

### **Built Environmental**

Low Impact Development  
Infrastructure  
Architecture  
Conservation

### **Natural Environment**

Open Spaces  
Agriculture  
Pollution  
Conservation

### **Economic**

Business Development  
Global Business Economy  
Support Systems

### **Governance**

Cooperative  
Inclusive  
Visionary  
Accountability  
Responsive

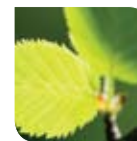


Table 3: Examples of Performance Indicator Targets

Pillar	Indicators	Baseline	Good	Better	Best
<b>Natural Environment</b>	Conservation - Water Consumption	Monitor household and business water consumption through water meters	Decrease in water consumption by 5%	Decrease in water consumption by 10%	Decrease in water consumption by 15%
	Open Spaces - Community Gardens	Determine if there is a community garden	Calculate areas of new community gardens added	Ratio of 1 acre of community garden per 1,000 people	Ratio of 1+ acre of community garden per 1,000 people
<b>Built Environmental</b>	Low Impact Development - Density	Calculate the average density of established subdivisions	Gross residential density of new development is 1% higher	Gross residential density of new development is 2% higher	Gross residential density of new development is 3% higher



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## Appendix A

# Sustainability Resource Library

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## Community Sustainability Plan The Resource Library

### Related Books

1. Louv, Richard. Last Child in the Woods Saving Our Children From Nature-Deficit Disorder. New York: Algonquin Books, 2008.
2. Infrastructure Canada. (2005). Integrated Community Sustainability Planning: A Background Paper. *Government of Canada*. Printed version distributed at September 2005 Roundtable on Integrated Community Sustainability Planning in Ottawa, Ontario.
3. James, S. & Lahit, T. (2004) *The Natural Step for Sustainable Communities: How Cities and Towns can Change to Sustainable Practices*. New Societies Publishers, Gabriola Island.
4. Martin, J. & Brost, L. (2004). *Growing the Future: Tomorrow's Rural Alberta*. Rural Education and Development Association.
5. Roseland, M. (2005). Towards Sustainable Communities: Resources for Citizens and Their Governments. New Society Press.
6. Sarkissian, W., Hofer, N., Shore, Y. (2008) Kitchen Table Sustainability: Practical Recipes for Community Engagement with Sustainability. Earthscan Publishers.
7. Randolph, J., Masters, G.M. (2008) Energy for Sustainability: Technology, Planning, Policy. Univ. of Chicago Press.
8. Pierce, J.T., Dale, A. (1999) Communities, Development, and Sustainability across Canada. Univ of British Columbia Pr
9. Doppelt, B. "Overcoming the Seven Sustainability Blunders." The Systems Thinker 14 (2003): 2-7.
10. Roseland, M. (2005). *Towards Sustainable Communities: Resources for Citizens and Their Governments*. Gabriola Island: New Society Publishers.
11. Gause, Jo Allen. Great Planned Communities. Annapolis: Urban Land Institute, 2002.
12. Turner, Chris. The Geography of Hope A Tour of the World We Need. New York: Random House Canada, 2007.



### **Related Links**

1. One Simple Act:  
<http://www.onesimpleact.alberta.ca/>
2. Canada Green Building Canada  
<http://www.cagbc.org/>
3. Smart Planning for Communities Initiative  
[http://www.cd.gov.bc.ca/lgd/intergov\\_relations/smart\\_planning.htm](http://www.cd.gov.bc.ca/lgd/intergov_relations/smart_planning.htm)
4. Smart Growth BC  
<http://www.smartgrowth.bc.ca>
5. Smart Growth America  
<http://smartgrowthamerica.org/whoweare.html>
6. New Urbanism  
<http://www.newurbanism.org/newurbanism/smartgrowth.html>
7. Built Green Canada  
<http://www.builtgreencanada.ca/>
8. Green Globes Design  
<http://www.greenglobes.com/design/homeca.asp>
9. AUMA Municipal Sustainability  
<http://msp.auma.ca/>
10. One Million Acts of Green  
<http://green.cbc.ca/>
11. The Natural Step  
<http://www.thenaturalstep.org/en/canada/>
12. BC Climate Action Toolkit  
<http://www.toolkit.bc.ca/quick-starts-small-communities>
13. Bow Valley Sustainability Hub - Resources and Links  
<http://www.biosphereinstitute.org/?q=p-sustain-resources>



14. Imagine Calgary Plan for Long Range Urban Sustainability 2007  
[http://www.calgary.ca/portal/server.pt/gateway/PTARGS\\_0\\_0\\_780\\_244\\_0\\_43/http%3B/content.calgary.ca/CCA/City+Living/Communities/Development+Plans+and+Projects/Calgary+Plan+Review.htm](http://www.calgary.ca/portal/server.pt/gateway/PTARGS_0_0_780_244_0_43/http%3B/content.calgary.ca/CCA/City+Living/Communities/Development+Plans+and+Projects/Calgary+Plan+Review.htm)
15. The Story of Stuff  
<http://www.storyofstuff.com/>



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## Appendix B

### Senior Staff Sustainable Initiatives

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## Town of Carstairs Municipal Sustainability Plan Department Interviews - Interview Questions

**Name:**

**Department:**

**Position:**

### Interview Objective

The objective of these interviews is to develop a list of sustainable initiatives undertaken and planned by the Town of Carstairs. This information will be used to prepare a Municipal Sustainability Plan.

Directors and other representatives from each department will be interviewed. A final list will be determined following a meeting with the Town's Project Manager.

### Interview Process

1. Review the six dimensions of sustainability.
2. Interviewer will ask the questions outlined below to determine the sustainability initiatives that have been undertaken or are planned.
3. Identify the dimension that each initiative falls within and a time frame for implementation.

### The Dimensions of Sustainability

Dimension	Description
<b>Built Environment</b>	<ul style="list-style-type: none"> <li>• <b>Carstairs meets its resident's physical and material needs through infrastructure and products and services delivered.</b></li> <li>• Development patterns, form and design of buildings and supporting streets and infrastructure.</li> <li>• Energy efficiency measures are also addressed.</li> </ul>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• <b>Carstairs maintains its unique identity by fostering a diverse, creative and innovative cultural life.</b></li> <li>• Ensuring/creating a vibrant and festive community and a sense of community identity and belonging.</li> <li>• Explores opportunities for expression in the arts.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• <b>Carstairs's economy provides meaningful work and sufficient income for its citizens and other who do work here.</b></li> <li>• Policies and programs for attracting investment and employment.</li> <li>• Promoting local entrepreneurship.</li> <li>• Ensuring the community is a net contributor to the fiscal strength of the area.</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• <b>Carstairs's transparent, participative and inclusive decision making enables self determination.</b></li> <li>• Strategic, visionary representation and accountable systems that enable inclusive, active and effective participation by individuals and organizations.</li> <li>• The leadership is strong and informed and leads by example.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is a strong, inclusive community and voluntary sector, and a sense of civic values, responsibility and pride.</li> <li>• The leadership strives for continuous improvement through effective delivery, monitoring and feedback at all levels.</li> </ul>
Natural Environment	<ul style="list-style-type: none"> <li>• <b>Carstairs's residents and visitors maintain and enjoy healthy ecosystems.</b></li> <li>• Protecting and improving the supporting natural systems.</li> <li>• Extensive studies and analysis have been undertaken to determine the current inventory of species and environments requiring protection and the best ways to accomplish this.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• <b>Carstairs's strong sense of community is enhanced by social support and recreational opportunities, lifelong learning, and the general feeling of safety and security.</b></li> <li>• The development of social and community services.</li> <li>• Recognition of the historical and cultural background.</li> <li>• Opportunity to include housing to meet a range of demographic and economic markets.</li> </ul>

### Interview Questions

1. What are your areas of responsibility?
2. What does sustainability mean in terms of your responsibilities or work area?
3. In purchasing goods and services, do you consider sustainable products or services? Examples?
4. What sustainability initiatives have been undertaken by your department?
5. What sustainability initiatives are planned for 2009?
6. What sustainability initiatives are planned for 2010 (1 to 2 years)?
7. What sustainability initiatives are planned for the future (3+ years)?
8. How could the community be more sustainable?
9. What sustainability initiatives or innovations would you suggest in your area?



**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Robin Bowman

**Department:** Family & Community Services

**Position:** Director

**Responses to Interview Questions**

**1. Areas of responsibility**

- To enhance the skills & capabilities of people
- Identify gaps in the vital services provided to the community
- Get programs in place and then try to find funding for the program so that it can be off loaded

**2. Sustainability Perspective**

- Recycling paper, reducing consumption, consumerism responsibilities, using biodegradable products
- Social – preserving the social health of the community, preserving the cultural heritage of the community

**3. Consideration of Sustainable Products or Services**

- Toy library – families borrow toys
- Biodegradable washing solution

**4. Sustainability Initiatives Undertaken**

Every program helps to preserve the social health of the community

- Toy library
- Volunteer driving
- Home support for seniors
- Immigrant toolbar for migrant workers
- ELS
- Childcare connection
- Volunteer training
- Tax help for seniors & low income
- Meals on wheels
- ADAC
- Crime prevention program
- Non-violence program
- Out of school care

**5. Sustainability Initiatives Planned for 2009**

- More of the same for 2009
- Identify needs and go for funding
- Community kitchen once a month

**6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**

- Collaborate more with Community Services to identify needs/gaps in services and joint fund programs

**7. Sustainability Initiatives Planned for the future (3+ years)**

- Relocate to a storefront setting to encourage people to fully utilize programs

**8. Ways the Community Could be More Sustainable**

- Recycling centre – operated to employ people who need to develop skills
- Social enterprises – variety of skills (cooking skills, woodworking, handyman – help each other out) items sold by different craft groups (seniors knitting blankets for teenage moms)
- Maintaining the financial health of the community – jobs in the community -> less commuting/more family time

**9. Suggested Sustainability Initiatives or Innovations for the Department**

- Programs for Abused women
- Family first, encourage parents to be available to children

**10. Vision for a Sustainable Future for the Town**

- Inclusive of all walks of life
- Culturally diverse
- Access committee – make sure all sidewalks are accessible
- Increased employment opportunities within town

**11. Other comments**

### Initiative Dimension and Time frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Every program helps to preserve the social health of the community <ul style="list-style-type: none"> <li>• Toy library</li> <li>• Volunteer driving</li> <li>• Home support for seniors</li> <li>• Immigrant toolbar for migrant workers</li> <li>• ELS</li> <li>• Childcare connection</li> <li>• Volunteer training</li> <li>• Tax help for seniors &amp; low income</li> <li>• Meals on wheels</li> <li>• ADAC</li> <li>• Crime prevention program</li> <li>• Non-violence program</li> <li>• Out of school care</li> </ul>	Social/Cultural	Currently/ongoing
2	Identify needs and go for funding	Social	2009
3	Community kitchen once a month	Social	2009
4	Collaborate more with Community Services to identify needs/gaps in services and joint fund programs	Social	2010 - 2011
5	Relocate to a storefront setting to encourage people to fully utilize programs	Social	2012+

\* if the initiative has already been undertaken identify as completed and/or ongoing

**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Greg Baustad

**Department:** Planning & Development

**Position:** Director

**Responses to Interview Questions**

**1. Areas of responsibility**

- Take care of development permits, site inspections and land use

**2. Sustainability Perspective**

- Recycle paper,
- ensuring the developers and builders are responsible for sustainable initiatives and creating green plans
- control garbage on building sites
- noise
- recycling
- erosion control

**3. Consideration of Sustainable Products or Services**

No

**4. Sustainability Initiatives Undertaken**

No

**5. Sustainability Initiatives Planned for 2009**

No – Just started the initial talks

**6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**

No- Once the sustainability plan is developed; it will provide guidelines to follow

**7. Sustainability Initiatives Planned for the future (3+ years)**

No – concerned with the continuity and monitoring of programs

**8. Ways the Community Could be More Sustainable**

- Solar power, wind power at municipal building – energy efficient building
- Incentives for builders & homeowners to try sustainable products or programs
- Pathways fully connected
- Two recycling centres – drop-off centre

**9. Suggested Sustainability Initiatives or Innovations for the Department**

- Skate park for youth
- Splash park

**10. Vision for a Sustainable Future for the Town**

**11. Other comments**

- Slow acceptance from the community, skeptic,
- Need buy-in from the community for this to be a success
- Need to create a connection between the older residents and the young residents – farming, older generation know a lot of sustainable tools, activities – way of life on the farm – harness that knowledge
- Youth want instant gratification – may be hard for them to see the benefits

**Initiative Dimension and Time frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1			
2			
3			

\* if the initiative has already been undertaken identify as completed and/or ongoing



**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Terry Sperle

**Department:** Community Services

**Position:** Director

**Responses to Interview Questions**

**1. Areas of responsibility**

- Recreational and cultural programs for the community

**2. Sustainability Perspective**

- Include everyone all year long, indoors and out

**3. Consideration of Sustainable Products or Services**

- Try to buy locally and support local businesses

**4. Sustainability Initiatives Undertaken**

Variety of programs for all ages throughout the year

- Feb - Ski trip for kids during teacher convention
- March - Concert series
- April Spring Break - Baby sitting course, home alone, 1<sup>st</sup> Aid, skating, movie, power skating
- April – Neighbourhood Party – trade show, community groups, volunteer awards
- June – summer solstice 5km run, bike safety
- July – Canada Day celebrations, summer day camp programs, extreme teen program, Beef & Barley Days
- August – Mountain View Music Festival
- Sept – Drive-in Movie
- Oct – Women in Business
- Nov – 3-day Power Skating program, community development – speaker on volunteer sharing
- Dec – It's a Crazy Carstairs Christmas

**5. Sustainability Initiatives Planned for 2009**

- Start up an annual community magazine

**6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**

- Outdoor rink with boards
- Babysitting services
- Sitter at the fitness centre
- Fitness stations along the pathway

**7. Sustainability Initiatives Planned for the future (3+ years)**

- Improve the connection to the community – increased knowledge, flow of information, activities provided

**8. Ways the Community Could be More Sustainable**

- No-idling bylaw

- Eliminate plastic bags
- Increase knowledge about sustainability will increase the public's demand for more sustainable programs, services etc
- Increase the number of walking paths
- Provide lights along the pathways so they are safe
- Advertise local business to encourage buying locally – local farmers, local greenhouse etc
- Encourage walking whenever possible

**9. Suggested Sustainability Initiatives or Innovations for the Department**

- Improve the connection to the community – increased knowledge, flow of information, activities provided

**10. Vision for a Sustainable Future for the Town**

- A thriving Cultural community in Carstairs

**11. Other comments**

## Initiative Dimension and Time frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Variety of programs for all ages throughout the year <ul style="list-style-type: none"> <li>• Feb - Ski trip for kids during teacher convention</li> <li>• March - Concert series</li> <li>• April Spring Break - Baby sitting course, home alone, 1st Aid, skating, movie, power skating</li> <li>• April – Neighbourhood Party – trade show, community groups, volunteer awards</li> <li>• June – summer solstice 5km run, bike safety</li> <li>• July – Canada Day celebrations, summer day camp programs, extreme teen program, Beef &amp; Barley Days</li> <li>• August – Mountain View Music Festival</li> <li>• Sept – Drive-in Movie</li> <li>• Oct – Women in Business</li> <li>• Nov – 3-day Power Skating program, community development – speaker on volunteer sharing</li> <li>• Dec – It's a Crazy Carstairs Christmas</li> </ul>	Social/Cultural	Currently/ongoing
2	Start up an annual community magazine	Social	2009
3	Outdoor rink with boards	Social	2010 - 2011
4	Babysitting services	Social	2010 - 2011
5	Sitter at the fitness centre	Social	2010 - 2011
6	Fitness stations along the pathway	Social	2010 - 2011
7	Improve the connection to the community – increased knowledge, flow of information, activities provided	Social	2012+

\* if the initiative has already been undertaken identify as completed and/or ongoing

**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Jan Thompson

**Department:** Administration and Sustainability

**Position:** Sustainability Coordinator

**Responses to Interview Questions**

**1. Areas of responsibility**

- Administration Building
- Sustainability programs and initiatives

**2. Sustainability Perspective**

- Reducing, reusing, recycling
- Transitions with council
- Educate is needed

**3. Consideration of Sustainable Products or Services**

- Administrative supplies
- Use as much recycled paper as possible
- Always looking for new environmentally friendly solutions.

**4. Sustainability Initiatives Undertaken**

- Ink jet cartridges – recycle
- Paperless council
- Recycle paper/ cardboard
- Heat reduction in building 6:00 pm – back on at 6:00 am
- Councilor – shred end of year

**5. Sustainability Initiatives Planned for 2009**

- Education- The Natural Step - staff
- New school/ e-learning centre
- Partnering of community stakeholders
- Sustainability Website
- Sustainability Brochure
- Separate garbage – recycling
- Health and safety committee ½ day awards
- Social committee – celebrate staff birthdays – cake/BBQ
- Family and staff day 2010
- Low use bulbs in building.
- Education to the public

**6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**

- Recognize businesses that operate with sustainable principles
- Recognize natural areas
- Continue process of public engagement in sustainability initiatives
- Implementation and continuous improvement of CSP

**7. Sustainability Initiatives Planned for the future (3+ years)**

- Meet evolving demographic needs
- Continue best practices using MGA/MGP/Land Use Bylaw

**8. Ways the Community Could be More Sustainable**

- Rain barrels
- Composting education session
- Bio-degradable bags – Co-op – or for trash
- Dual flush toilets in new houses
- Green built project – one house – constructed to be as much off the grid as possible

**9. Suggested Sustainability Initiatives or Innovations for the Department**

- Separate Staff Room garbage
- Town garden plots
- Transportation – how to move people within the community more sustainably
- Create bike path route and provide bike parking
- Trail plan and pathways
- Community life long learning
- Farmer's Market
- Culture and Arts Centre
- Raise awareness with builders to the advantages of building green
- Conserve and restore natural areas
- Reduce per capita energy sources
- Public awareness on H2O conservation
- Encourage backyard vegetable gardens
- As a community we use whenever possible recycled and renewable materials
- Reduce Community litter
- Turn off lights
- Conserve energy
- Restoration of Core
- Support Local Businesses
- Increase Community events – services

**10. Vision for a Sustainable Future for the Town**

- Begin with easily attainable goals and move forward from these goals to a 5 year plan.
- Measure successes and monitor

**11. Other comments**

## Initiative Dimension and Time frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Ink jet cartridges – recycle	Natural Environment	Currently/ongoing
2	Paperless council	Natural Environment	Currently/ongoing
3	Recycle paper/ cardboard	Natural Environment	Currently/ongoing
4	Heat reduction in building 6:00 pm – back on at 6:00 am	Built Environment	Currently/ongoing
5	Councilor – shred end of year	Natural Environment	Currently/ongoing
6	Staff Room Garbage separate	Environmental	2009
7	Staff Education	Social	2009
8	Health and Safety -staff ½ day	Social	2009
9	Social Committee -Birthdays -Family and Staff Day	Social	2009
10	Large Screen at Arena -Town information	Social	2009
11	Sustainability Website	Social/Governance	2009
12	Partnering with Community Stakeholders	Social/Economic	2009
13	Recognize businesses that operate with Sustainable Principles	Governance	2010
14	Continued process of public engagement	Governance	2010
15	Implementation and continuous improvement of CSP	Governance	2010
16	Recognize natural areas	Natural Environment	2010

\* if the initiative has already been undertaken identify as completed and/or ongoing

**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Shannon Allison

**Department:** Corporate Services

**Position:** Director

**Responses to Interview Questions**

- 1. Areas of responsibility**
  - Taking care of Administration and Finance
- 2. Sustainability Perspective**
  - Financial planning to achieve a financially sustainable Town.
  - Ensuring that property owned by the Town (buildings, vehicles etc) is moving towards sustainable solutions
- 3. Consideration of Sustainable Products or Services**
  - Building materials, office supplies – we are trying to move towards a paperless system (council is already on its way)
- 4. Sustainability Initiatives Undertaken**
  - Municipal Building is being renovated to be more energy efficient
  - Stationary items are recyclable
  - Paperless council
- 5. Sustainability Initiatives Planned for 2009**
  - Building Renovation
- 6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**
  - Nothing
- 7. Sustainability Initiatives Planned for the future (3+ years)**
  - Waiting for the Community Sustainability Plan to see what issues are the priorities
- 8. Ways the Community Could be More Sustainable**
  - Increased recycling – more of the residents participating in recycling program
- 9. Suggested Sustainability Initiatives or Innovations for the Department**
  - Not right now
- 10. Vision for a Sustainable Future for the Town**
  - Increased awareness in the community
- 11. Other comments**

**Initiative Dimension and Time frame Summary**

No.	Initiative	Sustainability Dimension	Time frame*
1	Building Renovation	Built Environment	Currently/ongoing
2	Stationary items are recyclable	Natural Environment	2009
3	Paperless council	Natural Environment	2009

\* if the initiative has already been undertaken identify as completed and/or ongoing



**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Rob McKay

**Department:** Operational Services

**Position:** Director

**Responses to Interview Questions**

**1. Areas of responsibility**

- Maintain Town owned facilities and open spaces
  - i. Water,
  - ii. sewer,
  - iii. storm
  - iv. roads,
  - v. parks/playgrounds,
  - vi. garb/ recycling
  - vii. building

**2. Sustainability Perspective**

- Protect our:
  - i. water supply
  - ii. monitor wastewater
- Fertilize – every two years rather than every year
- Support and Increase Recycle Program – shared between Lions Club/waste Commission
  - iii. cardboard
  - iv. paper
  - v. milk jugs
  - vi. tin
  - vii. glass
- Garbage pick-up every 2 weeks.
- Keep up maintenance of public property to avoid major costly renovations down the road

**3. Consideration of Sustainable Products or Services**

- Low energy Light bulbs in all public buildings
- Toilet paper made of 100% recycled paper
- Green cleaning products
- Green Degreaser
- Tractor – energy efficient
- Replacement plan – replace 3 units of equipment/vehicles to maintain efficient working equipment

**4. Sustainability Initiatives Undertaken**

- Planning more interconnected walkways, bike paths
- Parks – add trees
- Energy efficient – solar crosswalk
- Lighting – Energy efficient bulbs in buildings

**5. Sustainability Initiatives Planned for 2009**

- Increase Number of walking paths
- Playground on 10th Ave – Playground made of recycled material
- Municipal offices
- increase insulation
- replace stucco
- replace roof
- Columbarium – cemetery (structure to hold vaults for urns)
- Re-Paving areas

**6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**

- Roads- overlay improved infrastructure
- Increase walking paths/sidewalks
- Increase number of parks

**7. Sustainability Initiatives Planned for the future (3+ years)**

- Maintain and fix roads and sidewalks
- Sanitary – possible replacement of old lines

**8. Ways the Community Could be More Sustainable**

- Garbage/ recycle – increase education about what can be recycled
- Curbside compost pick-up
- Curbside pickup
- Become water wise
- Increase Irrigation system

**9. Suggested Sustainability Initiatives or Innovations for the Department**

- Water trees through pump in storm pond
- Fertilize every 2nd year
- Curbside recycling

**10. Vision for a Sustainable Future for the Town****11. Other comments**

- Garbage review commitment to sustainability
- Town gave out 100 composters 100 in 1 ½ years
- People are becoming more aware

## Initiative Dimension and Time frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Low energy Light bulbs in all public buildings	Built Environment	Currently/ongoing
2	Toilet paper made of 100% recycled paper	Built Environment	Currently/ongoing
3	Green cleaning products	Built Environment	Currently/ongoing
4	Green Degreaser	Built Environment	Currently/ongoing
5	Tractor – energy efficient	Built Environment	Currently/ongoing
6	Replacement plan – replace 3 units of equipment/vehicles to maintain efficient working equipment	Built Environment	Currently/ongoing
7	Planning more walkways, bike paths interconnected	Natural Environment	2009
8	Energy efficient – solar crosswalk	Built Environment	2009
9	Lighting - Energy bulbs in buildings	Built Environment	2009
10	Use recycled material in Playground equipment	Built Environment	2009
11	Municipal offices increase insulation, replace stucco, replace roof	Built Environment	2009
12	Columbarium – cemetery (structure to hold vaults for urns)	Built Environment	2009
13	Re-Paving areas	Built Environment	2009
14	Roads- overlay improved infrastructure	Built Environment	2010 – 2011
15	Increase walking paths	Natural Environment	2010 – 2011
16	Increase number of parks	Natural Environment	2010 – 2011
17	Maintain and fix Roads and sidewalks	Built Environment	2012+
18	Sanitary – possible replacement of old lines	Built Environment	2012+

\* if the initiative has already been undertaken identify as completed and/or ongoing

**Town of Carstairs Municipal Sustainability Plan  
Department Interviews - Interview Responses**

**Name:** Scott Donselaar

**Department:** Community Peace Officer Program

**Position:** Director

**Responses to Interview Questions**

**1. Areas of responsibility**

- Carry out Municipal and provincial legislation
- Investigate disturbances
- Enforce bylaws
- Provide community education.

**2. Sustainability Perspective**

- Reuse of resources
- Bike patrol
- Community public relations
- More approachable
- More visible in the community

**3. Consideration of Sustainable Products or Services**

- Vehicle- LED lighting
- files
- paperclips
- Electronic based – paper free
- Reports – server based if possible
- Government supplies – admin

**4. Sustainability Initiatives Undertaken**

- Reuse of resources:
  - files
  - paperclips
  - Electronic based – paper free
  - Reports – server based if possible
  - Government supplies – bulk order administrative supplies
- bike patrol

**5. Sustainability Initiatives Planned for 2009**

- Financial – capital budget - fully equip two peace officers
- diary document – replace with electronic system
- keep on top of maintenance of vehicles & equipment

**6. Sustainability Initiatives Planned for 2010 (1 to 2 years)**

- More sustainable service to public
  - animal control
- contract with vet to share costs of animal shelter/kennel
- staffing increase due to population increase

- 3300 – 2 officers
- +2000 + additional officer
- Administrative assistant to provide more efficient reporting

**7. Sustainability Initiatives Planned for the future (3+ years)**

- Policing contract with RCMP
- Shared facility between
  - RCMP
  - EMC
  - Police Constable

**8. Ways the Community Could be More Sustainable**

- Buy-in from the community
- Interact with neighbours
- Increased communication
- Sharing of information
- involvement in community
- All residents need to take ownership of the Town

**9. Suggested Sustainability Initiatives or Innovations for the Department**

- Change perception from “its not my problem” to public participation
- Improve quality of life

**10. Vision for a Sustainable Future for the Town**

- Continue Neighbourhood party
- Demonstrate change
- Employment in Town
- Secure Town
- Residents have a voice
- Community continues to be friendly

**11. Other comments**

### Initiative Dimension and Time frame Summary

No.	Initiative	Sustainability Dimension	Time frame*
1	Reuse of stationary resources	Natural Environment	Currently/ongoing
2	Electronic based documents – paper free	Natural Environment	Currently/ongoing
3	Reports – server based if possible	Natural Environment	Currently/ongoing
4	Bike patrol	Social/Natural Environment	Currently/ongoing
5	Financial – capital budget - fully equip two peace officers	Social	2009
6	Diary documentation – replace with electronic documentation	Natural Environment	2009
7	Keep on top of maintenance of vehicles & equipment	Social	2009

\* if the initiative has already been undertaken identify as completed and/or ongoing



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## Appendix C

# Ongoing Town Sustainability Policies, Plans & Strategies

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## Community Sustainability Plan Ongoing Town Sustainability Policies, Plans and Bylaws

The policy review revealed a number of sustainable initiatives in existing Town's policies. The policy, plan and bylaw review included an examination of the Municipal Development Plan (MDP), the Land Use Bylaw, the Town of Carstairs Servicing Study – 2005, the South Area Structure Plan, and the Carlinton Estates Area Structure Plan along with all Town Bylaws. Each of the policies' goals and objectives were identified in terms of the six Sustainability Pillars. The Town Bylaws were reviewed and analyzed in terms of sustainability and sorted into sustainability pillars. Each bylaw is accompanied by rationale that supports its sustainability.

The **Municipal Development Plan** contains most of the sustainability initiatives from the policy review. The goals and objectives of the MDP are clearly in line with the principles of Sustainability. They include:

- Land Use Concept / General Development
- Growth Management and Financing of Urban Growth
- Residential Development
- Commercial Development
- Industrial Development
- Open Space and Environment
- Agriculture
- Economic Development
- Community, Recreation and Cultural Services and Facilities
- Social and Emergency Services
- Transportation
- Utility Services
- Public Participation
- Intermunicipal Cooperation
- Implementation

**Land Use Bylaw No. 941** provides for a variety of different land use districts within the town.

**Town of Carstairs Servicing Study - 2005** identifies the existing services provided with the Town and makes recommendations for improvements and expansion to maintain the projected growth levels.

**South Area Structure Plan** states general goals and objectives that create an affordable, vibrant, safe and liveable community that sustains an excellent quality of life.

**Carlinton Estates Area Structure Plan** has a specific section dealing with Sustainability in which principles and Strategies are laid out.

Each of the policies is outlined in the **Table 1: Sustainability Assessment Policy Review**. Each of the Bylaws is outlined in **Table 2: Sustainability Assessment Bylaw Review**



**Town of Carstairs  
Sustainability Assessment  
Policy Review**

Policy Name	Goals and Objectives	Sustainability Dimension
<b>Municipal Development Plan</b>	Land Use Concept / General Development: To plan and manage growth and development in an environmentally, socially and fiscally sustainable manner that benefits existing and future residents and members of the community	Natural Environment Built Environment Social Economic
	Growth Management and Financing of Urban Growth: To manage the rate, type and direction of future growth and development in a manner that will enhance the sense of community is compatible with the heritage, character and physical setting of Carstairs and is within the financial capacity of the community.	Built Environment Cultural
	Residential Development: To facilitate a balanced range of housing opportunities at urban densities supporting the needs and preferences of all household types and income levels within attractive, aesthetically pleasing residential areas.	Built Environment Social
	Commercial Development: To support the development of commercial areas that meets the needs of Carstairs and the surrounding areas and provides a focal point that contributes towards a strong sense of community identity.	Built Environment Economic
	Industrial Development: To encourage the retention and expansion of existing industrial development and the establishment of new industrial activities that are compatible with existing and future land uses.	Built Environment Economic
	Open Space and Environment: To facilitate the preservation of significant natural areas and the provision of integrated, accessible and well-planned open spaces supporting a broad range of leisure and recreation opportunities catering to all age groups, income levels and skill levels.	Natural Environment Social
	Agriculture: To protect existing agricultural operations and farm land until needed to accommodate urban growth while minimizing the effects of agricultural operations on Town residents and landowners.	Natural Environment Economic

Table 1: Sustainability Assessment Policy Review

Policy Name	Goals and Objectives	Sustainability Dimension
<b>Municipal Development Plan</b>	Economic Development: To enhance and encourage local economic activity to provide a municipal tax base capable of supporting facilities, amenities and activities desired by Carstairs residents and ratepayers and providing sufficient and varied employment for residents of all ages.	Economic
	Community, Recreation and Cultural Services and Facilities: To foster the provision of a variety of community, recreation and cultural services and facilities that is accessible and contributes towards a high quality of life for Carstairs residents and the surrounding area.	Cultural Social
	Social and Emergency Services: To ensure that residents and the surrounding area are well-served by accessible and affordable social and emergency services that meet community needs and reflect the levels of service desired by the community.	Social
	Transportation: To provide and maintain a transportation system that supports the safe and efficient movement of persons and goods using as broad a range of transportation modes as possible.	Built Environment
	Utility Services: To provide residents and properties in Carstairs with access to safe, reliable, adequate and cost effective utility services capable of supporting existing and future urban development.	Built Environment
	Public Participation: To provide an effective and accessible municipal government which responds to the needs of the community through collaboration, consultation and communication.	Governance
	Intermunicipal Cooperation: To promote sound planning and development decision making in the intermunicipal fringe and to create and maintain an atmosphere of mutual respect, trust and recognition of both the long term and short term aspirations and needs of the Town and the County.	Governance
	Implementation: To promote the use of the Plan and the implementation of its policies.	Governance

Table 1: Sustainability Assessment Policy Review

Policy Name	Goals and Objectives	Sustainability Dimension
<b>Land Use Bylaw No. 941</b>	Manages urban sprawl and increases density, which allows for the possibility of more affordable housing.	Built Environment
	Provides for a separation between residential and industrial areas.	Natural Environment
	Provides for mixed use.	Built Environment Social
	Encourages sequential development, which ensures the efficient use of the existing infrastructure.	Built Environment
	Provides for landscaped areas within developed areas, ensuring a minimum supply of quality green and open space.	Natural Environment
	Provides opportunities for home occupancy businesses and other entrepreneurs.	Social
<b>Town of Carstairs Servicing Study - 2005</b>	Commercial and industrial areas should expand along the east side of Town along Highway 581 for easy access and concentrated industrial/commercial infrastructure servicing	Built Environment
	Residential development should be concentrated in areas currently serviced with water and sanitary sewer mains to minimize development costs	Built Environment
	Recommendations were made with respect to existing conditions and future upgrades of: <ul style="list-style-type: none"> <li>• water supply</li> <li>• water storage pumping</li> <li>• water distribution</li> <li>• sewage lagoons</li> <li>• sewage lift stations</li> <li>• sewage collection</li> <li>• stormwater management</li> <li>• transportation</li> </ul>	Built Environment

Table 1: Sustainability Assessment Policy Review

Policy Name	Goals and Objectives	Sustainability Dimension
<b>South Area Structure Plan</b>	Provide a variety of housing types for all prices ranges and lifestyles	Social Built Environment
	Develop a community that is not car dependent	Social Built Environment
	Utilize efficiencies in energy and water conservation Encourage live-work opportunities	Social Built Environment Governance
	Encourage local builders and trades to build in Carstairs	Economic
	Create a walkable community	Built Environment
	Create a safe environment	Social Built Environment
	Integrate a variety of land use types	Governance Built Environment
	Increase densities and activity on the streets	Built Environment Social
	Incorporate a small neighbourhood commercial area	Built Environment Economic
	Provide walking and bike paths	Built Environment
	Highlight the ranching history of the area	Culture
	Develop parks, open spaces and institutional uses to enhance the lives of the residents	Social Natural Environment
	Increase densities to increase the cost effectiveness of infrastructure	Built Environment Economic
	Ensure developer paid policies on infrastructure	Governance
	Ensure long term planning for the over sizing of infrastructure	Built Environment
	Work with developers to recoup over sizing costs	Economic Governance

Table 1: Sustainability Assessment Policy Review

Policy Name	Goals and Objectives	Sustainability Dimension
<b>South Area Structure Plan</b>	Encourage recycling and conservation measures in all developments	Social Governance Built Environment
	Use urban design features that enhance the safety of areas	Built Environment
	Work with school boards and recreation boards to provide facilities and programs for the residents	Built Environment Social
	Incorporate elements of CPTED (Crime Prevention Through Environmental Design) to increase safety of the area.	Built Environment
<b>Carlinton Estates Area Structure Plan</b>	Reduce automobile dependence by promoting access to schools, public spaces and commercial areas through the design of a connected, walkable community	Social Built Environment
	Promote alternative modes of transportation through the provision of dedicated walking paths and bicycle trails	Natural Environment
	Provide a mix of amenities and services so that basic needs are met within the community	Economic Social
	Encourage diversity of land use and employment opportunities	Built Environment Governance
	Provide a linked open space system with a variety of accessible and visible green spaces with pedestrian comfort areas with landscaping and benches	Natural Environment
	Provide a connected road network and pedestrian safe streets to promote community interaction and connectedness.	Social Built Environment
	Accommodate more dense residential development along major routes.	Built Environment
	Support multi-generational communities by providing development opportunities for multifamily residential near community services such as shopping, medical offices, etc.	Built Environment Social

**Town of Carstairs  
Sustainability Assessment  
Bylaw Review**

<b>Policy Name</b>	<b>Bylaw #</b>	<b>Initiative</b>	<b>Rationale</b>	<b>Sustainability Dimension</b>
<b>Noise</b>	706	Prohibiting, eliminating or abating noise which can cause unnecessary noise in the Town of Carstairs	Creates a pleasant environment and avoids nuisance	Social Governance
<b>Dog</b>	728	Regulation and controlling of dogs within the limits of the Carstairs.	Controls dogs and ensures the public can enjoy open space and recreation facilities without nuisance.	Natural Environment Governance
<b>Dog</b>	800	Amendment to Bylaw 728, changes to Schedule D that lists fines for various offenses	Schedule of fines for nuisance dogs	Natural Environment Governance
<b>Transportation of Dangerous Goods</b>	872	To regulate the Transportation of Dangerous Goods.	Avoids possible harm to the public and environment	Natural Environment Governance
<b>Cemetery</b>	806	To provide for the care, control and regulation of Carstairs Cemetery.	Maintain heritage	Cultural
<b>Fire Pit</b>	838	To reduce the risk of fire due to various recreational an open burning practices.	Protects against wildfires	Natural Environment
<b>Business License</b>	844	Relating to the licensing and regulation of businesses in the Town of Carstairs and repeal of Bylaw No. 577	Promotes shopping locally in Carstairs	Economic Governance
<b>Bed and Breakfast Land Use</b>		To amend Land Use Bylaw No. 794 in regards to Bed and Breakfast establishments.	Allows for business opportunities and promotes tourism	Economic Governance
<b>Parking</b>	887	To amend Bylaw No. 625, as amended, being a bylaw to regulate and control the parking of vehicles in the Town of Carstairs.	Promotes a pedestrian friendly and less car dependent environment	Built Environment Governance
<b>Nuisance</b>	891	To regulate untidy and unsightly property and for the prevention and compelling of nuisances generally.	Keeps Carstairs aesthetically pleasing and retains pride in our community	Governance Social

Table 2: Sustainability Assessment Bylaw Review

Policy Name	Bylaw #	Initiative	Rationale	Sustainability Dimension
<b>Disaster Services</b>	894	To establish a Disaster Services Agency.	Ensures the safety of the public	Social Built Environment
<b>Hobby Kennel and Breeder Kennel</b>	896	To amend Bylaw No. 896. The purpose of this bylaw is to regulate dogs within the borders of the Town of Carstairs, the licensing of breeders and the establishment of fines for violation of this law.	Helps control the dog population and ensures safe, humane breeding facilities.	Natural Environment Governance
<b>Snow Removal</b>	901	To regulate streets and public places in the corporate limits of the Town of Carstairs and the depositing or accumulation of snow, ice and dust.	Keeps sidewalks, parking lots and street functional	Built Environment Governance
<b>Cat</b>	902	To regulate and restrain the running at large of cats in the Town of Carstairs.	Protects against damage to natural environment and controls cats at large.	Governance Natural Environment
<b>Traffic</b>	905	To regulate traffic, parking and the use of any thoroughfare, street, road, trail, avenue, parkway, driveway, viaduct, lane, alley, square, bridge, causeway, trestleway or other place or any part of them, whether publicly or privately owned including boulevards and sidewalks within the boundaries of the municipality.	Ensures the safe and effective movement of people throughout Carstairs.	Governance Built Environment
<b>Business License</b>	906	Relating to the licensing and regulation of businesses in the Town of Carstairs and repeal of Bylaw No.577.	Encourages viable business opportunities in Carstairs	Governance
<b>Tax payment</b>	910	To repeal Bylaw No. 837, providing for Tax Instalment Payment Plan (TIPP) for taxes.	Provides incentives to pay municipal taxes	Governance
<b>Public Use of Intoxicating Substance</b>	919	To provide legislation for the prevention of public use of intoxicating substances.	Provides a safe, enjoyable place to live	Governance

Table 2: Sustainability Assessment Bylaw Review

Policy Name	Bylaw #	Initiative	Rationale	Sustainability Dimension
<b>ATCO Gas</b>	922	To authorize the Mayor and Administrator to execute an agreement with ATCO Gas and Pipelines Ltd., to renew an agreement with, and confer a franchise on the Company to deliver natural gas to customers within the municipality.	Streamlines the provision of services to residents	Governance Economic
<b>Air Pressure Guns</b>	926	To prohibit the discharge of any Projectile device which requires air pressure, spring power or other mechanical aperture to discharge a projectile from a barrel.	Prevents injury and ensures a safer environment for residents and visitors	Governance
<b>Injurious Occupation of Property</b>	927	To prohibit the injurious occupation of property.	Ensures the safety and enjoyment of residents and visitors	Governance
<b>Discharge of Fireworks</b>	929	To prohibit the discharge or use of fireworks; firecrackers or similar devices in Town limits.	Prevents possible injury and property damage as well as unnecessary noise	Governance
<b>2009 Rates</b>	944	Respecting rates to be charged for various goods and services provided by the Town of Carstairs.	Regulates fees charged for services	Governance
<b>Land Use</b>	941	To regulate and control the use and development of land and buildings in the Town of Carstairs.	Makes efficient use of infrastructure and land allowing for a variety of different land use districts	Governance Natural Environment Built Environment





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## Appendix D

# Inventory of Community Assets

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## Community Sustainability Plan Community Assets List

### What is a community asset?

- Asset mapping involves documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced.
- Asset-based community development draws on appreciative inquiry; the recognition of social capital; participatory approaches to development, which are based on principles of empowerment and ownership; collaborative economic development models that place priority on making the best use of a community's resource base; and efforts to strengthen society by engaging people as citizens.
- Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations. For this sustainability plan, the assets will be grouped according to the pillars of sustainability.
- The process involves the community in making an inventory of assets and capacity, building relationships, developing a vision of the future, and leveraging internal and external resources to support actions to achieve it.
- Asset mapping is positive, realistic (starting with what the community has), and inclusive. It provides an alternative to the service delivery/institutional model in which external, often government funding meant government agenda setting and less local control.
- Some barriers to asset mapping may be lack of process, lack of time, resistant agencies/professionals, or negative attitudes and fear on the part of marginalized and powerless groups. Recent projects are changing the focus from community development to community building.

### What's the process to listing community assets?

- Develop a draft inventory of the kinds of capital and assets available to the community. There are several kinds or classes of capital and corresponding assets, such as human capital, financial capital, and environmental capital.
- Explore the social, economic and physical landscape around the community to identify external resources that either already have links to the community, or that could develop links to the community.
- Focus on resources that could help the community mobilize to address the sustainability focus of the project.
- From this very inclusive listing, identify the key assets that you believe need to be mobilized in order to address a sustainability focus. Describe these key assets in some detail, explaining why they are important to addressing sustainability in the community.
- The draft inventory will be reviewed with the Community Advisory Committee and then with the public at the public workshop

### Pillars of Sustainability

Assets are listed under a pillar of sustainability. Five dimensions of sustainable planning would guide the development of sustainable communities in the District. Each of these five dimensions acts as a pillar upon which the physical and ideological fabric of a community is built. As such, a sustainable community balances cultural, social, economic, environmental, and governance dimensions to create a place that offers a high quality of life, where people desire to live, work and play.



**Cultural** - The development of a cultural dimension within the community ensures the creation of a vibrant and festive community that exudes a sense of identity and belonging, including:

- Opportunities for cultural expression
- Variety of art forms (visual, dramatic, musical, etc.)
- Strong sense of community heritage
- Pride in community.

Cultural Assets
-----------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Roulston Museum – artefacts and pictures relating to aspects of local life from early settlement to the present.</li> <li>• Catholic Church</li> <li>• Church of God</li> <li>• United Church</li> <li>• Morning Star Lutheran</li> <li>• Bethel Evangelical Missionary</li> <li>• West Zion Mennonite</li> <li>• Tourist Information - elevator</li> </ul> |
|--|

**Social** - The development of social and community services includes the recognition of the historical and cultural context of the community, and the opportunity to develop inclusive neighbourhoods and housing to meet a range of demographic and economic markets, including:

- Tolerance and respect for different cultures, backgrounds and beliefs
- Friendly, cooperative neighbourhoods
- Leisure, recreation, sport, and other activities
- Safe communities with visible, effective, and community-friendly policing
- Social inclusion and opportunity
- Accessible and attractive housing.

Social Assets
---------------

- |   |
|---|
| <ul style="list-style-type: none"> <li>• New fitness centre in the Memorial Arena               <ul style="list-style-type: none"> <li>○ Indoor walking track</li> <li>○ Hockey</li> <li>○ Figure skating</li> <li>○ In the summer the ice is removed and the 4-H Show and Sale and Bull-a-Rama is hosted here</li> <li>○ Aerobics</li> <li>○ Dancing</li> <li>○ Belly dancing</li> <li>○ yoga</li> </ul> </li> <li>• Organized bus trips to C.O.P (taking advantage of local amenities)</li> <li>• Neighbourhood party (strong sense of community)</li> <li>• Community calendar of organized events</li> <li>• Annual citizenship awards               <ul style="list-style-type: none"> <li>○ Volunteer of the year</li> <li>○ Heritage award</li> <li>○ Organization of the year</li> </ul> </li> <li>• Christmas light display contest</li> <li>• Carstairs greeter – a greeter welcomes new residents</li> </ul> |
|---|



- Parent link centre - parenting tips, parenting support, opportunity to meet other parents
- Toy library – borrow toys, puzzles, high chairs, etc for 2 weeks at a time
- Youth retreats – fun weekend getaways for mom & daughter or dad & son
  - Held at River's Edge Bible Camp
- Recreation:
  - Carstairs Memorial complex
  - Curling rink with four sheets of ice
  - Golf courses (Carstairs Community Golf Course – 18 hole, Silver Willow Golf & Sporting Clays – 9 hole)
  - 4 Ball diamonds
  - Soccer fields
  - Tennis courts
  - Walking and biking trails (Located in Carstairs Memorial Park and throughout town)
- Multiple clubs & organizations:
  - Historical Society
  - Artists Guild
  - Lions Club
  - Half Century Club
  - Gymnastics
  - Scout Club
  - Royal Canadian Legion
  - Chinook Winds Lodge
  - Ag Society
  - Chamber of Commerce
  - Beef & Barley Days Committee
  - Elks Lodge
  - Figure Skating
  - I.O.D.E.
  - Minor ball
  - Minor Hockey Association
  - Mountain View Home School
  - Playschool
  - Ladies Auxiliary Legion
  - Crime Watch
  - Bingo
  - Slowpitch
- Community hall
- Gazebo – public is able to reserve for special events, convocations etc
- Bob Clark Municipal library
- A new school library coming soon
- Many parks and green spaces throughout the town
- Splashpark - Coming soon to Carstairs – a proposed 2,000 sq ft splash park
- Educational facilities –
  - Hugh Sutherland School (K – Gr 12) Design and development of a new K - 4 facility is currently underway through Workun Garrick Architects. Construction is anticipated construction to begin in the spring of 2008.
  - The Midway Community School, Grades 1 - 6, is located northeast of Carstairs. The Horizon School is designed for students with special needs, and is located in Olds. Post-secondary education is available through Olds



College is about 25 minutes north. Post-secondary educational institutions in Calgary such as the Southern Alberta Institute of Technology (SAIT), the University of Calgary, and Mount Royal College are within a one hour drive.

- Lost Pets - When a pet is lost in Carstairs, their pictures & a description are posted on the Carstairs website.
- Growing Population – the population grew from 1,885 in 1996 to 2,655 in 2006 (according to Statistics Canada).
- Restaurants :
  - Carstairs Inn
  - Country Kitchen
  - Suzy's
  - Pizza Extreme
  - Burger Baron
  - Seasonal
  - The Fireside Place
  - Carstairs Golf Course
- Campground – information booth, 28 treed sites, electrical hookups, camp kitchen, large playground, picnic area, horseshoe pits, washrooms, showers

**Economic** - The economic dimension of a sustainable community includes policies and programs that attract investment and employment, as well as promote local entrepreneurship and business retention, and ensure the community is a net contributor to the fiscal strength of the area, including:

- Providing a wide range of jobs and training opportunities
- Sufficient land and buildings to support economic prosperity and change
- Dynamic job and business creation
- A strong business community with links into the wider economy.

#### **Economic Assets**

- Major Industries/Employers – Foothills Pipelines, Canadian 88, Anderson Exploration (Home Oil), ExxonMobil Oil, Parkland Agri Services, Nova Gas Transmission, Agricore (Alberta Wheat Pool), Kaytec Vinyl Inc, Custom Woolen Mills, Olds College, Chinook's Edge Regional Division # 73, Mountain View Seed Cleaning Plant, Carstairs Community Gold Club, Northstar Energy Corp.
  - Landscaping
  - Dining
  - Construction
  - Computer, etc
- Gift certificate program – town hall sells gift certificates good for any business in Carstairs (supporting local businesses)
- Business revitalization –
 

“This committee has been providing flowers, trees, sidewalk pattern, garbage cans, and planters to the commercial streets since 1999. An artist/architect was commissioned to paint a streetscape of what 10 Avenue could look like with updated buildings. We encourage new and existing businesses to look to this streetscape for ideas when building or renovating buildings in Carstairs. The painting can be seen in the town office.”
- Major economic base is agriculture and petroleum
- Major resources (locally) – agriculture, ranching, crude oil, gravel/clay



- Major resources (products) – cereal grains, livestock, hay
- Canadian Pacific Railway station
- Air services – 26 km South of Olds/Didsbury Airport, 48 km North of Calgary International Airport
- Bus – Greyhound
- Handibus – Town of Carstairs replaced by taxi
- Couriers – Greyhound, Loomis, Purolator, Highway 9
- Hotel & Motel: Dominion Hotel/Barley's Pub, Golden West Motor Inn
- Pa Su Farm
- Bank of Montreal
- Shimmer and Shine Esthetics

**Environmental** - The environmental dimension of a sustainable community strives to achieve a quality natural and built environment that addresses development patterns, building design, supporting streets and infrastructure, and the overall will to protect and improve supporting natural systems and energy efficiency, including:

- Well designed municipal planning
- User friendly public places
- Green space, walking paths
- Energy efficiency
- Protecting natural resources
- Biodiversity
- Mixed-use, durable buildings

#### Environmental Assets

- Free composter for residents (one per civic address)
- Recycling centre
  - open 8:30 am to noon Monday to Friday
  - Saturdays from 8 am - 12:30 pm.
  - Materials can also be deposited through the deposit window at the Recycle Depot 24 hours a day, 7 days a week.
  - Recycling bins at Lions Recycling Depot
- Bottle Collection
- Seasonal climate with warm weather fronts (Chinooks)
- Many parks and green spaces throughout the town

**Governance** - The governance dimension of a sustainable community includes strong, informed, and effective leadership, inclusive partnerships with the community, instilling a sense of civic pride, responsibility, accountability and values, and ensuring the continuous improvement of the community through effective delivery of programs and services, monitoring and feedback at all levels.

#### Governance Assets

- North/South Highway #2 & #2A
- East/West Highway 581 & 580
- Administration – Chief Administrative Officer, Chief Financial Officer



- Municipal Council – Major and six Councillors
- Alberta Economic Development and Trade Regional Office – Red Deer
- Planning Authority - AECOM
- Government Services: Provincial – Olds, Federal – Airdrie
- Police – Royal Canadian Mounted Police
- Financial Institutions – Alberta Treasury Branch, Bank of Montreal
  - Bank of Nova Scotia – Olds
  - Canadian Imperial Bank of Commerce – Olds
  - Royal Bank of Canada – Didsbury
  - Toronto Dominion Bank – Olds
  - Mountain View Credit Union – Didsbury, Olds
- Emergency and Health Service –
  - Ambulance – Mountain View Ambulance Services
  - Child Abuse Hotline
  - Social Services (Alberta Family)
  - Fire Hall
  - Family Violence for Mountain View County
  - Hospital
  - Health Unit (Public)
  - Kids Help Phone
  - Poison Centre
  - Carstairs Pharmacy CDM
  - Carstairs Chiropractic Clinic
  - Dental Clinic
  - Medical Clinic
  - Optometrists
  - Hugh Sutherland School (K-12)
  - Carstairs Playschool Society
  - Disaster Services
- Services:
  - Garbage pick up (residential weekly)
  - Fire protection (volunteer fire department)
  - Electric Power (Epcor)
  - Natural Gas (ATCO Gas)
  - Cable television (Telus Communications)
  - Telephone (Telus Communications)
  - Water
  - Recycling
  - Bottle Collection
  - Sewage



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## Appendix E

# Public Education Through the Media

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**Community Sustainability Plan  
Ongoing Town Sustainability Policies, Plans and Bylaws**

The media provided a valuable source of outreach for the Carstairs Community Sustainability Plan (CSP). A series of articles in the Carstairs Courier helped to introduce the public to the CSP process and educate them about the pillars of sustainability. The articles were scheduled to appear in the paper each week leading up to the Sustainability Week April 19<sup>th</sup> – 25<sup>th</sup> with a follow-up article. Within each article, the public was informed about ways in which they could participate in the Community Sustainability Plan and access Carstairs' sustainability website for more information.

# New committee moving sustainability planning forward

BY LEA SMALDON  
*Courier Staff*

Within three months, officials hope to have a plan ready to take Carstairs sustainably into the next 20 years.

AECOM, a company contracted by the town to help develop the plan, presented an update to council last Monday.

A new, 10-person committee, supported by the multi-discipline engineering firm, anticipates having concrete short and long-term actions in the areas of social and cultural, natural environment, built environment, economics, and governance by June.

These five areas of concentration, are said by officials to act as pillars upon which the physical and ideological fabric of a community is built.

The committee is defining sustainability as a process that meets the needs of the present generation without compromising the ability of future generations to meet

their needs.

The committee has drafted a vision for sustainability as

## IN FOCUS

Over the coming weeks, the Carstairs Courier will be showcasing each of the five pillars of sustainability.

### Next Week:

**Social:** Developing innovative social and community services while still preserving the historic and cultural foundation of Carstairs by ensuring co-operation between neighbourhoods, tolerance of different cultures, establishing safe communities and introducing accessible housing.

**Cultural:** Preserving the town's existing cultural events while encouraging new opportunities for cultural expression and fostering growth in multiple art forms (visual, dramatic, musical, etc.)

well as detailed statements describing what a sustainable Carstairs would be by 2030.

Among the goals, is to have a wide range of jobs and training opportunities, social inclusion and opportunity, a strong sense of community heritage, and a variety of mixed-use durable buildings available in the community.

"For me it boils down to a closer look at behaviours and attitudes about our resources," said AECOM sustainability planner Hugh MacKenzie.

According to the town's sustainability coordinator Jan Thompson, it's about "enough for everyone, forever."

The public is being asked to help create actions to achieve the ultimate goal of sustainability through an upcoming workshop on April 22.

The workshop falls within Carstairs' first ever Sustainability Week April 20-24.

Once the town's sustainability plan is in place, \$340,000 will be available through the province for infrastructure projects such as sewer and roads.

# Committee plans for sustainable Carstairs

## *New initiative examines town's future*

**BY MARK LAYCOCK**  
*Courier Staff*

A new initiative being undertaken in Carstairs aims to keep the town sustainable both economically and environmentally well into the future.

The initiative, called the Carstairs Sustainability Plan, will identify Carstairs' sustainability shortcomings and advantages in five areas: social, cultural, economic, environmental and governance. These "pillars of sustainability" will allow residents to better understand where the town currently stands in sustainability and where it is likely heading.

Sustainability co-ordinator Jan Thompson says that Carstairs has already accomplished a lot to ensure its sustainability, but notes there are always areas that need improvement.

"I think it's really exciting because already Carstairs has made great strides for sustainability and I think there is lots more to do and I think it's impor-

tant we remember all aspects of (the plan)," says Thompson.

"We're already making a good conscious effort in Carstairs and I think that once a community starts to progress and go forward with especially the environment issue, then we're already contributing globally to a more sustainable world as well as a community."

Thompson says some existing examples of sustainability include the gazebo in Memorial Park, which provides a stage for cultural activities, and the Carstairs Lions Recycle Centre, which ensures materials are being recycled.

All municipalities across Canada have been asked to develop similar plans in their communities by the federal government in order to receive the maximum amount of funding from the government's Gas Tax Fund. The Alberta government is also enforcing a similar policy by requiring all municipalities to complete a plan in order to receive maximum funding from the province's

Municipal Sustainability Initiative.

Most communities rely heavily on funding from both levels of government.

Thompson is in the midst of establishing a 10-person steering committee of local community leaders who will meet to discuss ideas and possible short-term and long-term solutions. The committee will have until the end of June to draft a report outlining its findings to council.

Sometime in the next five months Carstairs residents will be invited to an open house to provide their input on the initiative.

Thompson emphasizes that while the environment is certainly a key part of the initiative, it isn't the only area that residents should be thinking about. During her presentation to council on Jan. 26, she identified "sustainability" as being, "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

"I think this plan brings the four

aspects together and there's a nice balance there and I think that's a really big part of it and that we're not just concentrating on the environment, which I think a lot of people get, and I think that's what makes this initiative (unique)."

In the coming months members of the steering committee, council and directors of various Town of Carstairs departments will undergo a training program dubbed "The Natural Step" that will help them identify, access and apply various concepts of sustainability in the community.

Thompson says that the initiative is certainly challenging for all involved, including the community, but will be immensely beneficial in the future.

"We think we are doing everything we can but as more information comes to us we'll be able to make bigger strides in achieving a more sustainable environment in Carstairs."

# Focus on sustainability: social and culture

BY MARK LAYCOCK  
*Courier Staff*

*In part two of an ongoing series examining the Town of Carstairs' Municipal Sustainability Initiative, the Courier discusses the unique cultural and social traits of Carstairs with sustainability coordinator Jan Thompson.*

Many community leaders and residents agree that Carstairs sets an example of what community volunteering can accomplish when dedicated individuals organize to tackle an event.

It is this commitment by countless residents that helps support the cultural and social characteristics of the town. Without it, events such as the Mountain View Music Festival and Beef and Barley Days may never have achieved the appeal they enjoy today.

This volunteerism is driven by the community spirit and dedication that residents share with one another. Through it various talents have been discovered across the community, and many of them have fostered new talent and growth in both pillars.

"They just want to make Carstairs a great place to live and it's a great place to come home to," says Thompson.

"It's nice when you see people who aren't paid to do this but they have a dream and have some really good suggestions and thoughts about what they would like to see in the town for their family or families like theirs."

As part of the foundation for the plan, Thompson is asking for those kinds of individuals (and you shy folks too) to provide suggestions on how to preserve the town's unique social and cultural elements, while not impeding further progress.

Thompson defines the cultural pillar as: development of a cultural dimension within the community to ensure the creation of a vibrant and festive community that exudes a sense of identity and belonging.

Social is defined as: development of social and community services including the recognition of the historical and cultural context of the community and the ability to develop inclusive neighbourhoods and housing to meet wide ranges of demographics and economic markets.



Some possible descriptions of success would be:

- Carstairs retaining its friendly, welcoming community atmosphere.
- Carstairs providing expanded artistic and cultural opportunities for residents and visitors.
- Heritage facilities that appeal to all age groups.
- Visitors and residents able to enjoy healthy living opportunities
- A safe community with visible policing and emergency services
- Adequate and accommodating services for seniors

Thompson admits some residents may be put off by the word "sustainability," but says that residents have

always been doing it without knowing. "Sustainability may be a new word for some people and a new concept, but I think Carstairs all along has tried to add culture and social aspects to the community such as the arena and the curling rink. All those sorts of things make a community a place you want to be."

To help encourage residents to start thinking about ways to improve these pillars, residents are invited to a sustainability workshop on April 22 from 6 to 9:30 p.m. at the Legion during the town's first Sustainability Week, which runs from April 20 – 24.

Thompson says attendees will take part in exercises, activities and brainstorming sessions.

"Five people will have some great ideas, but 2,700 people will have even more ideas," adds Thompson.

In addition, a questionnaire for residents has been drafted that can be picked up and dropped off at the town office or the library.

*Next week: Economics and governance.*

## How to get involved:

- 1) Stop by the town office or call in at 403-337-3341
- 2) Fill out a questionnaire and let your voice be heard
- 3) Sign up to participate in the sustainability workshop on April 22
- 4) Visit the soon to be completed sustainability website: [www.carstairsustainability.ca](http://www.carstairsustainability.ca)
- 5) Send a letter to council expressing your ideas or concerns

# Focus on sustainability: governance and economics

BY MARK LAYCOCK  
*Courier Staff*

*In part three of an ongoing series examining the Town of Carstairs' Municipal Sustainability Initiative, the Courier discusses the future of economics and governance in Carstairs with sustainability co-ordinator Jan Thompson.*

As if small-town businesses weren't having a hard enough time fending off the advances of large retail stores, an economic recession just had to blow in.

In the past few years Carstairs businesses, and even those of surrounding towns, have been trying their hardest to convince shoppers to visit their local shopping centres. As most residents will notice, many have pushed forward against the onslaught of big-box marts, while others haven't been so lucky.

Business owners, and even the town of Carstairs, are always in search of new ways to keep business local, and all it may take is a few small ideas and one big brainstorming session.

Such an issue is one of a handful identified in the economic pillar of the Carstairs Municipal Sustainability

Initiative. The initiative invites people of all ages to discuss their ideas for the future of not only the local economy, but also governance, culture, social progress, and the environment.

Jan Thompson, sustainability co-ordinator, says ideas to keep a healthy economy should centre around four key aspects:

- Providing a wide range of jobs and training opportunities
- Providing sufficient land and buildings to support economic prosperity and change
- Dynamic job and business creation
- A strong business community with links into the wider economy

In terms of governance, Thompson says strong leadership in council and even in various community boards and groups is crucial in ensuring everyone is contributing a positive message to the town. In turn, this also creates an even stronger sense of community pride as residents see improvements made to the town.

"They want their community to be a desirable place to live, so they want to see a nice Memorial Park where they can entertain compa-

ny... everybody wants a nice school or a couple of these schools. We need all these things, those are the things that bring people to a community," says Thompson.

The determination of small groups to introduce something to the community has the ability to have a profound impact on the town if ideas are brought to council and carried out.

Thompson notes one such idea by a local woman who proposed planting birth trees, whereby residents would plant a tree in a town green space when they have a child. Such an idea not only instills a sense of community pride, but also makes Carstairs a little greener in the process.

"It's great that this person wants their community to have a little bit more and it's a different idea."

Thompson is inviting any residents with ideas or concerns to attend a sustainability workshop on April 22 from 6 to 9:30 p.m. at the legion, during the town's Sustainability Week, which runs from April 20 – 24.

For more information on the initiative, please call Jan Thompson at 403-337-3341.

Next week: the environment.

# Focus on sustainability: protecting Carstairs'

## environment

**BY MARK LAYCOCK**  
*Courier Staff*

*In part three of an ongoing series examining the Town of Carstairs' Municipal Sustainability Initiative, the Courier discusses environmental awareness in Carstairs with sustainability coordinator Jan Thompson.*

Being environmentally conscious isn't a difficult concept to undertake. It can be as simple as holding on to that empty cup until you come upon a trash can, or starting a newspaper pile in your garage as opposed to cramming everything into the garbage bin.

While we all have our own little ways of doing our part, sustainability co-ordinator Jan Thompson says it takes the ideas and co-operation of the whole town to ensure the town moves forward with a unified vision.

The final pillar of the town's upcoming Municipal Sustainability Initiative has the most relevance to what is a pervasive movement towards a healthier and more sustainable environment. Because of this, Thompson is expecting this pillar to have the largest and most passionate response from resi-

dents looking to contribute to the initiative.

"Environment is really easy for people to understand because we've all been inundated with recycling and (to) be good to the earth... that's what we've grown to understand and get," say

such features as vegetation, water bodies and wetlands and air quality. Built elements include building designs and specifications, energy efficiency and durable buildings.

Thompson points out that the town has already undertaken several projects either with environmental consciousness in mind, or for the sole purpose of encouraging the activity. Such projects include:

- Recycling services
- Garbage rollout bins
- Encouraging green building from developers
- Constructing the Memorial Park concession to conform to efficiency standards

- Town spring cleanup

At the sustainability workshop, which is being hosted tomorrow night from 6:30 to 9:30 p.m. at the Legion, Thompson is hoping residents will share their ideas for how to make Carstairs a more environmentally friendly place to live.

"I think there are always people who are always interested in pre-serving what we have and taking care... and there will always be those who are not interested or feel they don't have the time or interest," says Thompson.

***"Environment is really easy for people to understand because we've all been inundated with recycling and (to) be good to the earth... that's what we've grown to understand and get"***

**JAN THOMPSON**  
*Sustainability Coordinator*



Thompson. The environmental pillar is comprised of natural and built elements. Natural elements include



# Sustainability workshop gathers feedback

**BY MARK LAYCOCK**  
*Courier Staff*

Residents looking to lend a voice to the future of Carstairs met with town representatives and engineers to share ideas last Wednesday night at the legion.

The Sustainability Workshop was the end result of months of planning by sustainability planner Jan Thompson and the town's engineering firm AECOM as part of the upcoming Municipal Sustainability Plan.

The plan is designed to ensure Carstairs is sustainable in five key areas: governance, culture, social, environment and economic.

Thompson said she was pleased with the turnout, citing the interest from those in attendance as a good indication that residents are passionate about moving the community forward.

"There were some really good ideas that came of it; some that really surprised me, which I think makes it so interesting that people from the community from all walks of life have all kinds of experiences and incredible ideas of how they see Carstairs in 20 years.

The workshop broke participants into groups that would gather and discuss ideas to progress the town in each of the pillars.

Daniel Fisher said he didn't have a whole lot to

***"There will be some projects that will obviously take more than one year, and there will be some projects that are costly, and so we have to pick and choose which ones are feasible to do."***

**JAN THOMPSON**  
*sustainability co-ordinator*

say before coming out, but once there he identified a lot of areas that could be improved such as easier access to health care and the beautification of Main Street.

Fisher, who has been a resident of Carstairs his whole life, came with his family, including his daughter Natasha who serves on the

Sustainability Committee. One area that caught his attention was continued growth of the downtown area.

"We are starting to see a little bit more vibrant downtown area, but we still have some abandoned buildings that really look horrid in areas that would really be nice to get rid of; either update the buildings or get rid of them entirely," said Fisher.

AECOM consultant Sue Sanderson said some common issues brought up by residents included providing more opportunities and recreational facilities for youth and increasing awareness of local businesses.

"They'll work to get it done and they'll join committees and they'll clean parks. They just want something to happen and they want to see those baby steps to see that they are being listened to and changes are happening," said Sanderson.

The next step in the process is for a report to be drafted and presented before the public and then to council for approval some time next month.

Following approval the town will gradually examine and implement suggestions.



Mark Laycock/Carstairs Courier

**LEARNING EXPERIENCE** - Residents gather at a centre during the Sustainability Workshop, held at the Legion last Wednesday.

"It gives you a feeling of pride and success right away," says Thompson. "There will be some projects that will obviously take more than one year, and there will be some projects that are costly, and so we have to pick and choose which ones

are feasible to do." Residents are still invited to submit questionnaires regarding sustainability until April 30. The forms can be picked up and dropped off at the Carstairs Public Library or town office.

Following the plan's submission to council residents are still welcome to add comments, as the plan will continue as a living document that can be modified.



# Sustainability report unveiled

BY MARK LAYCOCK

*Courier Staff*

Carstairs has already implemented several sustainable programs, events, regulations and services, but there is always room for improvement, concludes the recently released sustainability report.

The 50-page Town of Carstairs Community Sustainability Plan outlines suggestions, details and implementation plans for improvements in five key pillars of the town: social, cultural, environmental, economics, and governance.

The draft copy was unveiled to the public during an open house held at the Half Century Club last Thursday.

The report is the product of discussions between the Sustainability Committee, numerous consultations, public surveys and a workshop with residents over the last seven months.

The report is designed to act as a guide for council to ensure that Carstairs will continue to grow as a sustainable community well

into the future. Although council is not necessarily obligated to fulfill the recommendations, council is asked to refer to the document on a yearly basis and consider various programs and initiatives and apply them to future development.

Sustainability co-ordinator Jan Thompson says that despite input from the community being a bit lower than she'd hoped, the committee still accomplished the goals it had established.

"It would have been nice to see more participation, but really when I look back at the numbers we had and these public open houses, larger communities had less than what we had, so that was encouraging."

One point Thompson and the report both stress is that several of the suggestions and recommendations made by residents at open houses have already either been implemented in the past, or are currently underway. Thompson said this discovery was certainly encouraging, as it showed that the town and its residents have been try-

ing to be sustainable for some time.

The report is composed of various descriptions of success that can be achieved in the next 20 years. Each description is measured by how long it would take to achieve that goal—one year, two to five, five to 15, or 15 or more years.

For example, from the social pillar it was identified that youth should be included at town council. Ways of implementing this could be by educating children about local government at school and including youth on various committees. The report says that this could be accomplished any time in the next 15 years by raising awareness for youth or starting various youth programs or youth business partnerships.

Thompson says the suggestions outlined in the report are only the beginning and that as the years progress new goals and suggestions can be added.

The document will be monitored by the yet to be formed Sustainable Implementation Advisory

Committee. The committee will review the document annually to measure successes and keep track of the progress of various goals. Council is asked to refer to the document every year to see what could be accomplished in the next year's budget.

Every five years the document will receive a thorough review and update to keep up new developments and changes in the community.

"That's the important part is that we do monitor it on a yearly basis. We're thinking every year it will be gone through and it will be decided upon what we have money for and what is feasible and what is a priority, and every five years we'll look through the whole plan," explains Thompson.

Residents are welcome to review the plan once it is finalized and approved by council at the end of July. Anyone looking for more information, or who is interested in joining the advisory committee, is asked to contact Jan at (403)-337-3341.