Report

TO: MAYOR AND COUNCIL   FILE:

FROM: C.D. COATES, CAO

DATE: MAY 26, 2015

SUBJECT: ICSP DECISION MAKING FRAMEWORK – DRAFT POLICY

BACKGROUND

The District's Integrated Community Sustainability Plan contains the a section entitled "Appendix G Decision Making Framework" which is intended to serve as an overarching set of high level sustainability considerations with respect to issues that come before the District.

STRATEGIC PRIORITIES

Council's Draft 2015-2018 Strategic Priorities addresses giving consideration to implementing Policy to utilize the Decision Making Framework. Council approved a Committee of the Whole recommendation at the May 19, 2015 regular meeting, to advance this item for consideration ahead of completion of the Strategic Planning consultation which is now underway.

DISCUSSION

The ICSP established a number of Priority Actions shown on "Appendix B: Priority Actions" attached. In connection with overall decision making, the Sustainability Appraisal Form was adopted as Policy in 2011 and reviewed and modified in 2014. A copy of that Policy and the Appraisal Form is also on the June 1st meeting agenda as for further consideration by Council. The other issues in the Priority Actions are complete, underway or included in the Draft Strategic Priorities for 2015-2018

Section 1.6 of the ICSP indicates that Council will be considering enacting corporate tools for decision making. The Sustainability Appraisal Form is a significant and complex tool to help inform decision making. At the time the enactment of the Appraisal Form as Policy it was rather intentionally limited to high level land use applications in order to meet an objective of maintaining current staffing levels and keeping an orderly continuum of process and progress to avoid bogging down both staff resources as well as the political processes for Council and for property owners seeking to accomplish certain goals within the existing constraints of District Bylaws and Policies.

The ICSP Decision Making Framework too should have similar consideration given to enacting policy to effectively and efficiently mandate its use within existing resource constraints.

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Parameters for Use Land

Use Issues
The Sustainability Appraisal Form is already in use to inform higher level Land Use considerations. it would seem to be unnecessary to use the Decision Making Framework tool as an additional layer of consideration where the Appraisal Form is being utilized.

All Issues
From a workload perspective, it would be impractical to suggest that this tool be utilized for all other decision making given the resources that would be necessary to accomplish that depth of analysis on every issue that presents itself.

Strategic Issues
It would seem more logical for use, at least initially, to use this tool to analyze Council's Strategic Priorities as they come forward in the Operational Plans to provide a high level and wide spectrum portrait of the issues being considered.

This latter approach would perhaps provide an ideal test for initial implementation into the decision making process at both the staff and political levels. As well this approach would be very consistent with the high level, overarching considerations that are analyzed through the various elements of the tool, and again ensures that the ICSP is part of the consideration in connection with the strategic priority work items that come forward.

Draft Policy

The Draft Policy attached, if approved would embed the requirement for utilization of the ICSP Decision Making Framework for all work items flowing from Council's Strategic Priorities. Over time this could be further analyzed to consider whether it accomplishes the extent of the objectives it was intended to or whether there is an appetite, and a resource capability, to have it apply beyond the strategic level.

STAFF RECOMMENDATION

It is recommended that Council approve Policy No.11-110 implementing the use of the Sustainable Highlands Decision Making Framework.

Respectfully Submitted

Christopher D. Coates
Chief Administrative Officer

Attachs.

s:\cao\memo-reports\ICSP Decision Making Framework Policy

Appendix B: Priority Actions

Rec. No.	Recommendation from STF Report	Derived Action	Short Name	Description from STF Report (edited, with additions)	Main Strategy Area Link	Lead Organization	Assist
35	Create a volunteer local food production task force	Create a volunteer Local Food Production Task Force that would promote local food production and consumption.	Local food production task force	A Local Food Production Task Force could undertake the many initiatives that would promote local food production. These might include promotion in the Essential Highlands Guide, ensuring that the new Community Centre is supportive of a farm market, organizing local food production facility tours, community gardens, demonstration operations, and facilitation of farm gate, brown box and specialty product sales to restaurants. A Local Food Production Task Force appointed by council could evolve over the longer-term into a permanent Local Food Production Council.	Food	SSAC	
40	Create a 'Sustainability' section on Highlands website	Create an ongoing, interactive sustainability section on the District of Highlands website.	Website sustainability section	A Sustainability page on the Highlands website will make it easier for community members to educate themselves on sustainability, available clean technologies, share success stories, local experience and lessons learned. Content could include: • energy efficiency and alternative energy technologies available to Highlands homeowners, • information about the financial and environmental benefits of various technologies, • a forum for Highlands' community members to easily access and share success stories and lessons learned.	Healthy Community	DoH	
37	Adopt and utilize a sustainability appraisal form	Develop and adopt a sustainability appraisal form for buildings and developments.	Sustainability appraisal form	Revise and adopt the sustainability appraisal form developed by the STF to incorporate the goals and principles in the ICSP to encourage community sustainability objectives in new development and buildings. The form is to be used by Council in approving projects to ensure sustainability objectives are explicitly considered.	Buildings and Sites	DoH	
38	Develop a sustainability communication and education strategy	Develop and implement a communications strategy for the Highlands ICSP.	ICSP communications strategy	Council could demonstrate leadership by providing information on the ICSP and the importance of sustainability for Highlands (a Sustainability Road Map for the Future). This could be initiated in a Committee of the Whole meeting. A summary document from council	Healthy Community	DoH	Community groups

#	Goal	Action	Strategy	Description	Category	Lead	Partners
				outlining the ICSP and how it will be used for decision-making, along with the set of priority actions, delivered to each household, would set the stage for further discussions and community involvement. A key challenge is how to connect with community members, in particular youth.			
27	Protect/restore natural habitat representative of the Coastal Douglas-Fir ecological zone	Develop policies for protection and restoration of representative Coastal Douglas-Fir habitat in all land use and development policies, regulations and decisions.	Protect Coastal Douglas Fir	The District can and should maintain and enhance areas of Coastal Douglas-Fir habitat & connecting corridors by acquiring new publicly owned green space (e.g. through ecological gift programs) AND by developing zoning, taxation and land use policies that encourage strong and enduring protection of privately-owned green space.	Land Use and Natural Areas	DoH	
9	Improve public transportation, park & rides, and carpooling	Create a carpooling and park-n-ride strategy.	Carpooling strategy	Council could work with the HDCA and other community organizations to promote carpooling and to designate a central place where people can meet for carpooling near an existing shuttle stop, provide community members with information on the benefits of carpooling, and explore methods to help facilitate carpooling and communication (e.g. online scheduling, car-stop program). Consideration should be given to the advantages of linking community centre and village centre concepts with park and ride, and park and carpool locations.	Transportation	HDCA CISSC	DoH
8	Improve pedestrian and non-motorized corridors and road safety	Implement the Roadside Trail Plan and cycling lanes	Multi-use trail	Council should place a priority on provision and improvement of trails and corridors for non-motorized and high efficiency vehicle use (pedestrian, cycling, horseback riding, skateboarding, long-boarding, scooters) with a priority on the north south connector between the southern boundary near the Municipal Office and the Caleb Pike centre, with connections to Munn Road and the Thetis Lake trail system. Programs may include improvement to existing trails and establishment of near-road trails and point-to-point connectivity (non-roadside) trails. Council has prepared for more multi-use trails by formalizing the trails standards to support application for appropriate grants. This recommendation puts an emphasis on the Millstream corridor as the highest priority focal point for trails development.	Transportation	DoH	DoH

SUBJECT: Sustainable Highlands Decision Making Framework	SECTION: Council Organization and Processes
	POLICY NO: II-110

PURPOSE

The purpose of this Policy is to enact and to establish the conditions of use for the Sustainable Highlands Decision Making Framework that it established as Appendix G in the Integrated Community sustainability Plan (ICSP).

APPLICATION

The Sustainable Highlands decision Making Framework, attached to and forming a part of this Policy shall be used as follows:

1. **Scope**

   The Sustainable Highlands Decision Making Framework will be used to analyze items Operational Plan Items brought forward from Council`s approved Strategic Priorities.

2. **Process**

   District Staff shall prepare an analysis of all Strategic Priorities Operational Plan items at the appropriate time, encompassing the all of the parameters contained within the Decision Making Framework. This will provide the requisite depth of information to inform Council and the public of the projected implications prior to decisions being made with respect to the issue being considered. In addition, this analysis will ensure that the principles of the ICSP are considered in strategic level decision making.

ADOPTED BY COUNCIL: _____   Resolution: 125/2010

AMENDED BY COUNCIL: Resolution:

Appendix G: Decision Making Framework

Sustainable Highlands Decision Making Framework   Page 1

An Integrated Community Sustainability Plan is the community's highest level policy and guides decision-making at all levels. Ultimately, the vision articulated in the ICSP is implemented through daily decision-making. Below is a worksheet that outlines four strategic questions to help assess any type of action, (plan, policy, project, research, procurement, practice new or old) by using the Sustainable Highlands sustainability framework to inform decision-making. For a more comprehensive and user-friendly version of this tool, visit the www.highlands.bc.ca/sustainability web page.

NAME OF PROPOSED ACTION:

BRIEF DESCRIPTION OF THE ACTION:

DATE:

REVIEWED BY:

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1 DOES THE ACTION MOVE HIGHLANDS TOWARDS OUR SHARED VISION OF SUCCESS?

Indicate the top Sustainable Highlands Strategy Areas that the action supports:

- [ ] 1. Buildings and Sites
- [ ] 2. Economy and Work
- [ ] 3. Education and Leisure
- [ ] 4. Energy
- [ ] 5. Food
- [ ] 6. Healthy Community
- [ ] 7. Land Use and Natural Areas
- [ ] 8. Transportation and Mobility
- [ ] 9. Water and Waste Systems

Which main Descriptions of Success would the action move us **toward**?	Are there any Descriptions of Success that the action may move us **away from**?
1.	1.
2.	2.
3.	3.

How could we **maximize** the positive impacts of the action?	How could we avoid or **minimize** these potential negative impacts of the action?
1.	1.
2.	2.
3.	3.

2   DOES THE ACTION MOVE HIGHLANDS TOWARD OUR SHARED SUSTAINABILITY OBJECTIVES?

To reduce and to eventually eliminate Highlands' contribution to:

	Toward Quickly	Toward Slowly	Neutral	Away	If 'away,' how could you **avoid or minimize** this?
Ongoing build-up of substances (scarce metals, fossil fuels) taken from the earth's crust.	☐	☐	☐	☐	
Ongoing build-up of toxic substances produced by society.	☐	☐	☐	☐	
Ongoing degradation of natural systems by physical means.	☐	☐	☐	☐	
Undermining the ability of people to meet their human needs.	☐	☐	☐	☐	

3   DOES THE ACTION PRESENT A FLEXIBLE PLATFORM FOR FURTHER MOVEMENT TOWARDS A SUSTAINABLE HIGHLANDS?

Eventually the Highlands will need to **eliminate** the contribution to the four unsustainable practices above. In general, choosing actions that are as flexible as possible will help you avoid dead end situations that might prevent you from reconciling short term tradeoffs and fully meeting your sustainability objectives. If technical or economic conditions change in the future, investments in flexible solutions will help ensure that these changes do not bring overly punitive costs and do not limit our ability to adapt.

Use the space to the right to indicate how your action incorporates long-term flexibility.

> The action incorporates long-term flexibility by:

4   DOES THE ACTION PRESENT A GOOD FINANCIAL INVESTMENT?

	Capital: $		Operating: $/year	
What is the approximate cost of the action?				
Does this action reduce long term operating costs/ have a strong return on investment?	☐	Yes	☐	No
If so, what is the approximate associated pay-back period for the investment?	Years:			
Have non-market costs been considered in your decision making?	☐	Yes	☐	No
Are there financial costs to other stakeholders or citizens from the implementation of this action?	☐	Yes	☐	No

Given your assessment of the benefits, challenges and long-term costs associated with this action, what is your level of comfort with moving forward?

☐	Strongly support this action
☐	Support in principle, but support will depend on how the action is executed
☐	On the right track, but more information and/or substantial changes are required. Currently, not comfortable supporting this action.
☐	The action as proposed is not supportable.