

Municipal Sustainability Plan

VILLAGE OF DELIA



***“A FRIENDLY, SAFE, EXTREMELY VISIBLE
COMMUNITY THAT OPERATES ON THE
CORE OF VOLUNTEERS THAT VALUE
SMALL TOWN LIVING”***

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The future is not something we enter.

The future is something we create

- Leonard I. Sweet, Author/Futurist

Introduction

Welcome to the Village of Delia's journey to municipal sustainability. The following document presents key material undertaken by Delia in cooperation with Palliser Regional Municipal Services Company Ltd (PRMS). This document is structured to take the reader through the background, preparation and approval process for Delia's Integrated Community Sustainability Plan (ICSP).

The key elements to note are:

- Delia's definition of sustainability
- The origins of municipal sustainability
- How Delia's process was shaped by The Natural Step framework for decision making
- How AUMA's concept of the Five Pillars of Sustainability has been utilized
- The AUMA process for creating a Integrated Community Sustainability Plan
- The Results!

The process began with the Village of Delia corresponding with Palliser Regional Municipal Services to facilitate in an Integrated Community Sustainability Plan. Delia organized a steering committee. Subsequently Council, Administration and the steering committee took training in The Natural Step. After training, the steering committee got down to business compiling current reality data, creating descriptions of success and action plans to achieve the goals set out in the descriptions of success.

Ultimately, this process was undertaken to meet the requirements set out in the revenue sharing agreements between the federal, provincial and municipal governments under the *New Deal for Cities and Communities*.



What Is Sustainability?

“Sustainability” is defined as living in a way that meets the needs of the present without comprising the ability of future generations to meet their own needs.

Municipal Sustainability Planning is an opportunity for municipalities to look long-term at the communities they want and take proactive steps to move there.

What is a Integrated Community Sustainability Plan?

According to the Alberta Urban Municipalities Association Guidebook to sustainability, on which this planning exercise is based, an Integrated Community Sustainability Plan is:

A high level overarching document that guides the community into the future. It can best be viewed as a strategic business plan for the community that identifies short, medium, and long term actions for implementation, tracks and monitors progress, and is reviewed and revised on an annual basis. An ICSP, therefore, provides guidance for the development or alignment of all municipal plans and documents.

Why?

In 2004, the Federal Government outlined plans to give municipalities a portion of the federal gas tax. One of the principles for sharing these taxes was the concept of “environmental sustainability”, which became known as the “New Deal for Cities and Communities” or as the “Gas Tax Fund”. In order for communities to continue to access the maximum funding available from the federal government, the federal-provincial agreement states that all municipalities will have to develop an *Integrated Community Sustainability Plan*. Eligible capital based projects which can be funded through this program include public transit, community energy, local roads, water, wastewater and solid waste infrastructure improvements. Funds can also be utilized for capacity building within a community, including development and implementation of a Sustainability Plan, collaborative, integrative or knowledge based infrastructure improvements and transportation studies which address safety and/or environmental impact concerns. The level of funding is based on an annual capital allotment.

A ICSP is essentially a high level document that guides your community into the future. It can be best viewed as a strategic business plan for your community that identifies short, medium and long term actions for implementation, tracks and monitors progress, and is reviewed and revised on an annual basis. Your ICSP will reflect on what your community wants and help move your community towards your desired state rather than reacting to problems as they arise.

The Alberta Urban Municipalities Association (AUMA) support communities in the creation of Integrated Community Sustainability Plans. A Integrated Community Sustainability Plan Guide, created by AUMA, and available online at www.msp.auma.ca, was extensively referenced throughout the creation of this document.

Projects Eligible for Funding

Projects eligible for funding under the New Deal for Cities and Communities are as follows:

Public Transit:

- Rapid Transit: includes light rail, heavy rail additions, subways, ferries, park and ride facilities
- Transit Buses: bus and/or bus stations.
- Transportation signaling, passenger and traffic information and transit operations
- Capital investments, such as High Occupancy Vehicle (HOV) lanes.

Water

- Drinking water supply, drinking water purification and treatment systems, drinking water distribution systems, water metering systems.

Wastewater

- Wastewater systems, including sanitary and storm water systems.

Solid Waste

- Waste diversion, material recovery facilities, organics' management, collection depots, waste disposal landfills, thermal treatment and landfill gas recuperation.

Community Energy Systems

- Cogeneration or combined heat and power projects (where heat and power are produced through a single process).
- District heating and cooling projects [where heat (or cooling) is distributed to more than one building].

Active Transportation Infrastructure

- Local roads, bridges, tunnels and pedestrian systems that enhance sustainability outcomes.

Capacity Building

- Collaboration: building partnerships and strategic alliances, participation, and consultation and outreach.
- Knowledge: use of new technology, research, and monitoring and evaluation.
- Integration: planning, policy development and implementation (e.g., environmental management systems, life cycle assessment).

Municipal Sustainability Plans and Other Municipal Planning Documents

The role of the Integrated Community Sustainability Plan is to set targets as a roadmap to where energy efficient technologies are the norm and resource conservation is wide ranging. The ICSP is to be used in co-operation with other planning documents.

Capital Planning

This plan would have the most influence on the yearly Capital Plan, where Council determines where to best invest resources. After all, since the purpose of the Integrated Community Sustainability Plan is to direct the spending of the gas tax allocation, it is key the items presented for action become part of future municipal works. The key to success of the Integrated Community Sustainability Plan is ensuring the activities proposed translate into concrete actions via monetary or social capital investments.

Municipal Development Plan

The Municipal Development Plan (MDP), supports and promotes initiatives which are ecologically and environmentally friendly. An MDP addresses such items as the direction and timing of new development and conditions regarding how growth and development occurs. As such, the ICSP can be considered the municipal document which sets out citizen-derived development intentions and the MDP organizes the implementation of these intentions.

Land Use Bylaw

The Land Use Bylaw (LUB) is more prescriptive than the MDP by controlling the technical use and development within the municipality. This is achieved by regulating specific uses, setbacks and development standards. The LUB also defines the development approval process, guiding proposals for growth through the municipal approvals system from concept to construction. This ICSP should have significant impact on future LUBs by compelling developers and citizens to construct buildings in a fashion which supports the pillars of sustainability presented herein.

Area Structure Plans

An Area Structure Plan (ASP) sets the development pattern for undeveloped land. Essentially ASPs describe the phasing, proposed land uses, population densities and sequence of development. They indicate transportation routes, utility corridors, open space and built-up areas. Future ASPs will be required to have a section within the plan indicating how the future development will meet the principles of the five pillars of sustainability.

Understanding Sustainability

Supported by the AUMA, “The Natural Step” (TNS) is a universally adopted approach which was developed by Dr. Karl-Henrik Robert to create a framework for discussion of sustainable concepts. With declining resources and increasing demand for these resources, one of the components is the “Funnel” (Figure 1) created by a narrowing margin between these resources. In order to keep these two lines from intersecting, sustainability planning is crucial. First, awareness of the current situation must be understood. Then, by a method of “*Backcasting*” (Figure 2), which means starting first with the desired outcome in mind and then identifying present day actions to move in the direction of that outcome. The outcome, or “vision”, should also be consistent with sustainability principles to ensure that the basis for our economy and livelihood, i.e. natural systems and the materials and services they provide, are protected for future generations to access.

Figure1 – The Funnel

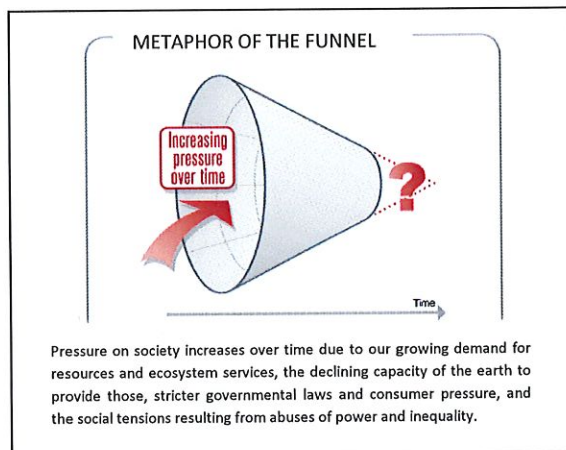
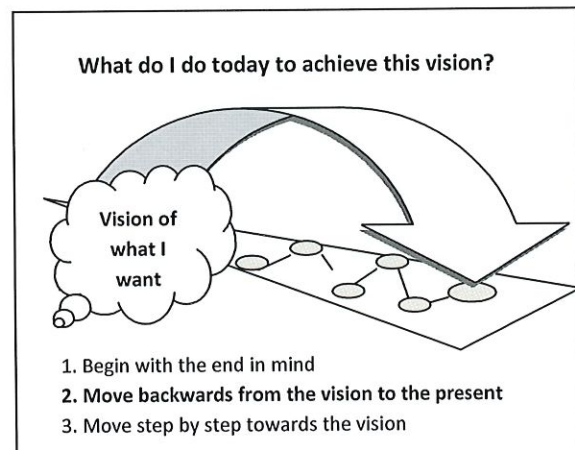


Figure 2 - Backcasting



Source: <http://www.thenaturalstep.org/en/canada>

Developing a Sustainability Plan for Delia – Sustainability Principles

As suggested in the AUMA's guidelines for communities creating a Integrated Community Sustainability Plan, the following principles are to guide future strategies and actions in the Village to provide a long term sustainable future:

- Provide a long-term vision for Delia based on sustainability; intergenerational, social, economic and political equity; and our community's individuality.
- Achieve long-term economic and social security.
- Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
- Enable Delia to minimize our ecological footprint.
- Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable community.
- Recognize and build on the distinctive characteristics of Delia, including our human and cultural values, history and natural systems.
- Empower people and foster participation.
- Expand and enable cooperative networks to work towards a common, sustainable future.
- Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
- Enable continual improvement, based on accountability, transparency and good governance.

Principles of sustainability, in accordance with The Natural Step method, are used to guide decisions made in a community to move it toward a more sustainable future. In a sustainable society:

Nature is not subject to systematically increasing

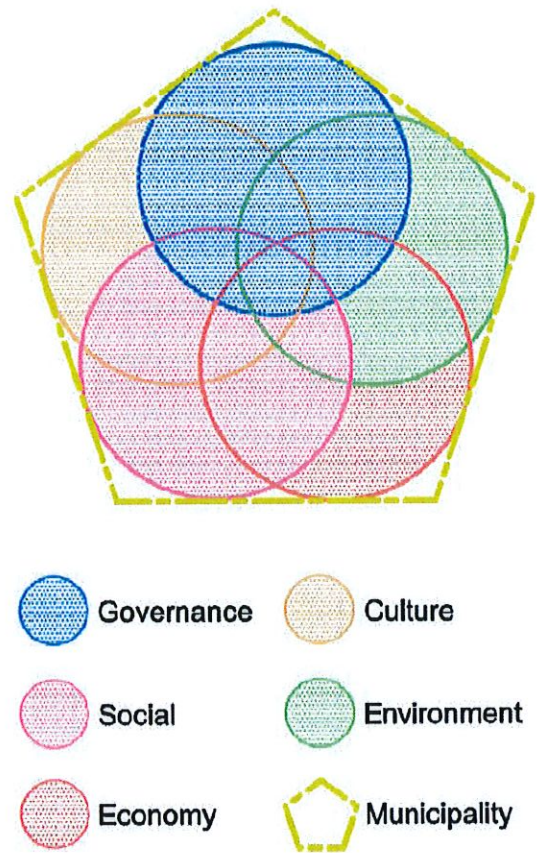
- *Concentrations of substances extracted from the Earth's crust*
- *Concentrations of substances produced by Society*
- *Degradation by physical means; and*
- *People are not subject to conditions that undermine their ability to meet their basic human needs.*

The Five Pillars

Moreover, the Integrated Community Sustainability Plan (ICSP) will reinforce the community's vision statement, goals and strategies and provide tools to assess the implications of decisions in five areas, as referred to in the AUMA guide as the "five pillars of sustainability". These pillars are:

The Five Pillars of the Sustainable Community

- **Environment** –Preserving quality and natural built environments that minimize the negative impacts of development.
- **Economy** –Creating a flourishing and diverse local economy through decisions that create conditions conducive to economic development and communities in which people want to live and do business.
- **Society** –Allowing the growth of communities that promote stability, diversity and a high quality of life for all.
- **Culture** –Celebrating vibrant and festive communities for the expression and enhancement of a distinct identity and strong sense of place.
- **Governance** –Ensuring transparent, collaborative, and inclusive decision making in which representation and leadership is accountable to the community.



With an understanding of these sustainability principles and concept of the five pillars of sustainability, the next step taken was to engage in a process for the development of an ICSP.

Methodology & Process Development

(Appendix A)



Common Elements of Successful ICSPs

Some common elements of successful Integrated Community Sustainability Plan include:

Political will to commit resources: Having the political will to implement the plan accompanied by an adequate commitment of financial and personnel resources. Although the process is meant to engage the broader community, its success or failure will rest on the leadership and support of Council to the process. This leadership will be called upon throughout the process to provide guidance and steer the process in case problems arise. It is for this reason that AUMA will also offer an alternate and less comprehensive Guidebook for Integrated Community Sustainability Plan. Before municipal leaders choose the leadership path that includes full engagement of the community, the role and obligations of the municipal leaders must be fully understood and committed to. Sustainable community/municipal planning can begin with a shorter process than the one found in this version of the Guidebook.

Vision-Led Process: A desired vision of a successful outcome that generates energy and enthusiasm and gives purpose and meaning to inspire the contribution of time and effort.

Backcasting: Backcasting means starting first with the desired outcome in mind *and then* identifying present-day actions to move in the direction of that outcome. The outcome, or “vision”, should also be consistent with sustainability principles to ensure that the basis for our economy and livelihood, i.e. natural systems and the materials and services they provide, are protected for future generations to access.

Picking the low-hanging fruit: Low-hanging fruit are those actions that garner early agreement, are obtainable in the short-run, and can demonstrate success to generate momentum. In a community, this can be something as basic as getting a group together to clean up a visible vacant lot.

Democratic process: At the heart of Integrated Community Sustainability Plan is a commitment to a bottom-up participatory change process that engages citizens in designing the specific steps to move toward the desired vision. Using a democratic, participatory process to involve the “implementers”, i.e. partner organizations who will be responsible for implementing parts of the plan, is key to successful adoption and implementation of actions toward change.

Leading from the side: This describes a particular leadership style taken by process leaders that allows planning and action plans to emerge from the process, rather than imposing predetermined strategies or projects. Leadership from the side provides clear guidelines, then elicits ideas from participants for how to apply them.

Taking a systems approach: The approach to change is comprehensive and integrated, aimed at bringing about change throughout the range of planning areas. A conventional, less effective approach addresses issues on a one-by-one basis.

Broad involvement: A wide representation of community participants takes part both in the creation of a positive vision and in the steps toward achieving that vision. Broad involvement of citizens and implementers helps assure that change will happen, since those responsible for making it happen are involved in shaping the proposals from their beginning, again the idea of “involving the implementers”.

Keeping it going: Planning in cycles, testing early action proposals, ongoing education and training programs, monitoring the effectiveness of actions with indicators, all guided by the vision and sustainability principles, help institutionalize change and keep adopted practices going over time

Source: <http://www.msp.auma.ca>

Secure Council's Commitment

At the Regular Meeting of Council held March 23, 2010 the following Resolution was presented and accepted, enabling a Citizen Advisory Group, to take action towards the creation of a Village of Delia Sustainability Plan.

RESOLUTION # 131:09

WHEREAS the Village of Delia has agreed to partner with Palliser Regional Municipal Services to create a Integrated Community Sustainability Plan addressing issues and/or concerns in the 5 pillar/dimension areas outlined by AUMA leading the Village and its citizens towards:

1. A Strong Economy
2. A Vibrant Cultural Scene
3. A Strong Social Network
4. A Healthy Environment
5. Good Governance

WHEREAS the Village of Delia strive to be inclusive of community members in the process of creating their Sustainability Plan and approve the forming of a Citizens Advisory Group to oversee the development of the Village of Delia Sustainability Plan

WHEREAS the Village of Delia Council agrees that the future is not something that we enter but that the future is something we create

NOW THEREFORE LET IT BE RESOLVED that the Village of Delia will proactively address community challenges and move towards a sustainable future, one where a strong economy and participative governance models protect ecological integrity, contribute to a vibrant cultural scene and a strong social cohesion through active participation in the development and implementation of a Municipal Sustainability Plan

Adopted by Village council of Delia, Alberta this 23 day of March, 2010.

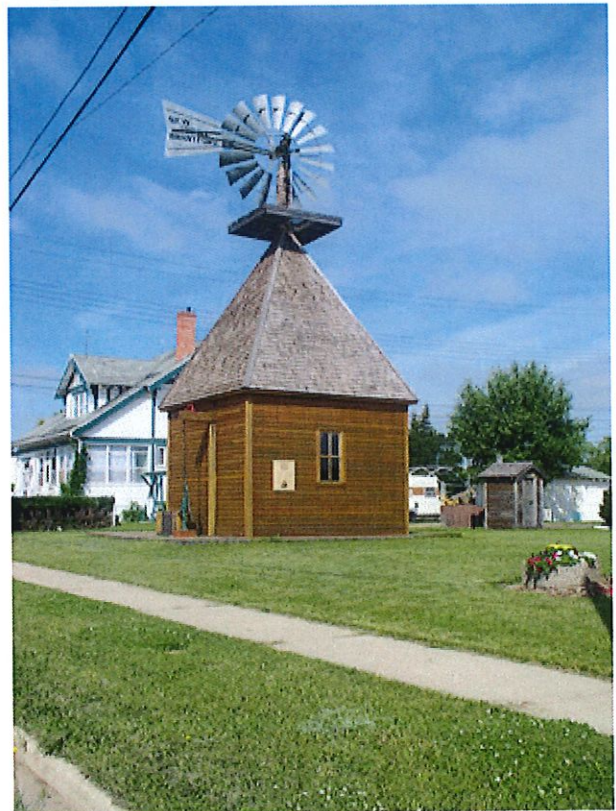
Community

The Village of Delia is nestled at the base of the Handhills and is home to the largest free standing solar array in western Canada.



In 1911, land was purchased from Hugh Fletcher in NE ¼-5-31-17W4 by C.N.R. and since it was the highest point of land on the railway between Saskatoon and Calgary it was registered in the Land Titles Office as Highland

- Homesteaders and others gravitated to the location and A.M. Dunn was the first to build a store.
- In 1912 M. Henry Ballf established his blacksmith shop, L.A. Flett started a livery stable, the Crown Lumber Co, with L.L. Speelman as manager opened a lumberyard, as well as the Canadian Bank of Commerce. These were soon to be joined by butcher Jack Harrison, realtor 'Dad' Wallace, barber George Chambers, implement dealer A.J. Campbell, restaurateur Dock Keith and his waitress Verna Smith.
- Just seven miles northwest of Delia on the Stettler Trail A.L. Davis operated this 'Delia Stopping House' named after his wife.



- The homesteaders petitioned for and secured a post office called the Delia Post Office. This post office was moved three times before finally settling in to the Dunn store in Highland. Due to the confusion because of the two names, the authorities were prevailed upon to sanction the one identity and the settlement became Delia.
- On October 26, 1913 the first mixed train went through Delia.
- 1914 a school was begun in a small building on Main Street; the first Village Council was elected.
- A telephone toll office, providing long distance service only, was located in Highland in 1913. In 1914 this office was connected into an exchange and had two local subscribers. In the years that followed, facilities were extended to the entire village and a separate main trunk line linked the settlement to the outside world.
- The Merchants Bank of Canada opened the Bank of Montreal in March 1919.
- April 25 the village council purchased a 58-gallon chemical fire engine for \$475.
- On May 14, 1928 the first bus service came to the village going from Hanna at 7:15 am to Calgary at 3:15 pm with an hour stopover for lunch in Strathmore.
- The depression of the thirties saw businesses being started and abandoned, while others changed owners and managers many times
- On January 6, 1942 the worst fire in the history of Delia happened when the whole east side of main street was ravaged by fire; eleven business were lost, nine of which were occupied at the time.

Fitting in Other Plans

The Village of Delia has been actively working towards future planning for this community. A summary of existing tools, infrastructure and resources is compiled below, as well as acknowledgement of the challenges that Delia is currently face.

- **2008 Infrastructure Study**
- **Curb/Sidewalk Assessment**
- **High Pressure Flushing and Video Camera scoping of all wastewater mains**
- **Village of Delia Sewage Lagoon Outfall Ditch Regrading**
- **Village of Delia Water System Assessment**
- **MIMS Project**
- **Highland Subdivision – Preliminary Servicing Cost**
- **Sanitary Mains Video Inspection Report**

The 2008 Infrastructure Study provided the Village with the current condition of the existing facilities and suggests timelines for rehabilitation of existing facilities and associated costs. This allowed the Village to identify capital works programs, capital reserve programming and potential offsite levy development costs.

Specifically the deliverable from the Infrastructure Study began to answer some basic questions:

- 1) What is the state of the existing systems (water, wastewater, storm drainage, roads)?
- 2) What are the immediate upgrades for each component of the Village's infrastructure to bring them to the current standard?
- 3) What is the current population capacity of the water and wastewater system?
- 4) Where is expansion required, and what are the costs of expansion, to properly service an increased population considering anticipated development?
- 5) What are the costs incurred for the various upgrades and associated priority?

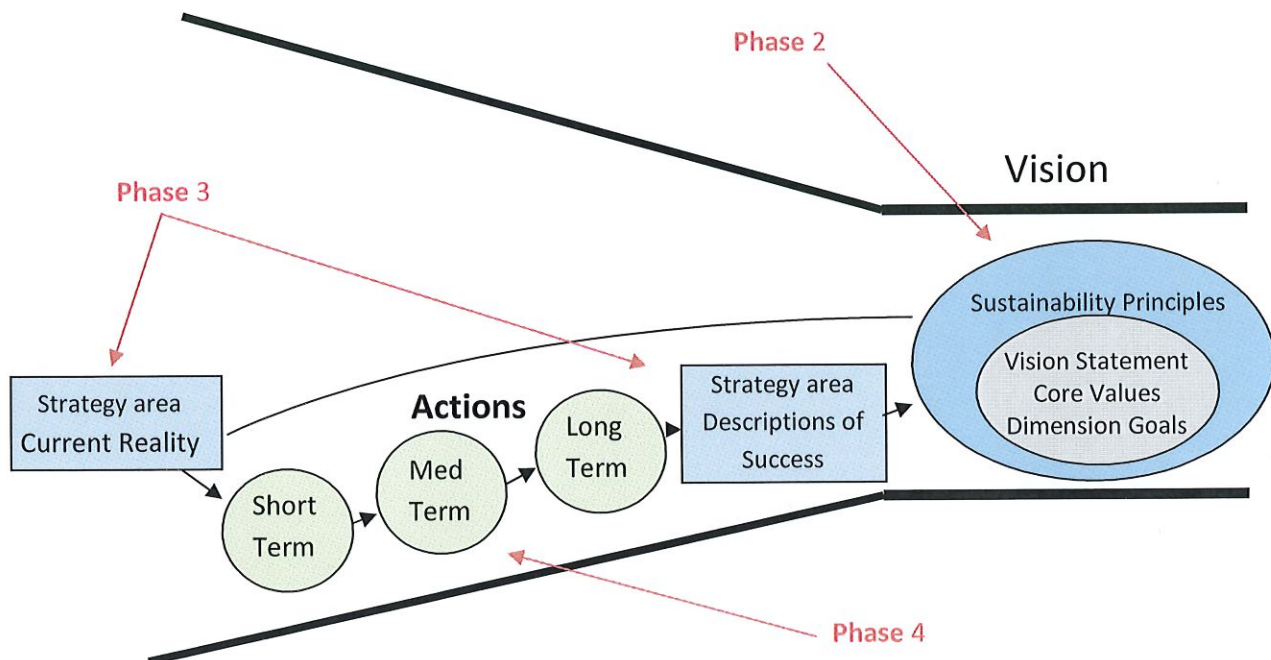
The following list of tasks were undertaken in the 2008 Infrastructure Study. The specific tasks include:

- 1) Review available Village record drawings and previous studies,
- 2) Obtain population statistics and prepare growth projections,
- 3) Evaluate and confirm historical and future wastewater and water flow rates for the Village based on available flow records and projected growth for the Village,
- 4) Discuss with Village Administration and Public Works staff regarding issues with infrastructure,
- 5) Carry out GPS survey of the existing Village infrastructure,
- 6) Prepare infrastructure system maps using available record drawings and survey,
- 7) Carry out visual manhole inspections,
- 8) Review available sanitary collection system video inspections,
- 9) Carry out visual road/sidewalk/curb and gutter condition assessment,
- 10) Review existing water, wastewater and storm water system information and determine what needs to be upgraded to meet Alberta Environment Guidelines and the projected population,
- 11) Prepare "ball park" cost estimates for recommended upgrades,
- 12) Prepare suggested priority listing and timeline for the recommended upgrades.

Developing a Sustainability Plan for Delia – 5 Phase Approach

As suggested in the AUMA's guidelines for communities creating a Municipal Sustainability Plan, five phases of plan development were followed:

Phase 1	Structuring the Planning Process
Phase 2	Create Shared Understanding of Sustainable Community Success
Phase 3	Determine and Analyzing Issues to Community Success
Phase 4	Identify Initiatives to Move from Current Reality to Success
Phase 5	Ongoing Monitoring and Implementation



Imagine the Future – Phase 1



Established through Council, Staff and Consultant planning sessions, the community has been working on a variety of things that revolve around Vision Statements.

Values: recreational, small town living, caring, safe, pride, community spirit, preserve welcoming

The Vision Statement looks into the long term future, in order to guide the Village over the short term and provide some more detail. At recent CAG meeting, council had the opportunity to propose Vision Statements:

Proposed Vision Statement: *"A friendly, extremely visible community that strives on the core of volunteers valuing small town living"*

As part of the Village's strategic planning, an Official Vision Statement was confirmed for the Village and will be used as the guiding vision which sets the stage for development over the next 30 years.

Official Vision Statement: *"A friendly, safe, extremely visible community that operates on the core of volunteers that value small town living"*

Visioning characteristics

- Friendly
- Extremely caring
- Progressive
- Volunteers
- Small town living

Define Success – Phase 2

For the purposes of this report, success was defined by major theme area for each dimension based in part on the comments received from the community workshops as well as the strategic plans and documents that Council(s) have adopted.

This information is summarized in Appendix B, Backcasting Analysis, together with the Current Reality and proposed Actions for each dimension.

“Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there.” John Kotter, Author

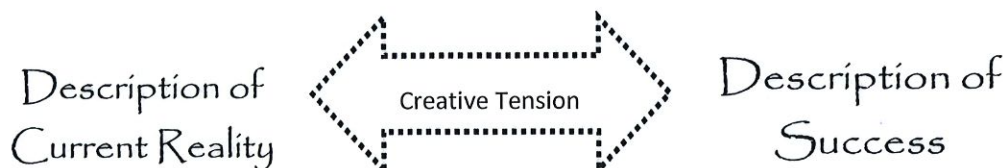
Current Reality – Phase 3

The point of working on these two descriptions is to develop *creative tension*, in other words to identify the gap that exists 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 sustainability vision, 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.

Creative Tension

Creative tension comes from seeing clearly where we want to be, our ‘vision,’ and telling the truth about where we are, our ‘current reality.’ The gap between the two generates a natural tension.”

- Peter Senge, Author



Action Plan – Phase 4

Action Plan Charts (attached as Appendix C)

The descriptions of success proposed for each dimension must be attainable through action and use of available resources. Prioritization based on the community's needs while providing for future investment is a matter of balance. The challenge is to efficiently apply the proper resources to undertake those initiatives that provide desirable returns over the long term.

Four questions can be applied to each of these actions to assess their value. They are:

1. Will this action move us toward Delia's definition of success?
2. Will this action move us toward the Sustainability Principles?
3. Will this action provide flexibility for future community leaders to take action?
4. Will this action generate sufficient economic and political return to seed future investments?

Implementation & Monitoring – Phase 5

Within the Action Plan, responsibilities, timelines and resources have been suggested to guide each strategy's implementation. Much of the work ahead will depend on the commitment of the community's leaders and its citizens, working together to achieve their common vision of success as adopted by this Plan. The Action Plan cannot be static; it requires the input and participation of its stakeholders over time to ensure that the desired results are being achieved. And if not, what modifications are necessary to lead the way to achievement?

Council can and will be leaders in sustainable practices and decision making. The principles of sustainability must be enveloped within the community's statutory documents, bylaws, policies and other municipal programs and services, to further support the ongoing success of this Plan. Reviews of these documents will be mandatory to ensure their alignment with this plan as it too changes over time.

A council planning session is being organized by the ICSP committee for early 2010, where a qualified facilitator can educate and lead participants through the process of sustainability planning. This plan can serve as a starting point from which to systematically build and improve.

Future planning sessions for Council leaders and staff members will continue to precede the onset of annual budgeting deliberations, like in the first quarter of each year. Improvements to the Budgeting Process are continually being made with the support of council in adding and modifying practices for fiscal efficiencies and sound decision making. The ICSP document will be reviewed and updated during this process, prior to adoption of the long range capital plan.

Figure 3 – Implementation of Municipal Plans

"The wheels on the bus go round and round. Round and round."



Delia's Sustainable Future – Conclusion:

This document comprises Delia's Integrated Community Sustainability Plan. It follows the Alberta Urban Municipal Association (AUMA) Sustainability Planning Guide which was referenced throughout the creation of this document.

Through the Plan implementation, overall community support will be tied to strategic planning, grant funding opportunities and identification of benefits realized. Village of Delia will assist the community in remaining focused on the exciting vision they have for the future and will provide the foundation and direction to make that vision a reality.

The success of any plan depends on the efforts that are directed towards great decision-making. This ICSP provides the direction for Council, Village Administration and Village residents to evaluate development proposals, in the context of a long-term plan for Delia. Several measures beyond those specified in this document may also be used by Council to implement this Plan. In addition to specific bylaws, Council may adopt administrative procedures that will improve the efficiency of implementing policies in this Plan. Moreover, implementation of this Plan will require the input, support and cooperation of residents and stakeholders from the private and public sectors.

Valuable and pertinent information received from community members has been instrumental in guiding the Integrated Community Sustainability Plan to become a document that defines not only the Village of Delia, but the commitment and vision of a sustainable future for all residents. Delia residents care deeply about their community and look forward to a prosperous and sustainable future.

Engaging in the five “Dimensions of Sustainability”; Governance; Economic; Environmental; Cultural; and Social, has assisted in providing connectivity and balance of foundational elements that residents’ value, which in turn has led to establishing prioritized goals.

A realization that this plan, its actions towards achieving our goal and even the goals themselves, are not set in stone, is key in the overall development of the plan.

Continued public engagement and fine tuning will necessitate the evolution of this Integrated Community Sustainability Plan as Delia advances into the future.

By planning for Municipal Sustainability, Delia will endeavor to preserve its sense of community, build a strong economic atmosphere, introduce diverse recreational and cultural opportunities and encourage environmental conservation for its residents.

The next step in the Sustainability Plan process is moving from planning to implementation. For this Plan to be successful it must advance beyond the planning to become a part of the official policies and practices of the community. This document provides the Village of Delia with the strategies, goals, initiatives and action opportunities to create a sustainable community.

BACKCASTING ANALYSIS & ACTION PLANS

Dimension of Sustainability	Timing	Description of Success	Current Reality	Actions necessary to achieve success
Social - Volunteers	Ongoing	<ul style="list-style-type: none"> Active Participation Training Awareness Dedicated Good Recruitment 	<ul style="list-style-type: none"> Volume Isn't there Burn out Succession Duplication 	<ul style="list-style-type: none"> Volunteer Appreciation Volunteer encouragement through school Society Volunteer Award Funding available options Community Awareness
Social - Communication	Short Term	<ul style="list-style-type: none"> Newsletter Media Release Public Confidence Availability of Councilor Council / Support Public Engagement Openness to new ideas Consistent Message 	<ul style="list-style-type: none"> Village Newsletter Public Confidence 3 Council Members Public Partnership Staffing consistency Promote open door policy 	<ul style="list-style-type: none"> Town meeting – informed Exchange ideas Two way communication Ideal committee – 5 councilors Affordability Consistent meetings Networking Consistent messaging
Social – Facilities / Services	Ongoing	<ul style="list-style-type: none"> Recreational Facilities Community Service Bldg Senior Hall Campground Full Services Ball Diamonds Museum Playgrounds 	<ul style="list-style-type: none"> 2 Updated Playgrounds Drop in centre Memorial Park / Bench Arena, Curling Rink Family Day Home Legion Park Library, School K-12 Delia/District Community Centre Dance / Fitness Centre Assisted Living Partnership FCSS Campground Kids Sport 	<ul style="list-style-type: none"> More participation More utilization Campground upgrades -power, water, service sites User Fees Senior Drop in Centre needs upgrades Keep lobbying to keep school Funding availability/ grants Village community, friendly place to live in to bring young families Promote the Village & facilities Small town living Loss of jobs if no school
Social – Health Care / Emergency Services	Short Term	<ul style="list-style-type: none"> Proactive Promoting Healthy Lifestyle Affordable 	<ul style="list-style-type: none"> Massage Helping Hands Home Care Services Community Services Hanna Ambulance Volunteer Fire Department *911 / Drummheller RCMP 	<ul style="list-style-type: none"> More medical Promote healthy lifestyle Fitness Centre At home programs Education / Training Resource People Healthcare Workshops Ambulance Service needs to be better

Environment – Water Quality / Quantity	Short Term	Energy Savings Cost Efficiency High Quality & Lots of Quantity	Henry Kroeger Water Plant 1950's water system Electrical upgrades are completed Affordable Replaced the valves Upgrade current sewer system according to infrastructure study	Increase water supply for fire protection Upgrade water system Fire hydrants need replacing Follow Infrastructure Study
Environment - Wastewater	Med Term	Up to date system	Upgrade current sewer system according to infrastructure study	Sewer system needs upgraded Dislodging of lagoon
Environment – Green Spaces	Med Term	Lots of them Maintain Weeds maintained Communities in Bloom	Maintain them Weed Control Communities in Bloom More trees Volunteers in looking after trees/planters Solar Panel Project	Evaluate / Training Land Use Framework Community in Bloom Evaluation Plant more trees Irrigation system into the Legion Park Land Use Bylaw Update Additions to solar panel
Environment - Recycling	Short Term	Plant Utilized Paper, Cardboard, Plastic Electronics Glass Paint Batteries	Partnership Drumheller Solid Waste Management 4-H Clubs – Batteries / Oil Filters Big Bins Utilization is good Compost	More options – services available Large garbage truck, more bins – household garbage Promote Monitor usage Increase of special bins Upgrade compost area
Culture – History / Heritage	Med Term	History Book Museum	History Book Museum – Historical Society Uniqueness Strong Ethical Background Grist Mill	Update History Book Education Celebrate Métis History
Culture - Celebrations	Med Term	Foster Community Spirit Fun Participation	Fall Fair Communities on Display Christmas Dinner Remembrance Day Fundraising Events	Centennial 2014 Webpage - Media Public Awareness Promote Awareness Newsletter Insert
Economy - Businesses	Short Term	Variety Customer Service Good Signage Quality & Quantity Trade Fair Attractive Store Fronts	Agricultural Businesses Attract People Not good signage Town office needs upgrades Promoting new businesses	LUB enforcement / Land Use Bylaw Downtown Beautification Promote Local Awareness Events Creation of Chamber idea

Economy – Land Supply	Med Term	<ul style="list-style-type: none"> Commercial Residential Agricultural Industrial Municipal Reserve 	<ul style="list-style-type: none"> Village in need of property Commercial Variety available Public/Private Contaminated Soil Land Use Bylaw 	<ul style="list-style-type: none"> Land Use Bylaw Update Dust control needs to be addressed Service of subdivided residential lots
Economy - Housing	Long Term	<ul style="list-style-type: none"> Senior Affordable Variety Low Vacancy 	<ul style="list-style-type: none"> Rental Properties not well maintained Subdivision Available lots Clean up existing lots Low Pricing – competitive Don't have a good mix High Taxes 	<ul style="list-style-type: none"> Assessment Review Fill the New Subdivision Tax Review
Governance – Vision to Action	Short Term	<ul style="list-style-type: none"> Committed MSP Reporting Public Respect Celebrate Success Well Informed Public 	<ul style="list-style-type: none"> Two – Way Communication Decision Making 	<ul style="list-style-type: none"> Listening Community members participation Open & transparent Website modifications Bylaw Enforcement Planning / research meeting