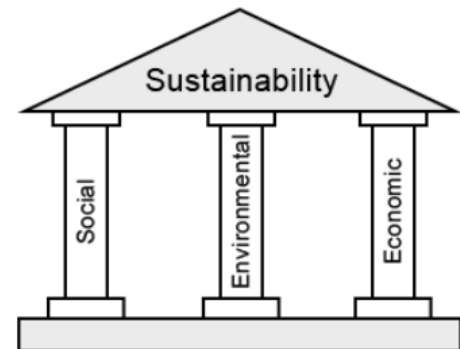


City of Parksville
2015 Strategic Priorities



The Three Pillars of Sustainability

- **Social sustainability** is the ability of a social system, such as a country, to function at a defined level of social wellbeing indefinitely.
- **Environmental sustainability** is the ability to maintain rates of renewable resource harvest, pollution creation, and non-renewable resource depletion that can be continued indefinitely.
- **Economic sustainability** is the ability to maintain rates of renewable resource harvest, pollution creation, and non-renewable resource depletion that can be continued indefinitely.



For the *complete* sustainability problem to be solved all three pillars of sustainability must be strong. If any one pillar is weak then the system as a whole is unsustainable. The three pillars are social, environmental, and economic sustainability.

Under the Three Pillars of Sustainability the strategic priorities are as follows:

- **PRIMARY THEME**

- **Maintain or enhance quality of life through supporting the implementation of Parksville's Community Vision.**
 - Quality of life is generally defined as the well-being of individuals and societies.
 - It is a subjective concept that to a degree will be different for everyone and therefore is an individual determination based upon that individual's values and life experiences.
 - As a primary theme, the individual Councillors' belief on how an item would impact quality of life would trump the positive or negative evaluations of all other "Themes".
 - This would be part of the social determination of the "Three Pillars of Sustainability."

*** Some will argue that development designed to maximize assessed values will adversely affect quality of life.*

- **SECONDARY THEMES**

- **Renewal and maintenance of infrastructure**
 - Tangible physical infrastructure and all associated direct costs for renewal and maintenance (hard costs).
 - Priority Category 3 behind Health and Safety and Legislative.

- Optimal renewal of infrastructure determined by maximising the life of the asset against increasing maintenance and capital replacement costs as the infrastructure ages.
- Reductions will most likely occur in parks and other Community Welfare services.
- This would be part of the economic determination of the Three Pillars of Sustainability
- May support:
 - Economic development.
 - Job creation
 - Business retention and attraction
 - Maximizing assessed values
 - Maintain or enhance quality of life.
- May conflict with:
 - Maintaining or reducing actual property tax burden.
- **Maintain and/or enhance current service levels**
 - Includes all items not directly related to replacement or maintenance of a physical asset. (soft costs)
 - Examples include administration, finance, human resources, fire protection, RCMP, planning, parks and recreation, components of public works such as dust control, right of way maintenance, street cleaning, etc.
 - Funding for bottom four priority categories (Protection of Private Property, Organizational Welfare, Economic Welfare and Community Welfare) frozen at 2012 levels.
 - 2013 budget within Council directive without noticeable service reductions.
 - Compliance again in 2014 will result in noticeable service reductions.
 - Reductions will most likely occur in parks and other Community Welfare services.
 - This would be part of the economic determination of the Three Pillars of Sustainability.
 - May support:
 - Economic development
 - Job creation
 - Business retention
 - Maximizing assessed values
 - Maintain or enhance quality of life.
 - May conflict with:
 - Maintain or reduce actual property tax burden.
- **Environmentally sustainable**
 - All capacities available today will remain available for all future generations.
 - The rate of use should not exceed the rate of sustainable environmental yield.
 - The rate of waste generation should not exceed the rate of sustainable environmental disposal.
 - The depletion of non-renewable resources should require development of an environmentally renewable substitute.

- This would include the environmental determination of the Three Pillars of Sustainability.
 - May support:
 - Maintain or enhance quality of life
 - May conflict with:
 - Renewal and maintenance of infrastructure
 - Maintain or enhance levels of service
 - Job creation
 - Business retention and attraction
 - Maximize assessed values.
- **Maintain or reduce actual property tax burden**
- Tax increases would only be achieved when there are non-market increases in assessed values – such as when property is developed/redeveloped, when there is a change in use or for new property.
 - This would be part of the economic determination of the Three Pillars of Sustainability
 - May support:
 - Environmental sustainability
 - May conflict with:
 - Maintain or enhance quality of life
 - Renewal and maintenance of infrastructure
 - Maintain or enhance levels of service
 - Job creation
 - Business retention and attraction
 - Maximize assessed values
 - Organizational welfare
- **Economic development**
- Economic development generally refers to the sustained, concerted actions of policymakers that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. Rather than this broad context, the City's main focus will be on the following:
 - Business retention and attraction
 - Creative economy or creative industries can include such disciplines or start-up businesses as advertising, architecture, arts, crafts, design, fashion, film, music, green economy (businesses), performing arts, research and development, software, literature, education, culinary arts.
 - With focus on revitalization and enhanced development in downtown core.

- Job creation
 - Lifestyle entrepreneur
 - Lifestyle entrepreneurs are people who go into business primarily for lifestyle reasons, as opposed to a desire for financial wealth. They become business owners so they can do the kind of work they want, work the hours they want, live where they want, and spend time with people they like and admire.
 - Lifestyle entrepreneurs judge their success by how much they enjoy their work and their lives as a whole, rather than by their status or their net worth.
 - May support:
 - Renewal and maintenance of infrastructure
 - Maintain or enhance levels of service
 - Maintain or reduce property tax burden
 - Maximize assessed values
 - Maintain or enhance quality of life.
 - May conflict with:
 - Environmental sustainability
 - Maintain or enhance quality of life.

- **ADDITIONAL THEMES**

- **Maximizing assessed values**
 - All properties within the City contribute to the need for services and infrastructure.
 - Maximizing the assessed value of a property will maximize taxation revenues to fund service and infrastructure needs.
 - Maximizing assessed values would help to maintain or reduce actual overall property tax burden.
 - Unless fulfilling another community need, the assessed value of each property should at a minimum be sufficient to generate the property taxes necessary to support the lifecycle costs of the infrastructure and services needs of the property.
 - May support:
 - Renewal and maintenance of infrastructure
 - Maintaining or reducing actual property tax burden
 - Maintain or enhance current service levels
 - Job creation
 - Business retention and attraction
 - May conflict with:
 - Maintain or enhance quality of life.
 - Environmental sustainability

○ Organizational Welfare

- Anything that would affect the efficiency and effectiveness of the organization, such as:
 - changes to staffing levels
 - changes to staff work load
 - impact on employee retention and attraction
 - impact on employee moral (a happy workforce is a productive and effective workforce)
 - impact on occupational, water, sanitary sewer, and professional certifications
 - safety certifications and standards
- May support:
 - Maintain or enhance quality of life
 - Renewal and maintenance of infrastructure
 - Maintain or enhance levels of service
 - Job creation
 - Business retention and attraction
 - Maximize assessed values
 - Environmental sustainability
- May conflict with:
 - Maintain or reduce actual property tax burden

○ Environmental Sustainability – Smart Growth Principles

- Ensures growth is fiscally, environmentally and socially responsible and recognizes the connections between development and quality of life.
- Enhances and completes communities by placing priority on infill, redevelopment, and densification strategies.
- Principles of smart growth:
 - Mix land uses. Each neighbourhood has a mixture of homes, retail, business, and recreational opportunities.
 - Build well-designed compact neighbourhoods. Residents can choose to live, work, shop and play in close proximity. People can easily access daily activities, transit is viable, and local businesses are supported.
 - Provide a variety of transportation choices. Neighbourhoods are attractive and have safe infrastructure for walking, cycling and transit, in addition to driving.
 - Create diverse housing opportunities. People in different family types, life stages and income levels can afford a home in the neighbourhood of their choice.
 - Encourage growth in existing communities. Investments in infrastructure (such as roads and schools) are used efficiently, and developments do not take up new land.
 - Preserve open spaces, natural beauty, and environmentally sensitive areas. Development respects natural landscape features and has higher aesthetic, environmental, and financial value.

- Protect and enhance agricultural lands. A secure and productive land base, such as BC's Agricultural Land Reserve, provides food security, employment, and habitat, and is maintained as an urban containment boundary.
- Utilize smarter and cheaper infrastructure and green buildings. Green buildings and other systems can save both money and the environment in the long run.
- Foster a unique neighbourhood identity. Each community is unique, vibrant, diverse, and inclusive.
- Nurture engaged citizens. Places belong to those who live, work, and play there. Engaged citizens participate in community life and decision-making.
- May support:
 - Maintain or enhance quality of life
 - Renewal and maintenance of infrastructure
 - Maintain or enhance levels of service
 - Job creation
 - Business retention and attraction
 - Maximize assessed values
 - Environmental sustainability
- May conflict with:
 - Neighbourhood quality of life as neighbourhood identity changes.

The Strategic Priorities described above are graphically summarized in this schedule:

