

# myPG an Integrated Community Sustainability Plan for Prince George

## PART II





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myPG is a two part document. Part One is a stand-alone document for the community that outlines the goals and actions set up in a reader friendly format *and is a separate document*. Part Two is the strategic community plan containing Keys to Success (how we work towards our goals) and Sustainable Strategies (what we do).

## Part 2

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## Part 2 – Strategic Plan Introduction

Part 2 of the plan is the Strategic Plan, which describes how the community’s goals will be achieved. As progress is made and we learn from experience, this part of the plan will evolve.

Through the planning process, ten “strategic directions” were developed to guide the community of Prince George in achieving its long-term goals. These strategic directions reflect principles of sustainability by being integrative (they incorporate action in many disciplines) and long-term. Each one will be most successful when the City, Partner organizations, and individual community members contribute together.

Keys to Success: Five of the ten strategic directions are “cross-cutting” – that is, they apply to every aspect of the community and describe “how” we will act. They are:

1. Build broad cultural change over time
2. Facilitate and encourage action that supports long-term sustainability
3. Lead the way, and engage strategically
4. Manage limited resources wisely
5. Collaborate effectively for change



Sustainable Strategies: The other five strategic directions address specific topics and describe “what” we will do. These apply the keys to success and principles of sustainability in order to be as effective as possible in achieving the community goals. They are:

1. Strengthen downtown and neighbourhood centres and protect valuable open space
2. Support sustainable resource use through green infrastructure and buildings

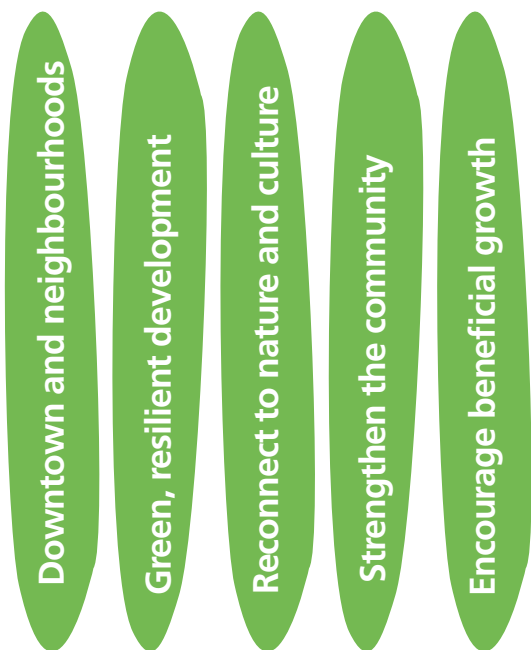
3. Reconnect to nature and local culture
4. Build on our assets to strengthen our community
5. Encourage growth that is beneficial to the environment and the community.

The diagram below shows that the sustainable strategies incorporate and apply the keys to success.

## Keys to Success



## Sustainable Strategies



# INTEGRATION

Each of the strategies is integrative in that it aims to achieve many goals at once. The Keys to Success apply to all actions, and therefore are inherently integrative. The three tables below show which goals each of the Sustainable Strategies will help to achieve.

**TABLE 1: SOCIAL TABLE**

## How Sustainable Strategies Achieve Social Goals

<b>Goals</b>	<b>Clear identity</b>	<b>Healthy and active</b>	<b>Equitable community</b>	<b>Safe community</b>	<b>Culturally rich</b>	<b>Supportive &amp; engaged</b>	<b>Affordable, accessible housing</b>
<b>Sustainable Strategies</b>							
Downtown and neighbourhoods	Better downtown. Using green spaces for transportation	Easier to walk and bike for daily needs		More people keep an eye on the street			Smaller units and more diverse housing
Reconnect to nature and culture	Regular experience of nature and local culture	Combination of natural features with recreation encourages activity			Stronger heritage, arts, and culture programs		
Green, resilient buildings and infrastructure	More use of wood and other local building materials	Healthier low-cost housing					Green affordable housing
Strengthen the community		Stronger local food programs Good recreation programs	Programs supporting integration; good job training for all	Root causes of crime addressed		More opportunities for interpersonal connections	Housing available across the full spectrum of needs
Encourage beneficial growth					More cultural facilities and programs		



**TABLE 2: ENVIRONMENT TABLE**

**How Sustainable Strategies Achieve Environmental Goals**

<b>Goals</b>	<b>Clean air</b>	<b>Green city, green practices</b>	<b>Reduced waste</b>	<b>Reduced carbon emissions</b>	<b>Clean water</b>	<b>Green energy</b>
<b>Sustainable Strategies</b>						
Downtown and neighbourhoods	Lower emissions from driving and space heating	Valuable green spaces are protected		Lower emissions from driving, from heating buildings		Higher densities support efficient district energy systems
Reconnect to nature and culture		Strong experience of natural ecosystems throughout the City		Combination of natural features with bike/walk routes encourages active transportation		
Green, resilient buildings and infrastructure	Reduced air emissions		Enhanced recycling and other programs	Lower emissions from driving, from heating buildings	Continued treatment and monitoring of water quality	Renewable and district energy more available
Strengthen the community		Easier to improve the environment when basic needs are met.	Easier to improve the environment when basic needs are met.	Easier to improve the environment when basic needs are met.	Easier to improve the environment when basic needs are met.	
Encourage beneficial growth	Reduced industrial emissions, new industry is outside the airshed	More sustainable business practices	Eco-industrial networking that uses “wastes” as resources	Reduced industrial emissions		Bio-energy and other renewables are readily available



**TABLE 3: ECONOMIC TABLE**

**How Sustainable Strategies Achieve Economic Goals**

<b>Goals</b>	<b>Vibrant economy</b>	<b>Diverse economy</b>	<b>Sustainable business</b>	<b>Job diversity &amp; accessibility</b>	<b>International connections</b>	<b>Fiscal responsibility</b>
<b>Sustainable Strategies</b>						
Downtown and neighbourhoods	PG is more attractive to new businesses Encourages networking among diverse businesses			Jobs are easier to access by walking, cycling and transit		Infrastructure and service costs are lower per capita; personal transportation costs are lower
Reconnect to nature and culture	Improved amenities make PG more attractive to new residents					
Green, resilient buildings and infrastructure	Use of local and renewable resources promoted	Expansion of green sector				Reduced infrastructure and servicing; reduced household costs
Strengthen the community	The PG community is more attractive to new businesses			Job training targeted to those who need it most		Focus on root causes reduces program costs and related taxes
Encourage beneficial growth	More businesses and jobs	Expanded green energy, agriculture, high-tech, and logistics sectors	More sustainable business practice	Job diversity through business diversity	International awareness of PG strengths for businesses and workers	A stable tax base over the long term







## myPG Part 2, Strategic Plan

Part 2 of myPG is the result of a series of focused workshops held to develop actions (strategies) to reach the goals for the future of Prince George as determined by the community. Workshops were focused to develop strategies in food security, social development, economic development, environment, and for land use and transportation. A youth workshop was also held to develop strategies in the above areas by youth.

This section is organized into two groupings, as outlined in the preceding tables:

### Keys to Success – “cross-cutting” strategies:

1. Build broad cultural change over time
2. Facilitate and encourage action that supports long-term sustainability
3. Lead the way, and engage strategically
4. Manage limited resources wisely
5. Collaborate effectively for change

### Sustainable Strategies – strategies addressing specific topics:

6. Strengthen downtown and neighbourhood centres and protect valuable open space
7. Support sustainable resource use through green infrastructure and buildings
8. Reconnect to nature and local culture
9. Build on our assets to strengthen our community
10. Encourage growth that is beneficial to the community and the environment





After each strategy is presented, this section describes early actions and feature actions, and identifies the City, partners, and/or citizens as having a role in taking them on.

### EARLY ACTIONS

It is important to move quickly to results, so “early actions” have been identified on a preliminary basis in the plan. They are identified with the following symbol:

**EA**

### FEATURE ACTIONS

Some actions can have a particularly significant impact. These:

- Are impressive and create a splash;
- Have a positive impact on a number of goals; and
- Will be a foundation of long-term change.

These actions are marked with the following symbol as “feature actions”:

**FA**

### SHARED RESPONSIBILITY AND COLLABORATION

Each of the actions shows which of the City, partners, and citizens share responsibility for implementation. This shows how much collaboration is possible, and where it is most important to coordinate and align efforts with others. The example below shows how this is communicated.

Possible Action	City	Partners	Citizens
e.g. Recognize existing plans and investments by allocating some growth to those areas	Y		



# Keys to Success



# 1

## Build broad cultural change over time

*Through community engagement, this is what we heard.....*

- Provide information to help people make choices that support the vision, using a one-stop-shop approach and delivering it via traditional media, new media, and simple feedback mechanisms (e.g. ‘smart’ meters in homes)
- Build partnerships among government and other organizations to avoid overlapping messages and programs
- Invest in school programs so children help the community adopt more sustainable practices

### HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

#### **General**

#### **Encourage action at a neighbourhood scale**

Possible actions include:

Possible Action	City	Partners	Citizens
Create neighborhood-by-neighbourhood competitions for performance on sustainability initiatives (e.g. most energy saved in a month)	Y	Y	Y
Publicize good environmental initiatives to create a sense of community pride and awareness	Y	Y	Y
Support neighbourhood-scale action by sharing responsibility for supporting neighbourhood meetings and communications	Y		Y
Create mechanisms for sharing neighborhood expertise	Y	Y	Y

#### **Expand primary education on global issues and solutions**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Add climate change sections high on the myPG, city, and Partner websites to show its importance	Y	Y	
EA	Develop a ‘climate change theatre program’ for schools and/or support existing programs such as the “Climate Action Showdown”		Y	Y



## Communicate regularly and specifically about successes and their impacts on goals

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Build on the myPG brand, e.g. bumper stickers – “proud parent of a myPG student” – to recognize success	Y		Y
EA	Communicate about successes here and elsewhere using mass media to build momentum on existing projects - “Look, it can be done!”	Y	Y	Y
	Strongly promote major initiatives with reference to their impact on community and individual goals	Y	Y	
EA	Communicate regularly about progress on community efforts, to build a shared sense that people are working together	Y	Y	Y

## Develop shared resources and information tools to streamline education and collaboration

Possible actions include:

EA

	Possible Action	City	Partners	Citizens
EA	<p>Develop a centralized information and referral service office with media campaign, beginning with a pilot project</p> <ul style="list-style-type: none"> <li>○ Start with a limited number of agencies (e.g. Youth Around Prince George, City, Library, BC Hydro)</li> </ul> <p>Develop two mechanisms, each aimed to attract complementary users</p> <ul style="list-style-type: none"> <li>○ a face-to-face service centre, e.g. a community and social health centre downtown; a “one-stop-shop” sustainability facility</li> <li>○ develop a web portal, building on the myPG website</li> <li>○ provide educational material, tools, networking and liaison functions, success stories</li> </ul> <p>Disseminate information through both mechanisms</p> <ul style="list-style-type: none"> <li>○ Inform the public on incentives, programs available to them</li> <li>○ Inform service providers about resources, programs and plans to facilitate alignment and coordination among them</li> </ul> <p>Include features that would draw locals to visit regularly</p>	Y	Y	



Possible Action	City	Partners	Citizens
<ul style="list-style-type: none"> <li>○ Make the website a true community portal, not just an information page – providing a place for local dialogue and service provision</li> <li>○ Associate the service centre with other uses that attract people regularly, such as the libraries or the Farmers’ Markets</li> <li>○ Build the service centre as a demonstration green building and offer training and related services that build on the demonstration</li> <li>○ Provide shared meeting spaces in the service centre for small community organizations and others</li> <li>○ Cluster services together to make them accessible</li> </ul>			

***Land Use and Transportation***

**Raise interest and support for transit, active transportation and compact communities**

Possible actions include:

	Possible Action	City	Partners	Citizens
	Support local groups that are engaging the public on alternative transportation and smart growth	Y	Y	Y
EA	Highlight the spin-off benefits of active transportation and compact communities (e.g. lower infrastructure costs, improved personal health and lower healthcare costs, more attractive city)	Y	Y	
EA	Highlight the costs of continued reliance on vehicular transportation (e.g. household transportation costs, accident-related costs, health, air quality)	Y	Y	
	Identify and employ incentives to increase use of transit and active transportation	Y	Y	
EA	Continue to support programs like Bike to Work Week	Y	Y	Y



**Use communication and dialogue to strengthen support for downtown and for compact development**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Change perceptions of safety downtown by researching both data and perception, and communicating improvements in clear terms	Y	Y	Y
EA Begin and maintain a dialogue with and between developers, regulators, and buyers to align perceptions with market and cultural realities. Support this dialogue with applicable data and analysis as needed	Y	Y	

***Buildings, Infrastructure and Open Space***

**Encourage a culture of conservation**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Develop curriculum that supports and explains conservation, building on the success of recycling education		Y	Y
EA Deliver media awareness training in schools (e.g. using Media Awareness Network resources) to counteract the effects of advertising induced consumerism		Y	Y

***Social Development***

**Encourage a culture of local, healthy food**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Continue to maintain and expand a Farmer’s Market providing access to healthy local food	Y	Y	Y
EA Provide an Introduction to Agriculture program in high schools		Y	
EA Build on existing “Farm to School” programs		Y	
Provide schools with opportunities to grow and process food		Y	
Advocate for better labelling of local food products	Y	Y	Y



# 2 Facilitate and encourage sustainable action

*Through community engagement, this is what we heard.....*

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### General

Possible actions include:

Possible Action	City	Partners	Citizens
Adjust regulations and incentives to make the growth strategy, green buildings, local food production, and conservation economically attractive	Y		
Adjust the way projects are financed to reduce up-front costs	Y	Y	
Adopt full-cost and/or “triple-bottom-line” accounting to reflect real costs and benefits	Y	Y	Y
EA Celebrate and acknowledge volunteers and leaders	Y	Y	Y
EA Adjust regulations to allow/encourage appropriate developments and technologies	Y	Y	
EA Streamline approvals processes (local, provincial, federal) for proposals that are closely aligned with the community vision and strategic directions	Y	Y	
Increase industrial accountability - require public reporting of air, water emissions and resulting impacts on the environment, also post like from City website	Y	Y	
Consider potential draw on resources when choosing between incentives and regulations, and when designing incentive programs	Y	Y	
Demand corporate social responsibility through policies, incentives	Y	Y	
Develop recycling program in addition to current recycling drop locations	Y	Y	Y





## Land Use and Transportation

### Adopt a realistic, balanced approach to re-orient the market to support the vision

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Set up balanced packages of regulations, incentives and other tools to support the growth strategy.	Y		
	Align rural resource and Agricultural Land Reserve (ALR) designations to boost agriculture and clarify lands for production vs. land development	Y		
EA	Begin a dialogue between City and developers to establish financial and market disincentives to the growth strategy	Y	Y	
EA	Begin a dialogue between City and developers on cost of services, backed up by studies such as life-cycle costing of infrastructure	Y	Y	

### Streamline Regulations and Approvals

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Increase incentives to desired development – streamline the City’s permitting processes	Y		
EA	Develop a fast-track permitting process for priority growth areas to create an incentive for developers	Y		
	Refine zoning and development permit guidelines to allow/encourage infill and redevelopment that is in character with existing neighbourhoods	Y		

### Encourage active and alternative transportation

Possible actions include:

	Possible Action	City	Partners	Citizens
	Provide incentives to encourage cycling and continue Bike to Work Week	Y	Y	
EA	Partner with major employers (e.g. PGRH Cancer Centre) on new high-profile Transportation Demand Management (TDM) programs	Y	Y	
	Prohibit parking where it blocks bike lanes	Y		





***Buildings, Infrastructure and Open Space***

Possible actions include:

Possible Action	City	Partners	Citizens
Incorporate incentives for green buildings that complement those implemented to encourage desired growth patterns	Y		

***Social Development***

**Move responsibility and motivation from institutions to grassroots and the community**

Possible actions include:

Possible Action	City	Partners	Citizens
Encourage community/grassroots efforts that engender individual responsibility as a means to achieve goals without significant growth	Y	Y	Y
Encourage corporate social responsibility, philanthropy, and volunteerism by recognition and reward	Y	Y	Y



# 3 Lead the way, and engage strategically

*Through community engagement, this is what we heard.....*

## WHAT EXISTING PLANS AND INITIATIVES CONTRIBUTE TO THIS STRATEGY?

Some examples of existing initiatives that contribute to this strategy include:

- Green buildings (UNHBC, CNC, Duchess Park, Friendship Lodge, Gateway Seniors)
- Pursue green energy sources (UNBC, BCR, Alterna, Canfor, City of Prince George)
- Recover energy, biosolids, other resources from waste streams (City of Prince George, Canfor, others)
- Climate Change Adaptation Strategy

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### *General*

#### **Government to take a leadership role**

Possible actions include:

Possible Action	City	Partners	Citizens
Use leading initiatives, pilot projects, and public investment to reduce private risk and inspire others to action	Y	Y	

#### **Engage widely and connect diverse audiences**

Possible actions include:

Possible Action	City	Partners	Citizens
Listen and involve all citizens, young and old, in decision-making, showing transparency in the process	Y	Y	Y
Actively seek to engage vulnerable/marginalized people and youth in all planning/policy development processes	Y	Y	Y
Encourage youth involvement by merging programs with			

EA



Possible Action	City	Partners	Citizens
things they are interested in (i.e. DJ course) Use technology, especially for younger audiences			
Bridge between generations/social strata: adults want to know what youth think, so promote dialogue and collaboration	Y	Y	Y
Ensure all public communications are accessible (re. literacy, language, and medium)	Y	Y	
Be transparent by being explicit on intent and by making results public – there will be action and follow up	Y	Y	
Maintain momentum by communicating small step successes – some accomplishment at every step	Y	Y	Y

**Change decision-making processes to better reflect long-term community goals.**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Mesh strategic and long-term thinking with public input by clearly communicating the links between causes (actions) and effects (on goals)	Y	Y	
EA	Clearly communicate service and program (e.g. garbage collection) levels, costs of these, and optional service items to the public to help the public contribute to decisions regarding public services	Y	Y	

**Balance community consultation with the need for technical input and timely action**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Develop clear guidelines for engagement in decision-making and for on-going plan renewal and monitoring, to maximize cost-effectiveness of engagement	Y	Y	Y
EA	Link expert action and community input iteratively in developing plans and programs	Y	Y	Y
EA	Where appropriate, focus engagement efforts to key stakeholders to reduce demands on their time and reduce “consultation fatigue”	Y	Y	



## Take a long-term, holistic planning approach

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Plan long-term, directed by the community's vision	Y	Y	
	Design programs to achieve environmental, social, and economic goals together	Y	Y	Y
EA	Monitor success by tracking both actions and performance	Y	Y	
	Maintain programs over the long-term, and adapt based on monitoring	Y	Y	
	Aim to have progressive and sustained involvement of key audiences in planning and program design	Y	Y	

## Build the capacity for the community to engage

Possible actions include:

	Possible Action	City	Partners	Citizens
	To support small groups in engaging in civic discussions, develop a City-led volunteer facilitator network	Y		Y

## Proactively focus engagement efforts depending on anticipated issues and demands

Possible actions include:

	Possible Action	City	Partners	Citizens
	Increase resources for growth management and related engagement during periods of higher growth	Y		
	Focus research and communications efforts on priority issues to build support and momentum for major initiatives	Y	Y	



## ***Land Use and Transportation***

**Use examples/pilots to demonstrate leadership and spark new approaches to development**

Possible actions include:

Possible Action	City	Partners	Citizens
Use public investment to lead change downtown - reducing developer/financing risk	Y	Y	
Add quality and variety in housing forms through examples/pilot projects	Y	Y	Y
EA City and key business to lead transit use (e.g. through a Pro-Pass program to encourage employees to use transit)	Y	Y	
Design infrastructure to be resilient to climate change	Y	Y	

**Engage the community to define what is needed to make the neighbourhood better with any population increases**

Possible actions include:

Possible Action	City	Partners	Citizens
Engage on a neighbourhood-by-neighbourhood basis	Y	Y	Y

**Provide incentives for downtown business and development**

Possible actions include:

Possible Action	City	Partners	Citizens
Provide tax breaks for businesses downtown	Y		
Financially encourage renovations/retrofits in the core	Y		
Consider incentives for business to utilize proposed downtown District Energy System	Y	Y	
Consider inexpensive public investments to draw people downtown, including for example events and temporary installations	Y	Y	



## ***Buildings, Infrastructure and Open Space***

### **Develop a catalyst project downtown through a public private partnership (P3)**

Possible actions include:

FA

Possible Action	City	Partners	Citizens
EA Develop a signature green building downtown	Y	Y	
<ul style="list-style-type: none"> <li>• Consider linking this with a face-to-face service centre (see Cultural Change strategy)</li> <li>• Explore mixed-use options</li> <li>• Use university resources to fullest in researching, developing, and possibly occupying the new building</li> <li>• Consider seniors and/or student housing as a component</li> <li>• Build on the Downtown Concept Plan vision by supporting key elements that would draw people downtown</li> <li>• Set measurable objectives and report results to the public and other target audiences</li> </ul>			

### **Demonstrate leadership in green buildings and practices**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Stimulate interest and change through demonstration projects (e.g. addressing water conservation, waste reduction, or alternative energy). Communicate results publicly	Y	Y	
EA Support friendly competitions to stimulate interest and change in corporate practices (e.g. CNC vs. School District vs. UNBC)	Y	Y	Y
EA A Demand Management audit position at the City could coordinate and drive many efforts - e.g. water and waste reduction	Y		
EA Strengthen sustainable purchasing policies, and communicate/share those to provide leadership	Y	Y	Y





**Ensure climate change remains an important topic of engagement and long-term planning**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Continue to invest in climate adaptation strategy development and implementation	Y	Y	
EA	Develop clear communication about local climate change impacts and ways to address them	Y	Y	
	Integrate adaptation and mitigation to respond to climate changes while helping to prevent further change	Y	Y	Y

***Economic Development***

**Leverage local innovation and demonstration projects to support growth**

Possible actions include:

	Possible Action	City	Partners	Citizens
	Leverage existing innovation and technological success through demonstration projects that address local problems		Y	
	Capitalize on our success by exporting knowledge		Y	
	Maintain and extend leadership of governments and public institutions in these projects	Y	Y	
EA	Leverage strong corporate greening initiatives (e.g. City fleet services and energy efficiency programs, UNBC Green University) to inform private-sector initiatives that reduce costs and create market advantage	Y	Y	





# 4 Manage limited resources wisely

*Through community engagement, this is what we heard.....*

- Prioritize among competing demands to ensure community goals are achieved.
- Develop robust ways to prioritize among competing interests and projects.
- Find new sources of funding for local government and for grassroots projects.

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### General

#### Set clear prioritization criteria

Possible actions include:

Possible Action	City	Partners	Citizens
EA Develop clear criteria to prioritize among long-term goals. The following are a starting point for development of final criteria. A priority goal for the sustainability plan should: <ul style="list-style-type: none"> <li>• Be considered a priority by the community</li> <li>• Be a keystone goal – achieving it leads to achievement of other goals (e.g. Adequate housing can lead to safety and security; economic diversity can lead to cultural richness)</li> <li>• Be a stabilizing force for the community – i.e. achieving it has a buffering effect (e.g. Economic diversification can stabilize boom-bust cycles)</li> <li>• Contribute to growth and/or retention of residents and businesses (e.g. Improving air quality makes PG more attractive)</li> <li>• Be a priority in any growth scenario (e.g. encouraging growth would not be a priority if we were in the midst of high growth, but housing and economic diversification would be a priority in any growth scenario)</li> <li>• Be a key driver of community well-being – (e.g. Affordability, meeting basic needs are a foundation of well-being)</li> </ul>	Y	Y	Y
	Y	Y	Y



Possible Action	City	Partners	Citizens
<ul style="list-style-type: none"> <li>• Be important for the long-term (e.g. preparing for and responding to climate change, which is not important immediately but is important in the long run)</li> <li>• Be integrative (i.e. it has impacts on many other goals and on many areas of action)</li> <li>• Protect the natural environment</li> <li>• Encourage local inter-dependence (e.g. Economic diversification can reduce dependence on global forces)</li> </ul>			
EA Develop clear criteria to prioritize among possible strategies. The following are a starting point for development of final criteria. A priority strategy should be: <ul style="list-style-type: none"> <li>• Efficient – the strategy addresses many goals at once</li> <li>• Effective – it is crucial for the future either because implementing it will have a high impact on the goals, or because not implementing it will threaten achievement of the community’s goals</li> <li>• Preventative – it addresses root causes, preventing undesirable outcomes down the line</li> <li>• Risk-oriented – responds to major anticipated risks in the medium- to long-term</li> <li>• Actionable – Distinct enough to be carried forward by an organization or group of organizations</li> <li>• Supportable – Capable of galvanizing commitment from many people</li> <li>• Foundational – must be in place before other crucial strategies can be implemented</li> </ul>			
EA Develop simple criteria and/or prioritization tools for use by small business owners and residents	Y	Y	Y

### Use prioritization criteria

Possible actions include:

Possible Action	City	Partners	Citizens
EA Assess existing programs with sustainability criteria (e.g. using a triple-bottom line (TBL) framework)	Y	Y	
EA Develop prioritization methodologies and tools for each sector, applying the criteria developed for the whole community	Y	Y	
EA Share prioritization tools widely	Y	Y	



## Anticipate risks when prioritizing

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Because demographic changes will have significant impacts on municipal budgets: <ul style="list-style-type: none"> <li>Assess their timing and impacts locally as well as at a larger scale</li> <li>Adjust long-term budgets accordingly to frame public prioritization discussions</li> </ul>	Y	Y	Y
EA	Address anticipated rises in energy costs by ensuring that prioritization and program design considers the impacts of higher energy costs over the lifetime of a project or program.	Y	Y	Y

## Prioritize plan maintenance and renewal

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Allocate budget to “community sustainability” to maintain accountability for money being spent and to maintain focus on the long term goals and priorities of the community	Y	Y	

## Land Use and Transportation

### Prioritize investments strongly to core growth areas

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Shift budgets to prioritize investment in walking, cycling, transit over new investment in vehicle-focused infrastructure	Y		
EA	Implement forthcoming Active Transportation Plan “with vigour”	Y		
EA	Prioritize improvements to roads and public spaces into core growth areas	Y		
EA	Focus on support and facilitation in the implementation of a growth strategy, over “new” planning initiatives	Y		



## ***Buildings, Infrastructure and Open Space***

### **Develop a long-term funding model**

Possible actions include:

Possible Action	City	Partners	Citizens
Develop a long term, sustainable funding and management model for physical infrastructure	Y		
EA Develop clear principles for defining services that are user-pay vs. those that are supported by public funds	Y	Y	
Engage the public in understanding service levels and tradeoffs to support public discussion of priority-setting	Y	Y	

### **Find new sources of funding to fill gaps**

Possible actions include:

Possible Action	City	Partners	Citizens
Foster development of a community foundation that citizens can invest into for green strategies/development	Y	Y	Y

### **Consider specific ideas for reducing costs**

Possible actions include:

Possible Action	City	Partners	Citizens
Cost-balance systems (e.g. heat downtown streets so that you don't have to plow them)	Y		
Remove fluoride from water if this is supported by the balance of health data now available	Y	Y	
Prioritize control among "weeds" (e.g. thistles over dandelions) and reduce or eliminate cosmetic pesticide use	Y	Y	Y
Sell parks that do not meet community goals/needs, in order to finance purchase and development of better parks where they are needed most, and allow for infill development	Y		



## Social Development

### Address funding gaps

Possible actions include:

Possible Action	City	Partners	Citizens
EA Make capital available for neighborhood championed projects (e.g. through grant programs, locating venture capital where applicable)	Y		
Investigate the factors driving rising recreation and fire protection costs, and develop strategies to reduce these costs	Y		



# 5 Collaborate effectively for change

*Through community engagement, this is what we heard.....*

- Include government, business, post-secondary institutions, and community groups
- Build capacity for collaboration and coordination between organizations and across jurisdictions
- Coordinate programs, regulations, and incentives across all levels of government to be more effective
- Advocate change at senior government levels with a “single voice”
- Encourage strategies that fulfill multiple objectives

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### General

#### Build the capacity to collaborate effectively

Possible actions include:

Possible Action	City	Partners	Citizens
Investigate and communicate best practices (e.g. principles and approaches) for collaboration to minimize overlaps and maximize benefits	Y	Y	Y

#### Improve program and service integration

Possible actions include:

Possible Action	City	Partners	Citizens
Develop clear mandates and roles for partners	Y	Y	
Strengthen program design through inter-jurisdictional coordination and knowledge sharing	Y	Y	
Coordinate the delivery and timing of different programs	Y	Y	
Coordinate enforcement efforts across different agencies where appropriate	Y	Y	
Where appropriate, link complementary users at one site (e.g. active living/health promotion information centre with Farmer’s Market)	Y	Y	



**Monitor and test effectiveness of collaborative efforts, and refine them as needed**

Possible actions include:

Possible Action	City	Partners	Citizens
Develop improved accountability mechanisms to measure and report on the impacts of multi-agency efforts	Y	Y	
Where they are beneficial, reinforce the comprehensive nature of the efforts; or if needed, adjust them	Y	Y	

**Strengthen coordinated advocacy to address systemic barriers to change**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Form advocacy networks and share information in order to collaborate in policy and regulatory change for the betterment of the community	Y	Y	Y
EA Advocate for improvements to Provincial, Federal government funding – coordination of funding, allocation to long-term community priority goals and strategies	Y	Y	Y
Advocate for changes to Provincial and Federal policies and regulations that are barriers to sustainable programs, practices and technologies	Y	Y	Y

***Land Use and Transportation***

**Collaborate to use resources more efficiently**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Explore industrial stakeholder partnerships in land use strategies	Y	Y	
EA Develop a formal collaboration between City, BC Transit, and the School District	Y	Y	
EA Work with businesses, e.g. provide and promote employer transit pass programs	Y	Y	
Address climate change adaptation and mitigation strategies concurrently	Y	Y	



## ***Buildings, Infrastructure and Open Space***

### **Develop educational partnerships**

Possible actions include:

Possible Action	City	Partners	Citizens
Collaborate with UNBC, CNC, the School District and others to support significant investment in green building retrofits	Y	Y	
Consider pooling capital funding (e.g. supporting a revolving loan fund) to support major building retrofits	Y	Y	

### **Coordinate efforts to improve air quality**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Continue to coordinate air quality management through a multi-stakeholder model	Y	Y	Y
EA	Continue to work with senior government, industry and community groups to advocate for improvements to regulations, incentives, and other mechanisms that will support improvements in air quality	Y	Y	
	Continue to fund an air quality coordinator for community air quality improvement	Y	Y	

## ***Social Development***

### **Provide services collaboratively**

Possible actions include:

Possible Action	City	Partners	Citizens
To be most effective, deliver social services through integrated, multi-partner programs	Y	Y	Y





## Coordinate events that build relationships, knowledge, and skills needed to collaborate effectively

Possible actions include:

Possible Action	City	Partners	Citizens
EA Pilot a “Services and Community Fair” or “Community Partnership Forum” for social service and related organizations, in order to : <ul style="list-style-type: none"> <li>• Promote partnerships, educate, multi sectoral, offer workshops</li> <li>• Get to know one another</li> <li>• Share best practices</li> <li>• Advertise and promote</li> </ul> If successful, extend the pilot to become a regular opportunity to build capacity for collaborating	Y	Y	

## Develop enabling infrastructure and resources

Possible actions include:

Possible Action	City	Partners	Citizens
Partner with the academic community to build best practices	Y	Y	
Develop a community asset inventory/assets in smaller neighbourhood scale	Y	Y	
EA Develop a “sharing wall” (social media) for social service organizations to know what is going on (e.g. Craig’s list)	Y	Y	

## Explore options to coordinate efforts effectively

Possible actions include:

Possible Action	City	Partners	Citizens
EA Develop an interconnected social action plan	Y	Y	
EA Consider hiring one coordinator funded by all social partners to facilitate communication and be a liaison	Y	Y	
EA Consider forming a task force that represents each of the social partners	Y	Y	
Consider assessing and then coordinating funding for programs through the various levels of government – so there is a more realistic allocation of resources	Y	Y	



**Ensure partnerships and collaboration between public and private sectors maintain similar levels of access and service as public delivery**

Possible actions include:

Possible Action	City	Partners	Citizens
Develop consistent standards of service for public services delivered by both public and private organizations		Y	
Structure regulations and financing/taxation to keep public and private on the same level	Y	Y	
As part of educational/industry partnership development, consider expansion of private funding, but maintain public control/ownership of educational programs and delivery		Y	

***Economic Development***

**Improve Policy Coordination**

Possible actions include:

Possible Action	City	Partners	Citizens
Coordinate and “stack” incentives and partnerships between all levels of government and industry	Y	Y	
Proactively align all policies, regulations, legislation, certifications, training development etc. among organizations involved in economic development and related efforts	Y	Y	
Investigate provision of a “key agency” one-stop-shop to move forward on cross-jurisdictional issues affecting economic development	Y	Y	



## Leverage the University as a key asset

Possible actions include:

Possible Action	City	Partners	Citizens
Collaborate with UNBC and other post-secondary institutions to maintain or enhance their role as centres for technology development, R&D, and global connectivity		Y	
Explore ways to realize the potential of graduates as a key resource to the labour market		Y	Y
Strengthen post-secondary/industry partnerships (e.g. UNBC Industry Liaison Office)		Y	

## Develop or strengthen partnerships to support and drive key initiatives

Possible actions include:

Possible Action	City	Partners	Citizens
Develop mechanisms to create and support eco-industrial networking partnerships	Y	Y	Y
Make PG a key global demonstration site for research in bio-energy (e.g. using the University as a demonstration site) and build further innovation from this		Y	
Develop world leading rural development strategies (infrastructure, social, health), and celebrate and export knowledge and expertise in these areas		Y	
Explore the potential links between demonstration sites, research and development, and economic/business development		Y	



# Sustainable Strategies



# 6 Strengthen downtown and neighbourhood centres, and protect open space

*Through community engagement, this is what we heard.....*

- Protect important open spaces, including agricultural, community forest, and environmentally sensitive and hazardous areas
- Focus new growth in/near downtown and existing neighbourhood shopping and amenities
- Support growth priorities with investments in transportation and renewable energy infrastructure
- Ensure growth is accessible, attractive, affordable, and in character with the area, and supports interpersonal interaction
- Develop safe public spaces and program them with neighbourhood scale and city-wide events

## WHAT GOALS WILL THIS STRATEGY ADDRESS?

Society	Clear identity	Better downtown. Using green spaces for transportation
	Healthy & active	Easier to walk and bike for daily needs
	Safe	More people keep an eye on the street
	Affordable, accessible housing	Smaller units and more diverse housing
Environment	Clean air	Lower emissions from driving and space heating
	Green city, green practices	Valuable green spaces are protected
	Reduced carbon emissions	Lower emissions from driving, from heating buildings
	Green energy	Higher densities support efficient district energy systems
Economy	Vibrant economy	PG is more attractive to new businesses Encourages networking among diverse businesses
	Job diversity & accessibility	Jobs are easier to access by walking, cycling and transit
	Fiscal responsibility	Infrastructure and service costs are lower per capita; personal transportation costs are lower

## WHAT EXISTING PLANS AND INITIATIVES CONTRIBUTE TO THIS STRATEGY?

Some examples of related plans include:

- Smart Growth on the Ground Downtown Concept Plan, Downtown Partnership
- Updated flood strategy
- Active Transportation Plan



- Corporate Strategic Plan – civic pride initiatives
- Downtown Clean and Safe

Some examples of existing initiatives that contribute to this strategy include:

- UPass (BC Transit)
- Encourage industrial development outside the airshed (Official Community Plan, Initiatives Prince George Strategic Plan)
- Advocate for a dangerous goods route (Initiatives Prince George)
- Advocate for highway corridor upgrades (Initiatives Prince George)
- Assess railroad air emissions (PGAIR)

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### *Land Use and Transportation*

**Focus growth strongly to downtown and commercial centres near open spaces, amenities and jobs**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Target new residential growth to be 80% near downtown and neighbourhood centres, with the remainder elsewhere	Y	Y	
EA Recognize existing plans and investments by allocating some growth to those areas. This growth is anticipated to happen earlier, with later growth more focused to existing centres and downtown	Y		
EA Target new residential growth to be 80% multifamily, 20% single family over 30 years	Y	Y	
EA Phase growth areas beyond immediate priorities in case of additional population growth	Y	Y	
EA Consider climate adaptation in selecting where to locate growth	Y	Y	
Develop “transit-oriented development” along key transportation corridors	Y	Y	



**Enhance desired growth areas to attract development and activity**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Make downtown amenities more accessible to residents outside downtown	Y	Y	
Support safe, clean spaces	Y	Y	Y
Add green spaces, connections, walkability to growth centres	Y		
EA Target densities that are high enough to support district energy and other desired facilities/amenities	Y	Y	
Support aesthetic improvements to private lands through incentives	Y		
EA Ensure the quality of construction – specify objectives, e.g. through a sustainability checklist	Y	Y	
Include compatible businesses in neighbourhood nodes, develop neighbourhood nodes near/at existing centres for knowledge-based and service business	Y		

**Prioritize transportation investments in tandem with the land use focus and open space investments**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Expand the transit network to provide frequent, direct, reliable service on key corridors between neighbourhood centres		Y	
Meet needs of the core with transit before expanding in fringe areas		Y	
Base transportation policy on strong market research, e.g. surveys to identify mode share potential	Y	Y	



### Make alternative transportation a more attractive option

Possible actions include:

Possible Action	City	Partners	Citizens
Make transit simple and convenient - integrated bus pass; "smartcard" system		Y	
Reallocate road space to cyclists to enhance safety	Y		
Provide carpooling incentives		Y	Y
Make buses look and feel "cool"		Y	

### Ensure accessibility

Possible actions include:

Possible Action	City	Partners	Citizens
In planning capital projects and operations prioritize access for all ages, abilities as a key goal	Y	Y	
To ensure year-round pedestrian access, focus on snow clearing for walkways	Y		Y
Provide a diversity of housing types downtown and in neighbourhood centres, including accessible housing	Y	Y	

### Advocate for more efficient, safer goods movement

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Advocate for a dangerous goods route/truck route outside of the bowl		Y	
EA	Advocate for highway corridor upgrades	Y	Y	

### Maintain roads and public spaces well

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Improve roads and public spaces for a more functional and visually attractive city	Y		





## Adopt strategies to be resilient in face of possible future risks

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Maintain significant open space buffers next to the rivers and avoid floodplain development (in keeping with flood mitigation studies)	Y	Y	
	Consider moving development from areas that are particularly vulnerable to significant floods or other risks	Y	Y	Y

## Buildings, Infrastructure and Open Space

### Reflect the true costs of development in fees and taxes

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Apply life-cycle costing to infrastructure, and require developers to pay the full cost of additional infrastructure for new development	Y		

### Protect and enhance valuable open spaces

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Protect valuable agricultural, environmentally sensitive, and hazardous lands from development. Recognize and preserve endangered species, critical habitat and special wildlands	Y	Y	Y
	Develop a management plan for natural areas & urban forests, and pursue funding for implementation	Y		
	Identify and encourage creation of forest ecosystem networks through the city	Y		Y
	Increase the urban forest, including street trees, community forest, parks, and private lands	Y		
	Support the use of natural open spaces to grow and gather local wild foods	Y	Y	Y
	Acquire key sites (e.g. for open space, green infrastructure) now, anticipating later needs	Y		



Possible Action	City	Partners	Citizens
EA Improve and increase trails and green space, using these to enhance connectivity to nature and throughout the city	Y		
EA Manage the wildfire interface to minimize risks to developed areas	Y	Y	Y
Maintain sloped areas as natural land to prevent slope failure	Y	Y	Y

### Adapt the use of available open spaces

Possible actions include:

Possible Action	City	Partners	Citizens
EA Convert closed school grounds to alternative uses, maintaining the opportunity to return them to school use. Consider their use as a municipal agricultural reserve system or to meet neighbourhood recreational needs	Y	Y	
Identify underused agricultural lands and encourage their use	Y	Y	
Work with the Tabor Mountain Recreation Society and the PG Snowmobile Club to share its trails for recreation, and golf clubs for winter skiing and snow shoeing	Y	Y	
Support a park for motorized recreation to reduce conflicts in other areas	Y		

### Encourage naturalization of open spaces

Possible actions include:

Possible Action	City	Partners	Citizens
EA Encourage the use of non-invasive local and perennial plants, shrubs and trees for private landscaping	Y	Y	Y

### Develop district energy systems in growth centres

Possible actions include:

Possible Action	City	Partners	Citizens
EA Investigate the potential for District Energy, especially in mixed-use locations	Y	Y	
Link District Energy areas to new fibre technology in order to create an attractive competitive advantage for new and retained businesses in neighbourhood centres	Y	Y	



## ***Social Development***

### **Leverage concentrated growth to provide community amenities**

Possible actions include:

Possible Action	City	Partners	Citizens
Provide a wide range of community facilities and programming for youth, families, and seniors in key neighbourhood centres	Y		
Create clearly identified neighbourhood public gathering spaces. Where possible, revitalize existing public spaces or convert underused private spaces such as parking lots	Y		Y

### **Reduce the impact of social services on street feel and activity**

Possible actions include:

Possible Action	City	Partners	Citizens
Reduce the concentration of social services downtown	Y	Y	

## ***Economic Development***

### **Attract and retain businesses**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Change downtown retail hours to open 11-7 on weekdays to build activity into the evening	Y	Y	
	Encourage physical development that enhances business to business interactions	Y		
	Develop a summer market similar to Sechelt	Y	Y	Y



# 7 Promote green resilient buildings and infrastructure

*Through community engagement, this is what we heard.....*

- Develop buildings and provide infrastructure and services that are more efficient and reduce environmental impacts
- Adapt and re-use existing buildings and infrastructure as much as possible
- Reduce financial barriers to green technologies and approaches
- Encourage residents and businesses to become more environmentally responsible
- Build capacity and expertise in industry sustainability, including reduced carbon emissions, eco-networking and procurement
- Design infrastructure that is resilient to future climate change

## WHAT GOALS WILL THIS STRATEGY ADDRESS?

Society	Clear identity	More use of wood and other local building materials
	Healthy & active	Healthier low-cost housing
	Affordable, accessible housing	Green affordable housing
Environment	Clean air	Reduced air emissions
	Reduced waste	Enhanced recycling and other programs
	Reduced carbon emissions	Lower emissions from driving, from heating buildings
	Clean water	Continued treatment and monitoring of water quality
	Green energy	Renewable and district energy more available
Economy	Vibrant economy	Use of local and renewable resources promoted
	Diverse economy	Expansion of green sector
	Fiscal responsibility	Reduced infrastructure and servicing; reduced household costs

## WHAT EXISTING PLANS AND INITIATIVES CONTRIBUTE TO THIS STRATEGY?

Some examples of related plans include:

- Waste management strategy, including curbside recycling (RDFFG/City of Prince George)
- Water conservation strategy (City of Prince George)
- Building energy efficiency incentives (City of Prince George, BC Hydro)
- Air Quality Strategy
- Climate Change Adaptation Strategy
- Wastewater Treatment Plan



## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### *Land Use and Transportation*

#### **Promote cleaner vehicles**

Possible actions include:

Possible Action	City	Partners	Citizens
Encourage the use of more efficient locomotives, such as hybrids or electrics, within the PG airshed	Y	Y	
Use smaller, more efficient vehicles in vehicle fleets as much as possible	Y	Y	
Promote the sale and use of more efficient private vehicles		Y	Y
EA Continue to develop a zero net-cost Air Care program		Y	

#### **Improve efficiency of roadways**

Possible actions include

Possible Action	City	Partners	Citizens
EA Improve signal timing on highways and roads, add bicycle sensors	Y	Y	

### *Buildings, Infrastructure and Open Space*

#### **Aim for adaptable & resilient infrastructure**

Possible actions include:

Possible Action	City	Partners	Citizens
Explore “alternative” infrastructure design standards and guidelines; this could include Subdivision standards and renewal practices; e.g. locating utility corridors off-road	Y		
Support renewable energy infrastructure and district energy	Y	Y	Y



Possible Action	City	Partners	Citizens
Ensure energy infrastructure is adaptable to various energy sources	Y	Y	
Analyze and proactively manage infrastructure vulnerabilities anticipated with climate change	Y		
Continue to protect water supplies from potential contamination, and to treat wastewater to a high standard	Y		
Improve management of storm runoff and its impacts on waterways, and anticipate future precipitation alterations from climate change	Y		

### Promote a culture of conservation

Possible actions include:

Possible Action	City	Partners	Citizens
EA Incorporate innovative products and strategies into home shows – promote green homes and infrastructure	Y	Y	
Promote methods of making our resource usage transparent, e.g. ‘smart’ meters in homes	Y	Y	
At a big event or festival, include elements encouraging conservation. For example, include a clothing swap meet, clothes alteration service, and a crazy costume party to encourage clothing re-use and develop skills	Y	Y	Y
Encourage a stronger culture of sharing, i.e. informal “freecycling”	Y	Y	Y
Educate people about our per capita water consumption compared to other industrialized countries	Y	Y	Y
Require installation of water meters in all homes and businesses	Y	Y	Y
Charge more for water, charge based on consumption	Y		

### Strengthen pollution prevention regulations and balance with incentives

Possible actions include:

Possible Action	City	Partners	Citizens
Reduce industrial air pollution permit levels		Y	
Increase fines and enforcement monitoring for emissions to a level high enough to encourage change in the near term		Y	
Dedicate money to enforce bylaws effectively in relation to key community priorities (e.g. air quality, anti-idling, water quality)	Y	Y	



Possible Action	City	Partners	Citizens
EA Implement pesticide control bylaws and complementary education and marketing programs	Y		Y
EA Ban plastic grocery bags and provide alternatives (e.g. myPG grocery bag to all households)	Y		Y

### Reduce solid waste

Possible actions include:

Possible Action	City	Partners	Citizens
EA Implement a curbside recycling program	Y	Y	
EA Commit to long-term waste reduction goals	Y	Y	Y
Increase collaboration between the City, Regional District, and business on waste reduction programs	Y	Y	
Extend product stewardship programs and integrate them with municipal solid waste systems		Y	
Pilot a packaging stewardship program with retailers to reduce and manage packaging at the point-of-sale		Y	
Advocate for a shift to more durable consumer products	Y	Y	Y
Increase the service fee so that recycling can be included with garbage pickup	Y	Y	
Ensure regulations, fines and enforcement are in place to minimize dumping in the city and region	Y	Y	
EA Consider local programs to reduce and divert wastes <ul style="list-style-type: none"> <li>○ Renew swap-sheds idea, finding ways to make it work. Consider a warehouse-style facility with employees to better manage it</li> <li>○ Investigate the potential for a compost program for restaurants</li> <li>○ Transition more quickly to e-services to cut down on paper use</li> </ul>	Y	Y	
Implement and enforce materials landfill bans as alternative disposal options become available	Y	Y	
Implement an anti-greenbelt dumping education program, and an enforcement program	Y	Y	Y



## Encourage green, affordable, accessible buildings – residential, retail and industry

Possible actions include:

Possible Action	City	Partners	Citizens
EA Develop initiatives to support energy and healthy building upgrades to low-income and affordable housing	Y	Y	
EA Encourage or require new construction to be green. As much as possible, require all low- or no-cost items, and provide incentives for higher cost items	Y	Y	
EA Promote green products and incentive programs at local home shows	Y	Y	
Provide tools and training for local building inspectors to assess energy efficiency and include in standard home inspections and reports	Y	Y	

## Overcome financial barriers to green building

Possible actions include:

Possible Action	City	Partners	Citizens
EA Educate developers and builders about financial mechanisms to transfer higher capital costs of green features to purchasers (whose reduced operating costs compensate for higher monthly payments)	Y	Y	
Provide conventional incentives (e.g. tax exemptions, lower Development Cost Charges in specific areas) mixed with other approaches (Public-Private Partnerships with city, developers and lending institutions) to facilitate investments with longer-term paybacks	Y		
In mortgage approvals, interest rates, or monthly payment options, consider reduced costs associated with building energy efficiency (Financial institutions)		Y	





## Encourage adaptive re-use of buildings and spaces

Possible actions include:

Possible Action	City	Partners	Citizens
EA Adapt existing buildings for new uses (e.g. schools)	Y	Y	
EA Facilitate brownfield redevelopment with a focus on brownfields in neighbourhood centres and downtown	Y	Y	
To promote local agriculture or public access, explore incentives for private land owners to release lands for these uses	Y		

Make the most out of investments in open spaces

Possible actions include:

Possible Action	City	Partners	Citizens
Locate compatible infrastructure in open space - e.g. a park used for stormwater management and a commuter bike trail	Y		

## Minimize costs and environmental impacts of snow management

Possible actions include:

Possible Action	City	Partners	Citizens
Manage snow at the neighborhood level to reduce the high cost of snow removal and disposal and to reduce the emissions from trucking	Y		
Identify and implement methods to reduce leaching and runoff from snow dumps	Y	Y	

## Proactively address anticipated long-term risks

Possible actions include:

Possible Action	City	Partners	Citizens
EA Accelerate implementation of energy efficiency and renewable energy initiatives in order to be prepared before energy prices rise significantly	Y	Y	
When assessing projects or programs, consider how they help adapt to anticipated changes in the local climate (in addition to assessing GHG emissions reductions)	Y	Y	





***Economic Development***

**Promote resource efficiency**

Possible actions include:

Possible Action	City	Partners	Citizens
Use local resources appropriately, e.g. “wood first” in construction	Y	Y	Y
Set up systems to make it easy to find valuable users for current ‘wastes’	Y	Y	
Promote local green building products and services	Y	Y	Y

**Develop more “green” skills and knowledge**

Possible actions include:

Possible Action	City	Partners	Citizens
Ramp up education programs at local institutions (CNC, UNBC) that relate to “green” subject matter (training in green building trades, environmental planning, green economics, etc.)		Y	



# 8 Reconnect to nature and strengthen local and culture and identity

*Through community engagement, this is what we heard.....*

- Use parks and green transportation corridors to reconnect Prince George to its rivers and other key natural features
- Strengthen sense of place through urban design and patterning, maintaining a “big town” identity
- Strengthen a sense of local history through heritage retention
- Provide public and private facilities for arts and culture initiatives
- Strengthen local culture, emphasizing First Nations culture and including all ethnic groups
- Use events to develop pride and increase social interaction
- Foster a sense of connection with nature and environmental responsibility among Prince George youth

## WHAT GOALS WILL THIS STRATEGY ADDRESS?

Society	Clear identity	Regular experience of nature and local culture
	Healthy & active	Combination of natural features with recreation encourages activity
	Culturally rich	Stronger heritage, arts, and culture programs
Environment	Green city, green practices	Strong experience of natural ecosystems throughout the City
	Reduced carbon emissions	Combination of natural features with bike/walk routes encourages active transportation
Economy	Vibrant economy	Improved amenities make PG more attractive to new residents and businesses

## WHAT EXISTING PLANS AND INITIATIVES CONTRIBUTE TO THIS STRATEGY?

Some examples of related plans include:

- Prince George Social Plan
- Prince George Heritage Strategic Plan
- Cultural Plan for the RDFFG
- Prince George Master Parks Plan



## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### *Land Use and Transportation*

#### **Enhance green connections**

Possible actions include:

Possible Action	City	Partners	Citizens
Make use of parks, the riverfront, and other green spaces for transportation	Y		Y
Draw people to the riverfronts and other key environmental features by bringing various public uses close to them. (e.g. in Fort George Park, allow access to the pond for boats, possibly have a nice restaurant overlooking the pond and/or river)	Y		
EA Use urban design and city-wide urban form to strengthen a sense of place (e.g. by highlighting landmarks and views, through street design)	Y		

#### **Improve the quality of the urban environment**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Keep up with road maintenance throughout the city	Y		
Increase the number of street trees	Y	Y	
Emphasize character or heritage nature of existing neighbourhoods	Y	Y	Y



***Buildings, Infrastructure and Open Space***

**Connect to the natural environment and history through park design and acquisition**

Possible actions include:

Possible Action	City	Partners	Citizens
Incorporate social activities into open spaces	Y	Y	Y
Celebrate the natural environment in site design and planning to reflect the importance of our natural environment i.e. diverse native plant species, materials, architecture, viewscape	Y	Y	Y
Strengthen park access to the rivers and other key natural landmarks	Y		
Develop a trail system that runs between points of historical interest & outlying parks with viewing sites or businesses (bike/canoe rental, restaurant, cabin rental) lying between sections of trails	Y	Y	

***Social Development***

**Develop a strategic plan for identity creation and promotion**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Develop an inclusive strategic plan/vision (including: strategic communications, measurable action items, public involvement, and communication) to strengthen community identity and pride	Y	Y	

**Promote a sense of community ownership**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Encourage individuals to take responsibility for their community and promote ownership and pride	Y	Y	Y
Hold Block Watch and block parties			Y



**Support community activities and events that enhance community pride and identity.**

Possible actions include:

Possible Action	City	Partners	Citizens
Create a February Statutory Holiday to celebrate local community (e.g. PG celebrates it as “myPG Day”)	Y	Y	
Develop community events to enhance social interaction (local and city wide)	Y	Y	Y
EA Encourage community-driven festivals and celebrations, for example: seasonal celebrations of food and local farming, “PG’s got talent” type events (art and music shows that showcase locals) Consider a renewed, safer version of “Sandblast” Have a cultural day of celebration at Fort George Park. Free concerts in the park/Civic Plaza, regular (weekly/monthly etc.) concert (local bands) in Fort George Park Continue to support River’s Day	Y	Y	Y
Challenge community associations to promote diversity, culture, and strengths	Y		Y

**Support First Nations in celebrating and communicating their culture to the whole community**

Possible actions include:

Possible Action	City	Partners	Citizens
Showcase Aboriginal cultural events	Y	Y	Y
Incorporate Aboriginal culture/traditions into larger events	Y	Y	Y

**Promote central elements of community identity**

Possible actions include:

Possible Action	City	Partners	Citizens
Promote winter city identity among residents	Y	Y	
Support the “big town” feel of PG (in contrast to a “small city” feel) while communicating a sense of size that	Y	Y	





Possible Action	City	Partners	Citizens
continues to attract new business			
Increase “pride of place”/ community spirit through communications / education	Y	Y	Y
Create a multimedia campaign to change people’s perceptions of Prince George, which breaks down stereotypes and also engages, invites, and showcases our own community members	Y	Y	Y
Celebrate our achievements by marketing and recognizing our talents and successes in overcoming challenges	Y	Y	Y

**Provide extensive facilities for arts and culture**

Possible actions include:

Possible Action	City	Partners	Citizens
Maintain existing public facilities and maximize the efficiency of their use	Y		
Inventory both public and private venues for arts and culture events (including sports) and consider all of these in planning for arts and culture facilities over the long term	Y	Y	
Consider a new performing arts centre downtown	Y		



# 9 Build on our assets to strengthen our community

*Through community engagement, this is what we heard.....*

- Take care of marginalized residents with affordable housing, accessible healthcare and amenities, quality food, and education and job training
- Address the root causes of crime
- Support a food system that provides healthy food, supports viable local production, and helps community members make healthy choices

## WHAT GOALS WILL THIS STRATEGY ADDRESS?

Society	Healthy & active	Stronger local food programs Good recreation programs
	Equitable	Programs supporting integration; good job training for all
	Safe	Root causes of crime addressed
	Supportive & engaged	More opportunities for interpersonal connections
Environment	Green city, green practices	Easier to improve the environment when basic needs are met.
	Reduced waste	Easier to improve the environment when basic needs are met.
	Reduced carbon emissions	Easier to improve the environment when basic needs are met.
	Clean water	Easier to improve the environment when basic needs are met.
Economy	Affordable, accessible housing	Housing available across the full spectrum of needs
	Vibrant economy	The PG community is more attractive to new businesses
	Job diversity & accessibility	Job training targeted to those who need it most
	Fiscal responsibility	Focus on root causes reduces program costs

## WHAT EXISTING PLANS AND INITIATIVES CONTRIBUTE TO THIS STRATEGY?

Some examples of related plans include:

- Prince George Social Plan
- Communities That Care
- Welcoming and Inclusive Communities and Workplaces
- Homeless Intervention Pilot Project
- Assets and Gaps Inventory, Community Partners Addressing Homelessness
- Beyond Homelessness Standing Committee, City of Prince George
- Community Partners Addressing Homelessness Strategic Action Plan





- Strategic Plan, Prince George Active Communities Project
- Healthy Eating, Active Living (HEAL), Northern Health
- Stone Soup, Northern Health

Examples of related initiatives include:

- Support First Nations employment and business e.g. Prince George Nechako Aboriginal Education and Training Association (PGNAETA), Aboriginal Business and Community Development Association (ABCDA)
- Promote interest, education and training to address local labour shortages e.g. Applied Technical and Engineering Education Consortium (ATEEC)
- Promote self-employment and small business through training, counseling, networking, other initiatives (e.g. Community futures)

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### *Land Use and Transportation*

#### **Support mixed-income communities**

Possible actions include:

Possible Action	City	Partners	Citizens
Develop policy and regulations that support mixed-income developments and communities	Y		
Support a mix of housing types within neighbourhood centres	Y	Y	Y
Support mixed use buildings with stores on the first floor, residents above downtown	Y	Y	Y
Discourage and to the extent possible, restrict gated and exclusive communities	Y		Y
Develop a strategy to maintain affordability and profitability for infill and redevelopment projects	Y	Y	

#### **Support transportation modes that are accessible to all**

Possible actions include:

Possible Action	City	Partners	Citizens
Give high priority to transportation investments that accommodate pedestrians and handicapped users	Y	Y	



## Build on Prince George's heritage

Possible actions include:

Possible Action	City	Partners	Citizens
Protect and enhance heritage assets	Y	Y	

## *Buildings, Infrastructure and Open Space*

### Support healthy, affordable, accessible housing

Possible actions include:

Possible Action	City	Partners	Citizens
Provide affordable market rental housing for low-income residents		Y	
Have volunteer work groups build kit houses		Y	Y
Provide low threshold housing		Y	
Provide youth housing		Y	Y
Use City land for low-income housing sites	Y	Y	
Formally incorporate requirements for a proportion of accessible housing and visitable housing to be built as part of all residential construction in the new core density areas	Y		
Develop initiatives to support energy and healthy building upgrades to low-income and affordable housing	Y	Y	
Provide incentives for affordable housing	Y	Y	

### Provide high-quality recreational opportunities

Possible actions include:

Possible Action	City	Partners	Citizens
EA Continue to support existing recreational facilities and programs	Y		Y



## ***Social Development***

### **Build capacity and share information**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Hold an annual community services fair to showcase programs and promote available community resources	Y	Y	
	Report on and promote success stories, including evaluation and assessments.	Y	Y	
	Conduct research on different ways of achieving equity, inclusion and accessibility	Y	Y	Y

### **Address root causes of crime**

Possible actions include:

	Possible Action	City	Partners	Citizens
	Provide more youth services and treatment for troubled teenagers, young adults, and use support programs as an alternative to prison sentences for our children and grandchildren		Y	Y
	Connect with youth to understand roots of youth troubles and address them		Y	Y
	Provide drug and alcohol education and services in schools		Y	Y
	Support Crime Prevention Through Environmental Design (CPTED) programs in areas where safety in public spaces is critical	Y		Y
	Encourage programs that foster social and environmental responsibility	Y	Y	Y
	Support street-oriented housing types providing more oversight of public spaces	Y	Y	Y



## Develop a community that welcomes diversity and is well-integrated

Possible actions include:

Possible Action	City	Partners	Citizens
Provide youth education to build a social culture that accepts difference (cultural, socio-economic, and others)		Y	Y
Identify possible arts/culture initiatives and facilities for growing ethnic minorities	Y	Y	
Help neighborhoods develop inclusive core values	Y	Y	Y
Promote and celebrate neighborhood lifestyle diversity	Y	Y	Y
Counter the sense of PG as a “community of individuals” through events that integrate people from different cultures and walks of life, and through initiatives to create a sense of a cohesive community	Y	Y	Y

## Encourage a culture of active living

Possible actions include:

Possible Action	City	Partners	Citizens
Maintain and extend existing active living initiatives	Y	Y	Y
Run a competition between community groups (e.g. how many kilometers can you log) – to encourage walking, cycling, similar to Bike to Work Week	Y	Y	Y

## Strengthen access to healthy, local food

Possible actions include:

Possible Action	City	Partners	Citizens
Initiate an annual awareness campaign about programs that allow people to donate local food products to people in need		Y	Y
Develop a Farmers Market coupon program to increase access to local food for all income levels		Y	
Educate residents about gardening and food production		Y	Y
Allow and encourage community greenhouses and root cellars through policy and regulation	Y		Y
Resolve regulatory barriers that currently make it difficult for restaurants and caterers to donate leftover food to people in need (e.g. through Vancouver’s Quest Food Exchange)	Y	Y	



Possible Action	City	Partners	Citizens
Fund organizations such as REAPS (Recycling and Environmental Action Planning Society) to coordinate other social agencies getting involved with community gardens	Y	Y	

### **Comit to purchasing healthy, ethically produced food**

Possible actions include:

Possible Action	City	Partners	Citizens
Adopt procurement standards for healthy, ethically produced food products	Y	Y	Y

### ***Economic Development***

#### **Reduce key barriers to social development**

Possible actions include:

Possible Action	City	Partners	Citizens
Resolve treaties quickly		Y	
Promote employment opportunities for hard-to-employ residents		Y	
Provide incentives to employ marginalized people		Y	

#### **Deliver efficient skills training aimed to meet community needs of today and tomorrow**

Possible actions include:

Possible Action	City	Partners	Citizens
Reduce educational reaction time to employer needs through enhanced partnerships and training		Y	
Improve education rates in the community		Y	
Develop a strategy to retain new graduates		Y	
Develop less traditional labour skills: digital, literacy, social skills		Y	
Align labour programs to economic opportunities		Y	
Encourage the Urban Aboriginal Economic Development Strategy and ongoing partner dialogue - linking employers with First Nations community		Y	
Enhance training and adaptability skills for business leaders as an essential response to global unknowns		Y	



# 10

## Encourage beneficial growth

*Through community engagement, this is what we heard.....*

- Encourage economic and related population growth to achieve a viable, stable tax base
- Promote Prince George to attract and retain residents and businesses, focused on future needs
- Prioritize growth that builds on a diverse range of long-lasting local and regional assets – responsible natural resource industry, higher education, value added wood products, renewable energy, goods transportation and agriculture – and supports the community’s goals
- Encourage green, local business

### WHAT GOALS WILL THIS STRATEGY ADDRESS?

Society	Culturally rich	More cultural facilities and programs
Environment	Clean air Reduced waste Green energy	Reduced industrial emission, new industry locates outside the airshed Eco-industrial networking that uses “wastes” as resources Bio-energy and other renewables are readily available
Economy	Vibrant economy Diverse economy Sustainable business Job diversity & accessibility International connections Fiscal responsibility	more businesses and labour. An economy built on strong regional assets. more green energy, agriculture, high-tech and logistics businesses More sustainable business practices job diversity through business diversity  International awareness of PG strengths for businesses and workers  a stable tax base over the long term

### WHAT EXISTING PLANS AND INITIATIVES CONTRIBUTE TO THIS STRATEGY?

Some examples of related plans include:

- Support a Wood Innovation Centre downtown (Downtown Partnership)
- Develop logistics and transportation sector – Airport expansion, inland container port Boundary Road, (Initiatives Prince George Economic Development Strategy)



- Improve market access (e.g. 16/97 Economic Alliance for mining)
- Expand bio-energy (e.g. Northern Bio-Energy Partnership, Bio-energy conference)
- Assist with regional economic diversification and transition through collaborative strategic planning e.g. Omineca Beetle Action Coalition (OBAC)
- Market PG to prospective workers (Live and Work PG, others)
- Promote interest, education and training to address local labour shortages e.g. Applied Technical and Engineering Education Consortium (ATEEC)
- Develop strong corporate greening initiatives (e.g. City fleet services and energy efficiency programs, UNBC Green University)
- Build Post-secondary/industry partnerships (e.g. UNBC Industry Liaison Office)

## HOW WILL WE ACT ON THIS IN PRINCE GEORGE?

We will act on this through integrated efforts in a number of areas, and through the coordinated action of the City, Partners and Citizens as described below.

### *Land Use and Transportation*

**Develop in ways that attract business to Prince George and the region.**

Possible actions include:

Possible Action		City	Partners	Citizens
EA	Ensure highways have the capacity to move goods efficiently throughout the region	Y		
	Encourage attractive redevelopment downtown and in neighbourhood centres serving businesses	Y	Y	

### *Social Development*

**Encourage community involvement in the food system**

Possible actions include:

Possible Action		City	Partners	Citizens
	Strengthen local celebrations of place and seasons, including food	Y	Y	Y
	Educate residents about regional food availability and benefits	Y	Y	Y
EA	Produce a regional and municipal “food shed” map of what’s available		Y	Y
	Develop a year round gathering place in conjunction with the Farmer’s Market	Y	Y	Y



## ***Business and Economic Development***

### **Attract and retain businesses**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Continue to promote Prince George’s strengths, assets, and vision widely. Target business/labour identified as meeting the attributes and qualities that best align to our strength. Advance and capitalize on our best opportunities: green energy, transportation/logistics, regional natural resources, and others	Y	Y	Y
	Develop a “PG First” program – tailored for local businesses. Define and reinforce our assets – “what is good about PG?” These include access to education and recreation, affordable lifestyle, arts & culture, access to nature, strengths and acceptance of diversity, sense of community	Y	Y	

### **Attract and retain workers**

Possible actions include:

	Possible Action	City	Partners	Citizens
EA	Maintain and enhance Live and Work PG and similar programs to attract new workers	Y	Y	
	Improve air quality	Y	Y	Y
	Enhance marketing programs with the aim to attract a diverse community	Y	Y	
	Improve the quality of the urban environment to attract new immigrants	Y	Y	Y
	Advocate for improved recognition of international qualifications		Y	
	Increase focus on retaining new graduates who are focused on private sector business creation		Y	
	Focus training and attraction on future needs - to build local skills and attract additional skill sets		Y	
	Involve First Nations more closely in all labour-related initiatives	Y	Y	
	Enhance recreation opportunities for children	Y		Y





## ***Business and Economic Development***

### **Attract and retain businesses**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Continue to promote Prince George’s strengths, assets, and vision widely. Target business/labour identified as meeting the attributes and qualities that best align to our strength. Advance and capitalize on our best opportunities: green energy, transportation/logistics, regional natural resources, and others	Y	Y	Y
Develop a “PG First” program – tailored for local businesses. Define and reinforce our assets – “what is good about PG?” These include access to education and recreation, affordable lifestyle, arts & culture, access to nature, strengths and acceptance of diversity, sense of community	Y	Y	

### **Attract and retain workers**

Possible actions include:

Possible Action	City	Partners	Citizens
EA Maintain and enhance Live and Work PG and similar programs to attract new workers	Y	Y	
Improve air quality	Y	Y	Y
Enhance marketing programs with the aim to attract a diverse community	Y	Y	
Improve the quality of the urban environment to attract new immigrants	Y	Y	Y
Advocate for improved recognition of international qualifications		Y	
Increase focus on retaining new graduates who are focused on private sector business creation		Y	
Focus training and attraction on future needs - to build local skills and attract additional skill sets		Y	
Involve First Nations more closely in all labour-related initiatives	Y	Y	
Enhance recreation opportunities for children	Y		Y



## Expand the “Regional Marketplace”

Possible actions include:

Possible Action	City	Partners	Citizens
EA Better position future growth through the identification of top 10 missed regional opportunities	Y	Y	
Foster capacity of local suppliers		Y	Y
Assist with regional economic diversification and transition by maintaining collaborative strategic planning initiatives	Y	Y	
Develop a clearer understanding of the regional assets supporting a long-term sustainable economy. Coordinate across stakeholders to clarify expectations and set a realistic long-term vision for the size of the economy and community		Y	Y

## Develop a local business sustainability strategy

Possible actions include:

Possible Action	City	Partners	Citizens
EA Define sustainable resource development clearly to provide direction to regional industry		Y	
Encourage businesses to recognize and take advantage of local labour and energy production		Y	
Develop and maintain healthy sources of renewable local resources as a basis for long-term industrial business		Y	
Encourage and support “sustainable business operations” such as green, ethical purchasing policies, green fleets, and energy retrofits for local businesses	Y	Y	Y
EA Work with local industry and senior government resources to identify cost-effective ways of reducing their carbon emissions, look for opportunities with a low carbon economy	Y	Y	
Establish a pilot eco-network hub (i.e. Eco-Industrial Network) through a collaboration of businesses for whom sharing inputs and outputs can minimize waste and reduce costs	Y	Y	



## Pursue bio-energy opportunities

Possible actions include:

Possible Action	City	Partners	Citizens
Build on the success of existing initiatives (e.g. Northern Bio-Energy Partnership, Bio-energy conference) to expand the bio-energy sector		Y	
Strengthen partnerships to use all wood sources		Y	
Foster an integrated approach to fibre management		Y	
Use current air quality goals and greenhouse gas emissions as a catalyst to frame an understanding of best practices for bio-energy technologies	Y	Y	
Develop bio-energy technology and innovation as an exportable commodity		Y	
All bio-energy actions must be considered within the limits of the region's forest ecosystems			
EA Prioritize and build momentum on bio-energy research <ul style="list-style-type: none"> <li>• Develop a demonstration site in bio-energy</li> <li>• Promote Prince George's leadership in bio-energy and successes at specific demonstration sites</li> <li>• Build on the myPG partnership between the City and UNBC to use university resources to fullest in supporting research, development, and promotion of bio-energy in Prince George</li> </ul>	Y	Y	

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## Pursue all renewable energy opportunities

Possible actions include:

Possible Action	City	Partners	Citizens
EA Investigate all renewable energy options, including wind, biomass, geothermal, micro hydro and solar	Y	Y	Y
Improve scalability of our renewable energy technology		Y	
Realize increased benefits by combining various alternative energies	Y	Y	Y
Retrofit existing facilities to capture and re-use "waste" energy	Y	Y	Y

## Support local agriculture and food through municipal policy



## Support local agriculture and food through municipal policy

Possible actions include:

Possible Action	City	Partners	Citizens
Support the Farmer's Market through policy, regulation, and permitting	Y		
Hire an agrologist for the city and/or regional district	Y	Y	
Maintain a municipal agricultural reserve to complement the ALR	Y	Y	
EA Develop municipal policy to enhance local food systems	Y	Y	

## Support and expand regional agriculture and the market for local food

Possible actions include:

Possible Action	City	Partners	Citizens
EA Extend or adapt the OBAC Agricultural Strategic Plan to set up an effective multi-organizational collaboration for sustainable food system in Northern BC		Y	
EA Develop an Agricultural Area Plan for the region		Y	
Capture waste heat and gases from industry for re-use by the greenhouse industry		Y	Y
Encourage Community-Supported Agriculture (CSAs) and other farmer to consumer links (e.g. build on Farm-to-School program)	Y	Y	Y
Consider an agri-forest partnership, e.g. using waste wood for soil amendments and as a heat source		Y	
Develop UNBC and CNC agriculture programs		Y	
Provide tool and equipment exchanges to reduce producer costs		Y	Y
Provide incentives to jump-start people into agriculture		Y	
Develop a program to link people who want to learn how to farm with farmers in need of labour (e.g. SOIL Apprenticeships, <a href="http://www.soilapprenticeships.org/">http://www.soilapprenticeships.org/</a> )		Y	Y
Support neighbourhood farmers markets branching off the main PG market	Y		Y
Eliminate roadblocks (regulatory and tax) to viable local agriculture	Y	Y	
Set up a farm subsidy or farm credit corporation		Y	
Develop a local micro-credit program for agriculture		Y	



Possible Action	City	Partners	Citizens
Identify and eliminate barriers to local food in local grocery stores		Y	
Maintain the larger local farming operations in the area	Y	Y	
Using various tools, encourage farming of smaller plots of agricultural land	Y	Y	

### Invest in Technology, Research and Innovation

Possible actions include:

Possible Action	City	Partners	Citizens
Enhance mobile/remote communications linkages to make it easier for the Prince George region to compete with larger centres for new residents		Y	
Develop markets for knowledge and expertise particular to Prince George's technology sector		Y	
EA Investigate the market for Prince George to host data centres (these have lower cooling costs than in a climate like California's)		Y	
Diversify and build Prince George's research hub with a goal to support innovation		Y	

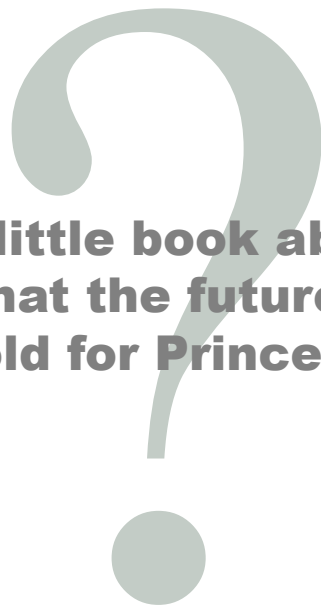
### Investigate and mitigate long-term risks to enhance economic resilience

Possible actions include:

Possible Action	City	Partners	Citizens
EA Encourage reduction in industrial energy costs and carbon emissions, through the application of regulations, incentives, and other tools	Y	Y	
EA Investigate possible local and regional implications of climate change and related senior government policies, regulations and economic development strategies	Y	Y	
EA Investigate potential niche market for more durable consumer goods		Y	
EA Investigate possible timing and implications of competition from shipping via the NW Passage, and balance economic development efforts accordingly		Y	



# Appendix A – Potential Future Scenarios



**A little book about  
what the future might  
hold for Prince George**

## What are scenarios?

“Scenarios” are a compelling and reasonably credible stories that describe alternate possible futures. They focus on the context for planning – the “external factors” that will affect our community and our ability to achieve our vision.

## How did we create these scenarios?

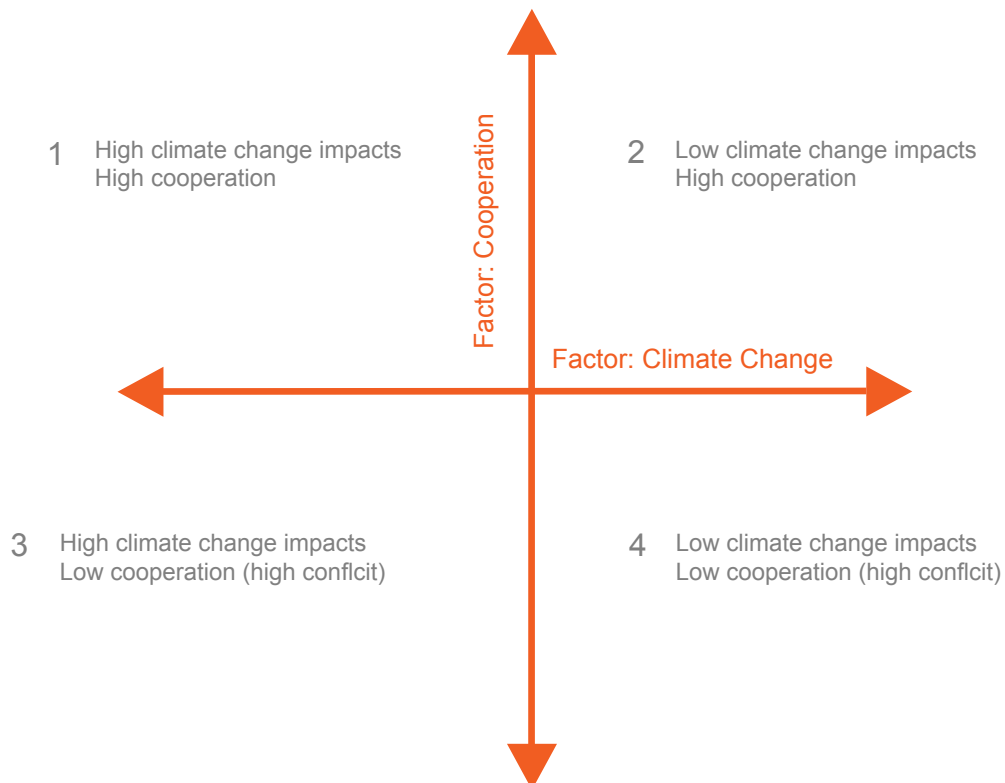
We held a 2-day workshop with a diverse group of local experts. The process was:

- **Brainstorm** different factors / future trends that could affect us.
- **Prioritize** the factors and **select** a top two that are critical to Prince George, and whose future trend is not certain.
- **Sketch** out four very different scenarios using different combinations of the two factors (i.e high to low range of each factor)
- **Create** stories by adding other previously identified factors to the mix, and developing a credible storyline that grows out of current trends.

Stories were later polished for consistency and clarity.

## What two factors were chosen?

- **Climate Change** - we know there will be impacts, but don't know how severe
- **Cooperation vs Conflict** – combined ideas like globalization vs. localization, cultural homogenization, and business and intergovernmental cooperation.



## Scenarios Overview

### **Scenario 1: Weathering the storm** (High climate change impacts, High cooperation)

Sea level rise and droughts have led to mass migration and an increase in diseases that strain resources. Worldwide loss of biodiversity stresses natural systems. However, a global effort is underway to adapt to climate change. Catastrophes have led to growing cooperation, which leads to successful adaptation to climate impacts. The public have accepted lower standards of living in order to face climate related challenges. Education and communication facilitates global consciousness.

### **Scenario 2: An easy ride** (Low climate change impacts, High cooperation)

In a highly cooperative community that has experienced slow climate impacts, self-sufficient local economies are becoming the norm, as developing countries grow and compete for resources. Interest and participation in civic governance is high because of a focus on education and global connectivity. A move to more compact communities to address seniors' needs and keep them active has led to lower health care costs. Traditional and local knowledge are shared and valued as young and old work together toward local food security.

### **Scenario 3: Overwhelmed by global shifts** (High climate change impacts, Low cooperation [high conflict])

Developing countries strengthen their economies through education and a focus on technological development. By contrast, North America has lost the ability to fund universities and loses prominence. Plagued by climate change impacts, North America has taken on a fortress mentality, hoarding food and pushing for the production of dirty and expensive fuel. Many citizens lose their homes to sea level rise, others lose family to severe weather storms. Massive migration to the interior causes conflict over food resources.

### **Scenario 4: Rising costs, rising conflict** (Low climate change impacts, Low cooperation [high conflict])

Growth of developing countries and an aging population lead to higher energy and health costs, putting pressure on government and household finances. Constrained public funding then leads to privatization of education, healthcare and other services. While the alternative energy sector bears fruit for some in the region, the poor and lower middle class are hardest hit by these changes. As a result, disparity rises and catalyses widespread conflict.

### **How do we use the scenarios?**

A challenge with creating long term strategies is that the future is uncertain. In this workshop we explored uncertainties and trends that may affect Prince George in the future. The goal is to describe alternate futures for Prince George, and use these scenarios in order to “test” strategies developed in the subsequent strategy workshops.

Testing strategies against possible future scenarios ensures the strategy will work under future conditions we can predict, and allow the strategy to have better chance to work under actual future conditions, which we can't predict.





## What will Prince George need to do to thrive in these different scenarios?

### Risk responses common to all scenarios

- Proactively mitigate climate impacts on forests, and from flooding
- Proactively address high energy costs
- Lay foundations for growing local agriculture
- Take advantage of communications technology
- Build partnerships with other governments and business in key areas

### Risk responses unique to individual scenarios

#### Weathering the storm

- Urgent focus on emergency response capacity
- Anticipate significant migration from other countries
- Anticipate a shift to a less materialist culture

#### An easy ride

- Anticipate low population growth
- Pursue initiatives for compact development

#### Overwhelmed by global shifts

- Target diversification beyond forestry, education
- Anticipate influx of refugees from other countries and potential for racism

- Anticipate possible competition for transportation from the NW Passage
- Become more self-reliant for food and other basic necessities - build capacity for autonomy

#### Rising costs, rising conflict

- Proactively reduce poverty and inequity
- Avoid physical segregation of communities, sub-cultures
- Anticipate growing fiscal pressure on government and households
- Reduce differences between private and public service delivery
- Integrate cultural groups
- Develop a culture of environmental stewardship



## Scenario 1

(High climate change impacts, High cooperation)

March 1, 2040

### THE PRINCE GEORGE NEWS

#### Weathering the storm



Sea level rise and droughts have led to mass migration and an increase in diseases that strain resources. Worldwide loss of biodiversity stresses natural systems. A global effort is underway to adapt to climate change. Catastrophe leads to growing cooperation, which leads to successful adaptation to climate impacts. The public have accepted lower standards

of living in order to face climate related challenges. Education and communication facilitates global consciousness.



#### The story since 2010:

##### 2010 - 2020 **Foundations of global, local cooperation**

- **“Increasing frequency of natural disasters creates global concern”**
- **“Local food movement strengthens”** - after two hot seasons ruin import crops from equatorial countries and California.
- **“Virtual cooperative nations”** - community networking using communication technology increases, supporting cultural understanding, fostering local and global cooperation.
- **“Small is powerful”** - small communities become engaged in taking back responsibility and control. Small municipalities and their regional partners move to a consensus model.
- **“Prince George D.A.R.T. team aids in response to California forest fire”**
- **“Partnerships for clean energy”** - business and government partnerships on clean, local energy are fostered by a Provincial mandate to reduce emissions.

## Cont'd scenario 1: Weathering the storm

### 2020 - 2030 **Culture of cooperation emerging, managing change**

- **“Droughts, floods and fires, Oh my!”** - extended droughts lead to migration from South Asia and Sub-Saharan Africa. Canadian programs are spawned to integrate influx.
- **“New pests infiltrating the forest”** - continued warming gives rise to new pests affecting different tree species, increasing fire risks.
- **“Local schools connect to African schools”** - improved communication technology offers flexibility in how schools and businesses function and locate. Education focuses on global effects of living beyond means.
- **“Consolidated disaster response”** - cooperation among D.A.R.T., Engineers without Borders, Habitat for Humanity etc to reduce number of people and businesses in floodplains, manage risk of fires.
- **“Devolution to municipalities”** - allows local governments to create district energy systems. Partnerships with local businesses support the design of infrastructure to mimic natural systems.
- **“Cost of living rises”** - people begin to reduce consumption, moving to more local and durable purchasing practices.
- **“BC adopts proportional voting”** - legislation is more mixed with coalition governments.

### 2030 - 2040 **Institutionalized cooperation, adaptation success**

- **“Bangladesh is gone - influx of refugees to use up all food surplus - Russia to ship in grains”**
- **“No war, only rescue”** - Natural disasters become the norm, military completely focused to response.
- **“Intergenerational holistic approaches to knowledge furthers global consciousness”** - aided by the increase in global communication
- **“Global reciprocity fund reaches 5% of world GDP”** - fund institutionalized.
- **“Cooperatives abound”** - BC has a strong knowledge-sharing network with local agricultural, forestry and bio-energy cooperatives and is adapting new solutions for food crops.
- **“Canada becomes concensus-based”**



## Scenario 2

(Low climate change impacts, High cooperation)

March 1, 2040

### THE PRINCE GEORGE NEWS

#### An easy ride



In a highly cooperative community that has experienced slow climate impacts, self-sufficient local economies are becoming the norm, as developing countries grow and compete for resources. Interest and participation in civic governance is high because of a focus on education and global connectivity. A move to more compact communities to address seniors' needs and keep

them active has led to lower health care costs. Traditional and local knowledge are shared and valued as young and old work together toward local food security.



#### The story since 2010:

##### 2010 - 2020 **BRIC rise brings local and global strengthening**

- **“BRIC rise”** - with climate impacts slow to appear, Brazil, Russia, India and China economies grow.
- **“Canada and China heal wounds”** - Canadian and Chinese trade relations and cooperation improve.
- **“Technology for all”** - BRIC's high communications productivity results in more affordable access to technologies.
- **“The world is one click away”** - education and communication technologies actively link countries, supporting cultural understanding.
- **“Exploding senior's market”** - province, municipalities and developers create joint strategy for accessible compact neighbourhoods to address market.
- **“Is there enough?”** - concerns over global competition for food and energy with BRIC countries result in an increased interest in local production.
- **“Growing civic movement”** - community sustainability meetings gain momentum as citizens take active interest in shaping their futures.



## Cont'd scenario 2: An easy ride

### 2020 - 2030 **Increasing education and labour opportunities**

- **“BRIC needs Canada”** - continuing BRIC growth creates strong demand for energy and food. As a result, Canada increases exports of food and energy.
- **“Together at the table”** - local food production increases and the growing season is slowly increasing in the west, contributing to its competitiveness. Food programs become common in school, and seniors are actively sought to contribute to knowledge transfer, building institutional capacity.
- **“Satellites bring education to everyone”** - remote communities and lower income families have better access than ever to the world wide web. Web-based educational programming increases.
- **“Hook it up”** - district energy systems become more commonplace, supported by the movement for compact communities. Communities are also increasing physical activity because of walkability.
- **“Agriculture boost brings jobs”** - rural, resource communities abound with jobs for locals. Demand for labour brings new migrants to many slow-growing communities.
- **“Citizen voices matter!”** - cultural and intergenerational respect are fostered through prioritized civic engagement policy at municipal and provincial levels. Spaces are actively created for virtual and real-time dialogue among citizens.

### 2030 - 2040 **Decade for health and compassion**

- **“Federal policy encouraging migrants to rural centres”** - international migration is low as BRIC countries retain labour force.
- **“Health costs fall”** - Canadians are experiencing better health as populations get younger and communities become more compact, increasing physical activity and supporting alternative energy sources. Abundance of local, organic foods contributes significantly.
- **“Community gardens flourish”** - a decline in corporate food producers and their processes occurs as the local food movement gains momentum.
- **“We take care of each other”** - homelessness has decreased significantly with new job sources and increased dialogue. It's a decade of compassion.



## Scenario 3

(High climate change impacts, Low cooperation [high conflict])

March 1, 2040

### THE PRINCE GEORGE



Sea levels rise dramatically!

#### Overwhelmed by global shifts

Developing countries strengthen their economies through education and a focus on technological development. By contrast, North America has lost the ability to fund universities, lose prominence. Plagued by climate change impacts, North America has taken on a fortress mentality, hoarding food and pushing for the

production of dirty and expensive fuel. Many citizens lose their homes to sea level rise, others lose family to severe weather storms. Massive migration to the interior causes conflict over food resources.



#### The story since 2010:

##### 2010 - 2020 **The dumbing down of North America**

- **“No decision at Copenhagen”** - nations don't agree on climate response.
- **“Harper announces Arctic Sovereignty Initiative”**
- **“China buys waste from North America to produce energy”**
- **“Research funding cuts at N.A. universities”** - anti-intellectualism movement having biggest impact on rural universities.
- **“BRIC continues to lead way in research”** - Brazil, Russia, India and China gain strength as economies grow.
- **“India provides universal education”**
- **“Hoarding our food”** - strong move to protect agricultural land from development and produce from export to anticipate later crisis.

## Cont'd scenario 3: Overwhelmed by global shifts

### 2020 - 2030 **Climate change hits home**

- **“Arctic sea ice hits all time low”** - affects transportation/logistics, shipping through northwest passage begins to compete with rail to eastern markets.
- **“Severe US/China/African drought”** - food production drops while demand increases, global instability becomes obvious in the face of food scarcity.
- **“Rise in local food production”** - higher temperatures and precipitation in the region enhance soil and improve agriculture.
- **“U.N. collapses over security council divide”** - international conflict driven by an influx of climate refugees to urban centres, the loss financial centres in different parts of the world.
- **“Lower Mainland half underwater”** - regional conflicts escalate over scarce resources as population increases in the interior are felt.
- **“Arctic oil showdown”**
- **“North America hungry”** - economy is back to Cold War-style depression
- **“Canada turns back on low carbon economy”** - while some countries are instituting carbon taxes and a shift to a low carbon economy, Canada leverage the high fuel prices to produce oil and gas, ever dirtier

### 2030 - 2040 **BRIC takes the lead**

- **“India and China are leading as technology giants”** - shifting economy
- **“Bangladesh and New York under water”** - sea levels rise dramatically and massive migration continues inland.
- **“Northwest passage navigable year-round”** - now the primary route to ship goods from Asia to eastern North America.
- **“Mysterious illness kills hundreds of thousands”** - international air travel cancelled. China first to vaccine; India on its heels.
- **“Living conditions decline rapidly”** - depression and sense of loss in North America as they struggle to comprehend their decline in power
- **“China calls U.S. debt”** - sends U.S. economy into further decline
- **“Russia beats Canada to Arctic Oil”** - oil sands are running dry and natural gas deposits in ocean expensive to tap. Interest in bio-energy faces issues with dying, diseased wood stock.
- **“Russia announces 85% literacy rate”; “India redirects space-generated solar energy”**



...get involved!

## Scenario 4

(Low climate change impacts, Low cooperation [high conflict])

March 1, 2040

### THE PRINCE GEORGE NEWS

#### Rising costs, rising conflict



Growth of developing countries and an aging population lead to higher energy and health costs, putting pressure on government and household finances. Constrained public funding leads to privatization of education, healthcare and other services. While the alternative energy sector bears fruit for some in the region, the poor

and lower middle class are hardest hit by these changes. Disparity rises to widespread conflict.



#### The story since 2010:

##### 2010 - 2020 **Rising costs and tradeoffs**

- **“Oil hits \$5/litre”** - climate impacts are slow to appear, and Brazil, Russia, India and China economies grow, creating strong demand for energy and raising its cost.
- **“Healthcare hits 75% of provincial budget”** - BC’s aging population demands healthcare funding, putting pressure on all other provincial services. As a result, education funding and funding to support enforcement of environmental regulations suffers significantly.
- **“Communities forced to take on more responsibility”** - responding to fiscal pressures, Provincial and Federal governments continue to download responsibilities on municipalities. This, along with rising local services and road maintenance costs, lead to higher taxes.
- **“Region’s first major geothermal building”** - sensing a competitive opportunity, a local developer responds to high energy costs and attracts local consumers willing to pay more for “green”.



## Cont'd scenario 4: Rising costs, rising conflict

### 2020 - 2030 **Transition to inequity**

- **“Northern BC leads bio-energy production”** - demand for energy catalyzes growth in this sector, supporting economic growth and migration (national & international). Added municipal tax revenue helps offset tax increases, delaying hard decisions about budget priorities.
- **“Energy sector draws skilled migrants”** - educated, international migrants move in to high quality neighbourhoods. Middle class able to maintain consumer lifestyles despite slowly rising costs.
- **“Private seniors care dominates - poor out in the cold”** - rich seniors move to exclusive, super-secure neighbourhoods where private companies offer healthcare and spa services. Other seniors are faced with deteriorating housing and poor access to shops and services.
- **“Quality in public education drops”** - as a result of government funding reductions. Private education becomes a refuge for the rich, creating disparity in education. Private religious schools also grow, contributing to widening cultural divisions.
- **“No way out - poverty spiralling”** - energy costs and high taxes still affect the poor and lower middle class, stretching household finances. Houses in poorer neighbourhoods degrade as owners are unable to maintain them.
- **“Rise in gangs”** - as impoverished, under educated and poorly housed youths become frustrated and lose confidence in the government. Racial tensions with migrants rise.

### 2030 - 2040 **Rising conflict**

- **“Retrospective: The rise of gated communities in Northern BC”** - the rich congregate in secure, high amenity enclaves. There are obvious differences between neighbourhoods as municipal government focuses funds on areas where political support is strong.
- **“Bio-energy fueling the rich”** - the boom of this sector begins to fade as energy sources become less abundant due to over-production and the new pests, prosperity is concentrated in the upper class. Poorer households reduce energy use to reduce costs.
- **“It's not safe out there”** - the seeds of conflict bear further fruit, fundamentalist religious groups clash, gangs gain power with religious groups demanding government action.



## Appendix: Summary of External Factors

As mentioned in the introduction above, a list of factors/future trends that could affect us was generated through a group brainstorm on day one of the workshop. Development of this list was assisted by feedback gleaned from the myPG Envisioning phase survey (question 5) and an online Ideascale survey posted on the myPG website.

Through a voting process the top 5 factors were prioritized based on those that are **critical to Prince George**, and whose future trend is not certain. From there, two were chosen for the scenario development because they were viewed as the **most important and uncertain**.

The two chosen factors were Climate Change (we know there will be impacts, but don't know yet how severe they will be (e.g. a 2-5 deg C rise is the range of uncertainty for PG), and Cooperation – how cooperative or conflictual we will be (from the global scale to the local). The second factor combined ideas like globalization vs. localization, cultural homogenization, and business and intergovernmental cooperation. The remaining three factors were considered in light of the two main ones during scenario development.

	Category	Factor
Top 5	Environment	Climate Change
	Political	Growing conflicts as a result of resource security and power shifts
	Technical	Losing culture, social skills, human contact
	Economic	India, China, Russia, Brazil rise at expense of us
	Social	Cultural erosion due to globalization

	Category	Factor
Next 20 Most Important	Economic	Rapidly shifting regional economy due to climate change, globalization
	Social	Loss of local knowledge and low-tech skills
	Political	Need for local food
	Environment	Climate induced migration
	Economic	Rising costs energy, including transportation costs
	Environment	Sustainable development becomes conflict between developed/developing countries
	Social	Degradation of social services
	Technology	Communications technology – faster, off-grid – leads to decentralization, quality of life becomes key
	Environment	Zero waste movement (manufacturing) – cradle to cradle
	Economic	Water, food security, energy dominate world markets
	Economic	People, businesses, and governments are doing more long-term thinking
	Environment	Degradation of air, land, water
	Economic	Localization
	Political	Global instability
	Political	Political partisanship – driven by economic disparity and locks down decisions
	Tech	Lower environ standards due to international competition
	Social	Post-materialist values
	Economic	Fall in US economy – unrest
	Economic	Consumers use less/more stuff (post-materialism)
	Economic	Aging – fewer workers – pressure on economy

Category	Factor
Political	Power of corporations
Political	Commodification of water/natural resources
Political	Immigration pressures due to resource security
Tech	'Appropriate' tech movement
Social	Rich becoming more sustainable at expense of developing nations
Social	Growth in local community
Economic	Shift to bioenergy/alternatives
Environment	Divide between urban/south and rural/north environmental values
Environment	Environmental laws are stronger where impacts are visible
Political	Citizen apathy – tyranny
Political	Community/local growing
Tech	Centralization of knowledge, info-disempowers
Social	Mix of cultures
Social	Literacy disparity increasing
Social	Community values
Economic	Globalization (economy, tech/resources, networks)
Environment	Mass extinction
Political	Dissolution of US/Cdn body (Cascadia)
Political	BC FN ratify treaties
Political	Global interdependence
Political	Protectionism
Political	Inter-nation stabilization of financial systems
Tech	Genetic industry – growing impact
Tech	Biomimicry
Tech	Need high tech to compete
Tech	Culture is homogenizing globally – computers help communicate and share
Tech	Rethink of uses for wood – ie. replace plastics
Tech	Nuclear energy re-embraced
Social	Virtual crime
Social	Losing full access to recreation, education
Social	Seniors supporting seniors
Social	Reconceptualize health and wealth
Social	Changing family structure
Social	Aging here and younger internationally
Social	Desire for authenticity
Economic	US decline in purchasing power and Chinese etc. rise
Economic	Global inequity
Economic	Economic value of personal relationships
Economic	National debt rising
Environment	Pressure of development in natural spaces
Environment	Cost of environmental impacts
Environment	Resource company survival leads to unsustainable business practice/resource



	Category	Factor
		extraction (economics drives ecology)
	Environment	Carbon trading – positive results
	Environment	Higher awareness among consumers
	Environment	Perceptions of nature – dominate/master vs fear/restrict
	Environment	Weak/Strong environmental ethic drives research
	Political	Canadian-US closeness
	Political	Growth of terrorism – security/civic rights
	Political	Political support of limits to growth
	Political	Privatization of Prov/Fed services (resources, social sectors)
	Political	China – democracy
	Political	Religious fundamentalism – affects politics
	Political	Stranger central gov'ts
	Political	Foreign powers controlling debt
	Political	Western separation
	Political	Federal to prov power shift
	Political	Focus away from Ontario
	Political	Cdn international reputations tarnished
	Tech	Availability of info – empowers and accountability
	Tech	Tech more accessible and cheaper
	Tech	Cars – greener, low-impact, small
	Tech	Move to low-tech/slow movement
	Tech	Shift from resource economy – info econ
	Tech	Fast communications avail to third world – cheap
	Tech	Small scale, high-tech (greenhouses)
	Tech	Health tech – pop'n growth
	Tech	Virtual experience – less travel
	Tech	Robotics helping with health care
	Tech	Automation of manufacturing – changes location needs
	Tech	Options and info give us moral decisions
	Tech	Increase productivity and safety
	Social	Rise of gangs, new family
	Social	Family/house size disconnect
	Social	Loss of human biodiversity
	Social	Lack of services to support families
	Social	Increasing sense of individual rights
	Social	Intergenerational tension vs. baby boomers
	Social	Services centralizing regionally
	Social	Popn – global max
	Social	Quality of life key
	Social	Urbanization
	Social	Pandemics
	Social	Int'l connectivity – Haiti
	Social	Agile, technologically-connected advocates

	Category	Factor
	Social	Addictions etc.
	Social	Loss of sense of place
	Social	Dependence on technology
	Social	Immigration policy drives diversity in smaller communities
	Social	Breakdown of families and social fabric
	Social	Perception of crime
	Social	Shift to valuing sustainability
	Social	Resurgence of spirituality
	Social	Shift away from organized religion
	Economic	India, China draw brains for Can.
	Economic	Increase in consumer debt levels and real estate
	Economic	Movement of goods/people, E-W, N-S
	Economic	Cdn timber costs include full-costs
	Economic	Cdn-Russia timber
	Economic	Increase in global labour costs
	Economic	AB increasing power
	Economic	Global corporatization
	Economic	Cost of information falls
	Economic	Recession continues or gets worse
	Economic	Outsourcing industry/tech/liability (or opposite)
	Economic	More concentrated global trading, more local economy
	Economic	Destabilize dominant currencies
	Economic	Carbon market rise
	Economic	Commodity prices/resource scarcity
	Economic	Developing countries independent
	Economic	Developing countries interdependent
	Economic	Urban housing costs higher than in small centres
	Economic	More money for emergency response
	Economic	Decline of middle class
	Environment	Ability to predict weather decreases
	Environment	Potential anti-environment groups
	Environment	Response to CC and disasters are a resource drain (conflict with other demands)
	Environment	Wildlife, habitat shifting geographic
	Environment	Flood, drought, glacial melt



# Appendix B – Contributors

For the most part, identifying information was not gathered from individuals and organizations in any of the myPG workbooks and surveys, many also did not self-identify when participating in myPG workshops or reviews. **Below is a partial list of the organizations that were noted** as participating in myPG, presented for a sample context of community involvement only:

Access Engineering, All-Wood Fibre, Artist Workshop, Association Advocating for Women and Children (AWAC), Axis Family Resources, BC HRMA Northern Advisory Council, BC Hydro, BC Transit, Belco Group, BFW Developments, Big Bark Environmental Solutions, Big Brothers Big Sisters of PG, Canadian Home Builders Association of Northern BC, Canadian Mental Health Association PG Branch, Canfor, Canfor Pulp Limited Partnership, Carefree Society, Carrier Sekani Tribal Council Staff, Central Interior Native Health Services, Century Holdings, Chamber of Commerce, Child Development Centre of Prince George and District, City Council, City of Prince George, Coldwell Banker, College Heights Community Association, College of New Caledonia (CNC), Communities in Bloom, Community Arts Council, Community Futures of Fraser Fort George, Community Gardens, Community Partners Addressing Homelessness, Community Policing, Concept Design, Cranbrook Hill Greenway, Cupe Local 1048, Cupe Local 399, Cycling Club, Dayton & Knight, Downtown PG, DP Todd Secondary School Students, Duchess Park Secondary Students, Environmental Dynamics Inc., Family YMCA, Fortwood Homes, Fraser Basin Council, Gay and Lesbian Association – North, Habitat for Humanity, Hart Community Association, HB Lanarc Consulting, Hometech Energy, Ice Man Society, Immigration and Multicultural Services Society, Initiatives Prince George/Progress Prince George, Integrated Land Management Bureau, International Association of Fire Fighters (IAFF 1372), International Linkages Committee, Intersect Youth/Family Services, ISP - School Program Youth Group, Jim Patison Broadcast Group, Kostamo Life Group, L&M Engineering, Lakewood Alliance Church, Lakewood Junior Secondary School Students, Lakewood Montessori, Le Cercle des Canadiens Français de Prince George, Lheidli T'enneh First Nation, Mental Health & Addiction Services – CRU, Millar Addition Citizens Coalition, North Central Seniors, Northern Development Initiatives Trust, Northern Health Authority, Northern Health Authority, Children First, Northern Health Authority, Healthy Eating Active Living (HEAL), Northern Health Authority, Mental Health and Addictions, Northern Health Authority, Population Health, OurPG, P.G. Retired Teachers' Association, PACHA (People's Action Committee for Healthy Air), PG Active Communities Participate PG, PG Community Arts Council, PG Horse Society, PG Order of Good Cheer Men's Group, PG Secondary School - Earth Sc. 11, PG Transit Ltd., PG Treehuggers, PG Youth Probation, PG Youth Society/UNBC, PGAIR (PG Air Improvement Roundtable), Pine Center Mall, Police Support Services, Positive Prevention Warriors, Prince George Accessibility Advisory Committee, Prince George Advisory Design Panel, Prince George Airport Authority, Prince George Community Foundation, Prince George Construction Association, Prince George Council of Seniors, Prince George Deaf Children's Society, Prince George Heritage Commission, Prince George Library YAB, Prince George Native Friendship Centre, Prince George Potters Guild, Prince George Public Library, Prince George Stitchery Guild, Province of BC, Ministry of Children and Family Development, Province of BC, Ministry of Environment, Province of BC, Ministry of Forests and Range, Province of BC, Ministry of Housing and Social Development, Province of BC, Ministry of Transportation and Infrastructure, Public Health Agency of Canada, R3 Residential Recycling, REAPS (Recycling and Environmental Action Planning Society), Reconnect Youth Services, Regional District of Fraser Fort George, Roman Catholic Episcopal Corporation (RCEC), Royal Canadian Mounted Police City Detachment, Royal Canadian Mounted Police North District, School District 57, SOS (Surpassing Our Survival) Society, Spinners, Spruce Credit Union, St. Mary's Catholic Church, TDB Consulting, TEAM program, SD#57, Terasen Gas, Tourism Prince George, UNBC - Climate Change Adaptation, UNBC - ENPL 104, UNBC Planning class, UNBC Political Science Students Association, UNBC/CPAH, United Way, University of Northern British Columbia (UNBC), Volunteer PG, Winter City Committee/Winterlights Committee, Youth Around Prince George

Thanks to everyone who participated in myPG!





