

# *Town of Drayton Valley*

# Community Sustainability Plan



2015 - 2019

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# LETTER FROM THE MAYOR

Drayton Valley is a vibrant town offering a quality of life that compares favourably with other communities across Alberta. In recent years, we've shown our ability to adapt to changing circumstances and to find innovative solutions to complex problems. We are working to attract new and sustainable industry to our Bio-Mile. We have made affordable activity more accessible in the community with expanded trail systems and parks. We have been provincially and nationally recognized for our Communities in Bloom efforts and for our sustainability initiatives overall. We have increased accessibility to fresh local produce with the establishment of community gardens. We have increased local arts and culture space with the redesigned Eleanor Pickup Arts Centre.



Although we are very proud of our accomplishments to date we cannot afford to be complacent. To ensure that we stay on course for the bright future we all want to see, it is necessary to step back and take a look at the challenges and opportunities on the road ahead. The Community Sustainability Plan you are now reading is a result of that process.

The Plan was first created in 2009 with support and recommendations from the public. As a living document, this plan has evolved with the municipality, and will continue to do so. The Sustainability Plan aims to ensure the continued growth and strength of Drayton Valley. Community sustainability and resiliency in every respect – from financial to social, from matters of environment to land development and more – are essential to our future.

To be truly successful, the Plan had to consider the needs and wants of everyone in our community. We asked industry partners and residents for input. Progressive ideas were shared about where our community should be heading and what we should be doing in order to get there. After this valuable input, the Plan continues to reflect how our residents and business owners want to see us grow and change.

Now that the Plan is complete, the real work can begin. To achieve the goals and ideas outlined in the Plan, its implementation must be shared by the entire community. I have every confidence that by working together and by focusing our energy, efforts, and innovation we will continue to build a community we can all be proud to call home. We have our roadmap; now we begin the journey.

Sincerely,

A handwritten signature in black ink, appearing to read 'Glenn McLean'. The signature is stylized and written in a cursive-like font.

Mayor Glenn McLean

# WHAT IS SUSTAINABILITY?

In a broad sense, sustainability is the capacity to endure. While sustainability may be more frequently used in the context of the environment, it is important to note that sustainability applies to almost every facet of life on Earth. Whether it is a biological system that is to remain productive over time or, for humans, the long-term maintenance of wellbeing, sustainability has meaning for all matters.

The best-known definition of sustainability or sustainable development is the definition by the World Commission on Environment and Development. This suggests that sustainability is defined as “forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs”.

The Town of Drayton Valley’s Sustainability Plan addresses all community aspects that are impacted by our actions, whether this is in how we are reducing our ecological footprint or in what we are doing to create an optimum quality of life for our residents. The ideal of sustainability is that our current population can lead rich lives without compromising the lives of generations to come. The hope is that this becomes a desire of the community rather than an obligation.

## OUR APPROACH

In developing the Drayton Valley Community Sustainability Plan (CSP), it was important to look at an integrated approach to current and future community planning initiatives. This Plan, therefore, addresses all components of our community network. The strength of the Plan is in how we understand each of the main systems and the manner in which they operate in Drayton Valley. The six interconnected communities systems our CSP focuses on are:

- health and social
- arts/culture/heritage
- governance and partnerships
- sustainable economic development
- built environment
- natural environment

The following parameters were used to guide the development of the CSP:

- the Plan needed to be a community plan
- the Plan needed to reflect the input and needs of our community
- the Plan needed to include short-term and long-term goals
- goal statements, while encouraged to be bold, needed to be achievable, and
- the Plan needs to be a living document

## PROCESS

The first version of the CSP was developed in 2009. In the fall of 2014, the Town of Drayton Valley undertook a process to develop an updated CSP (2015-2019). A Sustainability Steering Committee was created comprised of the Director of Community Services and two Councillors, who guided the process and reviewed all community input. A survey with Town staff and community partners, and a review of existing initiatives, were undertaken to identify some key areas for focus moving forward. A workshop was held with Town staff and the community to seek input on revised goals and strategies, and then a subsequent workshop was held with Town staff and Council members on identifying actions for the next one to three years to achieve the goals and strategies. Best practice examples from other communities were discussed to provide ideas for actions. From the action planning workshop, a workplan was developed, which included actions, responsibilities, timelines and milestones. During the development of the CSP, a process to update the Town’s Social Development Plan (SDP) was also undertaken. The goals and strategies of the SDP were aligned with those from the Health and Social system in the CSP.



# OUR DRAYTON VALLEY

## OUR VISION

Drayton Valley places people first through its initiatives to encourage an active, creative, and engaged community. By building partnerships and connecting people, Drayton Valley ensures an enduring economy as it moves towards a sustainable future. The spirit of our heritage and entrepreneurship shows in our community's leadership in innovation and is demonstrated in our progressive actions in creating opportunities.

## OUR MISSION

To ensure our community's needs are met and to have a positive impact on future generations by:

- Placing people first
- Increasing awareness of how we impact the world around us
- Fostering cooperation and planning
- Creating opportunities and encouraging innovation
- Demonstrating leadership in sustainability
- Teaching and sharing our collective knowledge.

## OUR COMMUNITY'S ROLE IN ADVANCING SUSTAINABILITY

Sustainability in a community is not one individual's responsibility. While many organizations, agencies, and individuals may be working diligently in any given community to make progress on sustainability, there will always be barriers or constraints that are encountered to impede or threaten success. The result could be landing up short of the progress that is truly needed. By having everyone responsible for community sustainability, it changes the focus from "planning detailed activities within the constraints of one group's ability to make things happen" to "prioritizing the need to coordinate activities so as to ensure all parties are working toward the same set of goals." Focusing activities is when a community can truly begin realizing synergies and win-wins.

The strategies in this document are an accumulation of input from all sectors of our community. Likewise, they will become the responsibility of all sectors of our community. No one agency, organization, business, or municipality will be charged with implementing the entire plan. It is the responsibility of all. As a living document, this plan will constantly be responding to the changes in our community, and the individuals and groups that form our community will share in delivering the strategies of the plan.



# Our Plan

The Drayton Valley Community Sustainability Plan comprises six integrated community systems, which together address the functions of a sustainable community. These systems are integrated in that they cannot exist without each other, and issues affecting one will inevitably affect the others. Therefore, we cannot plan for one community system in isolation without considering the other ones.

Our Plan serves as a compass as well as a road map. It is a compass for helping ensure that all decisions help to move us towards our vision and goals, and it is a road map in that it guides our planning processes so that our actions also continue to move us towards our vision and goals.

The Plan is structured by the six community systems, subsystems within each, a set of goals, strategies, actions and milestones (outcomes to be achieved within the next five years). A sample of actions is highlighted in a text box within each subsystem.

Community System									
Sub-system		Sub-system				Sub-system			
Goal		Goal		Goal		Goal		Goal	
Strategy	Strategy	Strategy	Strategy	Strategy	Strategy	Strategy	Strategy	Strategy	Strategy
Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions
Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions
Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions
Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions	Actions
Milestones		Milestones		Milestones		Milestones		Milestones	

While the Town of Drayton Valley coordinated the community input and the development of the Community Sustainability Plan, the Plan's goals were developed and updated by the community and are therefore common goals. The Plan is meant to guide the actions of the Town, as well as to inspire action by community partners and citizens of Drayton Valley. It is through individual and collective action that the necessary steps will be taken to reach the goals that will help to make Drayton Valley a sustainable and successful community.

# HEALTH & SOCIAL

A healthy community includes strong social networks, recreation and leisure opportunities, and access to programs and services that meet people's needs. In the Town of Drayton Valley, we describe a healthy community as:

- Responsible, responsive and resilient
- Caring and inclusive
- Fulfilled with food that is accessible and secure for all
- Enriched with innovation and learning
- A community thriving in wellness and health

Citizens feel safe and secure in performing everyday activities, in their homes and throughout the community. Individuals and families are resilient, and have the capacity to access the resources that they need for a healthy and happy life.

All people including children, youth, families, and seniors have access to basic needs: accessible housing, adequate income, food, clothing, transportation, health services, and recreation. Citizens are actively engaged in the community, and there is a strong sense of belonging and a strong culture of participation, volunteerism and caring for one another. Citizens have access to quality training, information, education and community services that provide support to overcome barriers, increase employment, reduce poverty, and create opportunities to participate in the community.

The goals of the Health and Social community system are aligned with the Town of Drayton Valley's Social Development Plan, which provides more detail about how these goals will be addressed and achieved. The five components of our healthy community are described below, with goals and strategies to achieve these components.



# RESPONSIBLE, RESPONSIVE AND RESILIENT COMMUNITY

**Goal: The town of Drayton Valley is a community of resilience**

## **Strategies:**

- Utilize the Building Community Resilience model
- Engage the community (individuals, organizations, businesses) through a community development approach
- Design and evaluate preventative programs against resiliency to enable rehabilitation and reintegration
- Continue the implementation of the Social Development Plan

**Goal: Citizens are aware of the resources available to them and know how to access them**

## **Strategies:**

- Coordinate and collaborate with community organizations to promote and deliver programs and services to residents.
- Encourage and support local groups and organizations, businesses, and governments to work collaboratively

**Goal: High quality medical, emergency, and protective services are delivered within Drayton Valley**

## **Strategies:**

- Improve emergency and health services within Drayton Valley
- Work with the new Primary Care Network to help promote a range/diversity of health services to a variety of platforms/demographics

**Goal: Drayton Valley is a safe community**

## **Strategies:**

- Encourage community members to take ownership of their community to make it safer for everyone
- Create better connections from police to community to form strong relationships
- Continue to implement safety bylaws, initiatives, and programs

**Goal: Intergenerational relationships are strong in our community**

## **Strategy:**

- Encourage and support local groups and organizations to partner with each other to share experiences and opportunities

**Goal: Technology is embraced to improve quality of life**

## **Strategy:**

- Work with corporate partners to introduce new technologies that improve residents' access to programs and services



## Sample actions:

- Establish an integrated Emergency Management plan to address emergency concerns
- Monitor ambulance service standards and communicate with the Province to ensure high quality standards
- Implement strategies for increasing and attracting appropriate health professionals
- Establish a walk-in clinic to address health needs and minor emergencies
- Promote the recruitment of diverse medical practitioners such as midwives and nurse practitioners
- Continue municipal efforts to bring groups together through social networking programs or events
- Facilitate social inclusion through accessible and affordable community transportation and recreation facilities



## MILESTONES:

- An Integrated Emergency Management Plan is established
- The Community Resilience Model is used as the evaluation tool for all Community Service programs
- The Healthy Communities Coalition organizes regular training sessions on the Community Resilience model
- Residents have access to a comprehensive summer programming schedule for their children
- Over 50% of residents know where to access resources they require
- The Town of Drayton Valley and Brazeau County have a satisfactory number of medical professionals in the community
- Reports of vandalism in the community have decreased by 50%

# CARING AND INCLUSIVE COMMUNITY

**Goal: Diversity is embraced and all residents are welcomed and involved, and participate in community activities**

## **Strategies:**

- Identify and involve diverse populations
- Continue to consult with and involve citizens to gain their input and expertise
- Design infrastructure that allows for social inclusion and/or interaction

**Goal: Seniors are actively engaged and supported to allow healthy, independent living**

## **Strategy:**

- Provide appropriate housing, transportation, wellness and recreation activities for seniors

**Goal: Youth are involved in the community and provided with the resources and supports to succeed**

## **Strategies:**

- Provide opportunities for youth to be leaders
- Connect youth to different individuals and organizations in the community

**Goal: Families are able to access high quality child development services**

## **Strategies:**

- Increase family participation in community programming
- Strengthen parent/caregiver capacity by developing skills, knowledge, confidence and resiliency
- Increase the opportunities for positive, interactive and culturally relevant early childhood experiences

**Goal: An exceptional base of community volunteers thrives**

## **Strategies:**

- Design and implement a community volunteer recruitment and management plan
- Provide opportunities for volunteer development and training, and at a younger age
- Provide a common location to house volunteer and non-profit organizations

**Goal: Community support networks are valued as integral**

## **Strategy:**

- Preventative programs are designed and evaluated against resiliency to enable rehabilitation and reintegration



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**Strategy:**

- Support pet owners by facilitating access to services

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**Strategy:**

- Identify neighbourhoods by name

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**Strategy:**

- Share meaningful stories of our community's diversity and recognize those that embrace diversity

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**Strategy:**

- Continue the implementation of the Social Development Plan

**Sample actions:**

- Enhance the volunteer recognition program
- Work with community agencies to increase opportunities for volunteer development
- Enhance volunteer programs such as "student work for credit" and "employee-supported volunteer time"
- Enhance the promotion of the "go volunteer" database
- Provide presenter series on related topics
- Expand the "Rotary House" concept to find a location for non-profit clubs to store documents, host meetings and share administrative duties
- Work with landlords to allow pets in rental properties
- Work with vet clinics and vet schools to bring semi-annual spay and neuter clinics
- Encourage the presence of pets as integral to the programming objectives of specific operations such as senior lodges and childcare centres
- Celebrate the successful completion of the Plan's goals
- Work with the community to update the Social Development Plan
- Engage community partners in the continuing implementation of the Social Development Plan

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**Goal: Drayton Valley promotes responsible and caring ownership of pets**

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**Goal: Drayton Valley residents identify with their neighbourhoods**

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**Goal: Drayton Valley is a community that embraces/cherishes diversity**

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**Goal: Drayton Valley respects and values all of its citizens equally****MILESTONES**

- Drayton Valley's Specialized Transportation Service expands with the addition of a second handivan
- Intergenerational programs are hosted on a regular basis
- Youth are represented on 50% of all municipal boards and committees
- The Positive Ticketing program is well utilized by the RCMP Detachment to make meaningful connections with youth
- The Town of Drayton Valley and Brazeau County community is home to 15 Day Home providers
- A community wide MAT Program is established to cater to people who are homeless

# A COMMUNITY FULFILLED WITH FOOD THAT IS ACCESSIBLE AND SECURE FOR ALL

**Goal: Locally produced foods are widely accessible to all residents of our community**

**Goal: Nutritious food programs are in place throughout our community**

**Goal: Foods are produced by using environmentally sustainable practices**

## **Strategies:**

- Increase participation in local farmers' markets
- Establish household, community, and commercial gardens
- Work with the local distributors to improve accessibility of local foods

## **Strategy:**

- Establish educational programs about making healthy food choices

## **Strategies:**

- Provide education to food growers and consumers on environmentally sustainable practices
- Work with food producers, restaurants and suppliers to adopt sustainable food producing practices

## **Sample actions:**

- Facilitate community-based gardens and local farmers' markets
- Establish educational programs about sustainable food production
- Use, whenever possible, local produce and foods for all municipally-run events
- Facilitate through supportive measures the development of community and commercial gardens
- Use utility right-of-ways as locations for community gardens
- Provide training opportunities to create local manufacturing and distribution of food
- Establish a community kitchen facility with multiple stations
- Host a community harvest where school children grow and sell their produce
- Include all stakeholders dealing with nutrition in educational programs on sustainable practices
- Adopt healthy food choice alternatives in all school programs
- Promotion of local community initiatives such as the 100k kitchen, community gardens and local greenhouses

## **MILESTONES**

- Locally produced foods are used for all municipally run events and functions
- A community-based greenhouse is established within the next 3 years
- All municipal facilities and schools offer healthy food alternatives
- Restaurants offer foods produced through sustainable practices

# A COMMUNITY ENRICHED WITH INNOVATION AND LEARNING

## Strategies:

- Develop a Human Resources Training Centre as community training and information centre
- Create learning opportunities in green technologies
- Continue participating in regional, national and international learning partnerships
- Ensure access to a diverse range of educational and training opportunities in the community

## Strategies:

- Develop business and community educational and mentorship programs
- Continue to support libraries in the community

## Sample actions:

- Expand the Clean Energy and Technology concept and attract other “green” manufacturers
- Work with trade institutions on developing a green technology based learning centre
- Establish the Clean Energy and Technology Centre and work with stakeholders to implement its Strategic Plan
- Continue and expand partnerships within all disciplines that benefit our community
- Act as a mentor to other communities
- Communicate and celebrate our successes
- Continue partnerships with Norquest College, Northern Alberta Institute of Technology and Grant MacEwan University, the Open Learning Agency, University of Alberta, and other institutions that may present an opportunity
- Maintain and/or enhance opportunities for residents to access life-long learning programs
- Research and implement e-education opportunities
- Work with local organizations and businesses to promote volunteer development

**Goal: Drayton Valley is a regionally recognized training centre where citizens have access to quality training, information and education**

**Goal: Businesses, community organizations and the Town of Drayton Valley and Brazeau County work collaboratively to provide learning opportunities**

## MILESTONES

- The Clean Energy Technology Centre is constructed
- Local libraries experience a 20% increase in usage
- A dedicated and provincially recognized training program on green technology is established

# A COMMUNITY THRIVING IN WELLNESS AND HEALTH

**Goal: Drayton Valley is a vibrant and healthy community for all ages**

**Goal: Recreational facilities and programs are available and accessible for all**

## **Strategies:**

- Create an integrated and accessible system of natural spaces and parks
- Provide opportunities for healthy lifestyles through education and physical activities

## **Strategies:**

- Continue to work with community partners to ensure appropriate recreation facilities, services and programs are available
- Enhance communication of the available programs
- Adapt and integrate recreation facilities and programs to meet the evolving needs of residents and visitors
- Determine the feasibility of developing new recreation facilities
- Create connectivity between trail systems and add more access points to the river
- Encourage community organizations to remove barriers to recreation services

## **Sample actions:**

- Maintain a high number and good quality walking/cycling paths and other open space amenities
- Establish a physical link between all natural spaces and parks, both locally and regionally
- Develop an Open Space and Trails Master Plan with neighbouring municipalities
- Continually provide facility users access to modern equipment and highly trained staff
- Expand recreational opportunities through partnering with local user groups
- Provide barrier free access for those individuals with mobility difficulties
- Develop trail/walkway signage ("you are here")
- Create material (maps) to show how different neighbourhoods can access grocery stores, and services via paths
- Support the EPBR Parks Council in developing river access points
- Use technology to aid in disseminating program information to targeted audiences

## **MILESTONES**

- Walking paths and trails within the community are connected
- A joint municipal Recreation Master Plan is established
- A joint municipal plan for the establishment of a new aquatic facility is adopted
- A combined program for an indoor playground and gymnastics is established
- The second phase of the Eleanor Pickup Arts Centre renovations is completed
- An outdoor rink is established in Drayton Valley

# ARTS/CULTURE/ HERITAGE

We value and respect our culture, multiculturalism, and heritage through community participation in cultural and heritage events and through the preservation of historical sites. Our community has the ability to host a variety of social, visual and performing arts, entertainment, and cultural events, all of which play an important role in building a vibrant and inclusive culture in the community.



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## **Strategies:**

- Celebrate the spirit of our heritage and the multiculturalism of our community
- Develop and offer multicultural and historical training programs

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## **Strategies:**

- Develop programming for and promote existing venues
- Expand the museum and historical village

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**Goal: Drayton Valley is inclusive to all cultures and heritages and celebrates this diversity**

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**Goal: Drayton Valley is home to a variety of cultural venues, historical buildings and programs that are available and accessible to all**

**Goal: Arts are celebrated and opportunities to get involved are available for all ages**

**Goal: Drayton Valley is host to a diversity of talent and creativity**

### **Strategies:**

- Increase awareness of the arts, culture and heritage of our community
- Provide opportunities for young people to start learning and to appreciate arts and heritage
- Drayton Valley recognizes and embraces our First Nations and Métis heritage

### **Strategy:**

- Showcase, celebrate and promote local talent

### **Sample actions:**

- Promote community multicultural events and cross-generational cultural activities
- Celebrate our cultural diversity with food and dance with all ethnic groups in the community
- Encourage further inclusion of youth and seniors in multicultural and historical events and planned leadership opportunities
- Embrace our local heritage and historical events for educational purposes
- Incorporate workshops that instill tolerance and the value of multicultural diversity
- Complete all renovations to the Eleanor Pickup Arts Centre to optimize its use for a variety of events



- Establish an outdoor amphitheatre or stage to be used for a variety of events
- Continue to work with community groups and the Historic Society to identify buildings with historical significance and find ways to preserve them, either on-site or on relocation site
- Create a “heritage site” bylaw
- Support schools and other stakeholders in their endeavor to promote arts and culture
- Place local art within public facilities
- Incorporate cultural elements in every event planned in the community
- Expand the community’s ability to host media, performing, and visual arts
- Foster cross-discipline partnerships choirs/visual arts and sports/music to participate in each other’s events
- Create a central organization for arts (music, drama, fine arts)
- Promote a diversity of arts programs through the high schools and junior high schools
- Increase exposure to other cultural talent from other regions of the world
- Promote affordable summer camps that focus on art, drama and music
- Promote the Arts and Culture grant program
- Have local groups tie in with school/school groups to tap into youth talent
- Promote partnerships between local artists/performers and local restaurants and cafes to host jam sessions, poetry readings, and other forms of arts and culture



## MILESTONES

- The Multicultural Association hosts a major multicultural event each year
- All municipal facilities display local art
- A local Arts Council is established
- A Cultural Endowment Fund with the Community Foundation is established
- The Drayton Valley and District Historical Society establishes a 10 year Strategic Plan
- Town Council adopts conceptual plans for community parks
- The Town of Drayton Valley adopts a Cultural Granting Policy, supporting local initiatives in arts and culture

# GOVERNANCE & PARTNERSHIPS

Governments, organizations, and agencies all have a direct impact on the community through policy choices, regulating powers, resource allocation, and decision-making. Developing and implementing relevant and appropriate plans and/or projects that factor in the social, economic, environmental, and cultural aspects requires a commitment to actively involve people in the decision-making process. Engaged citizens and inter-agency collaboration in a small community can lead to many innovative initiatives that contribute to positive change.



# CIVIC LEADERSHIP AND PUBLIC ENGAGEMENT

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## Strategies:

- Broaden leadership capacity within regional and provincial boundaries
  - Actively train leaders within the community
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## Strategies:

- Engage the youth of our community
- Increase participation among youth and seniors to transcend inter-generational barriers
- Ensure transparency and accountability in all decisions made by Town Council
- Increase opportunities for citizen participation in municipal decision making

## Sample actions:

- Develop a “Leaders of Tomorrow” program
- Increase Council and staff visibility by making presentations to schools and youth organizations
- Create youth positions on municipal and public organizations and committees
- Develop ways to engage with young residents on governance and community issues
- Host annual town hall meetings where citizens can offer input into how their municipal government is working for all age groups
- Provide the public with timely and relevant information through various media
- Showcase Municipal Councillors through various media
- Develop a regular Town newsletter outlining all of the major activities, accomplishments, and upcoming council meetings
- Organize a campaign to increase voter turnout
- Develop better advanced polling options

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**Goal: There is a high degree of well-trained, quality leadership within our community and in the broader community**

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**Goal: All levels of public engagement within Drayton Valley are high**

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## MILESTONES

- Town Council includes a schedule of school and organization presentations on its Annual Calendar
- Over 50% of eligible voters vote in the municipal elections
- Youth are represented on more than 50% of all municipal and public organizations
- Residents participate in the annual budget process through a structured forum

# LOCAL AND REGIONAL PARTNERSHIPS

**Goal: Local and regional partnerships with applicable municipalities, agencies, businesses and organizations are strong**

**Goal: Relevant policies are coordinated across applicable municipalities, agencies, businesses and organizations**

## **Strategy:**

- Work collaboratively with all sectors to achieve mutual goals

## **Strategies:**

- Work with Brazeau County in determining a long-term community strategy
- Develop and maintain an Inter-Municipal Development Plan (IDP)
- Develop regional economic, recreation and tourism plans
- Share knowledge and understanding regarding sustainability
- Develop service plans for municipal operations
- Encourage capacity building within local businesses partnerships

## **Sample actions:**

- Develop a long-term plan that focuses on optimal strategies that benefit both the Town and County
- Build working relationships between the municipalities by involving community networks, joint staff initiatives, and joint Council structures
- Identify and invite educational, health, economic, and other institutions to participate in regional planning processes
- Enhance communications and increase relationships between the Town and local businesses
- Recognize existing land uses in adjacent areas
- Create mandatory referral areas and agencies
- Apply alignment of land uses between jurisdictions, where possible
- Work collaboratively to implement the Management Plan for the Eagle Point / Blue Rapids Provincial Park and Provincial Recreation Area

## **MILESTONES**

- Joint municipal plans are created for economic development, recreation and culture, and tourism
- The Inter-Municipal Development Plan is enhanced to reflect long-term regional growth
- The Town of Drayton Valley is an active partner on regional associations whose mandates impact the Town and its residents
- The Town hosts an annual workshop on regional planning

# MUNICIPAL FINANCE

## Strategies:

- Incorporate a municipal wide asset management program
- Develop a financial management plan to maintain strong financial performance
- Initiate a municipal procurement program
- Research and implement alternate sources of revenue for the Town

## Sample actions:

- Maintain the inventory and assessment of its tangible capital assets
- Build reserves to manage, maintain, and replace these assets based on a life cycle costing program
- Exceed established Provincial guidelines for municipal financial performance, including debt loads and reserve funding limits
- Develop a long-term funding strategy that reflects zero based budgeting practices
- Engage front-line Town staff in financial management strategies
- Develop a uniform purchasing program for all Town departments
- Identify local suppliers and purchase, where feasible, products from local suppliers
- Identify and purchase, where feasible, environmentally friendly products for the municipality
- Review existing mechanisms and policies for revenue sources
- Implement user pay scenarios for appropriate services
- Form innovative partnerships to access funding
- Develop and implement a Municipal Sponsorship Strategy for local sponsorship of municipal operations
- Work with the Provincial Government to change legislation to allow municipalities to establish alternate sources of revenue

**Goal: The Town practices sound fiscal management in all municipal decisions**



## MILESTONES

- A Municipal Sponsorship Strategy is established
- The Town generates a 5% increase in revenues through alternate sources
- A Municipal procurement policy is adopted and implemented
- An employee reward program is established to encourage employee innovation in municipal budgeting and operations

# COMMUNICATION

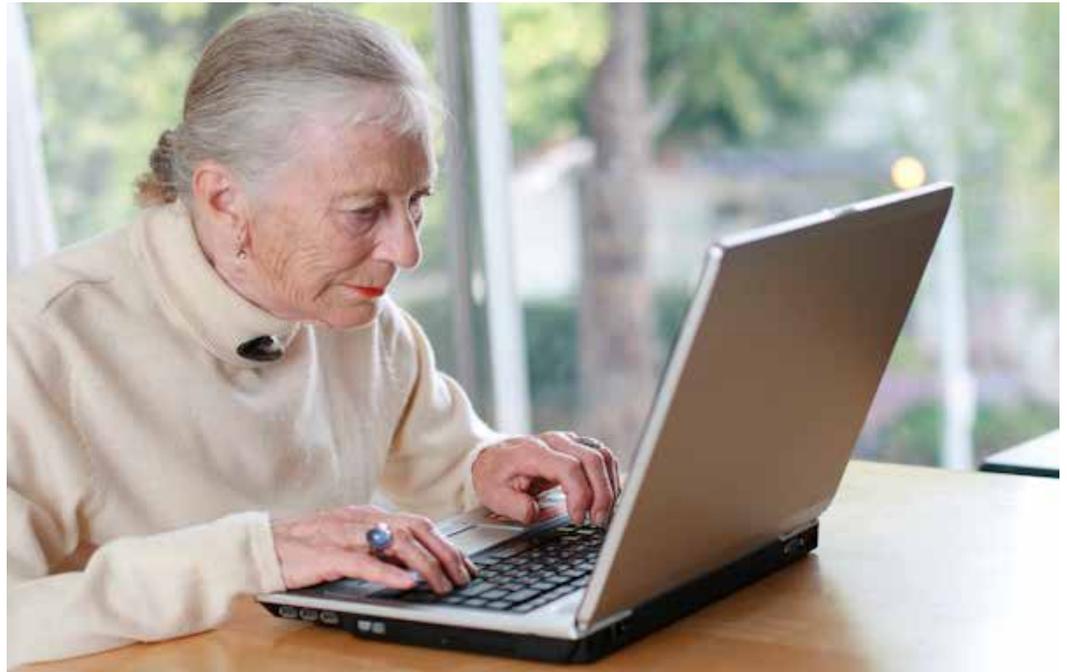
**Goal: Area residents are happy with, and take ownership of, communications with the municipality and are aware of what is happening in the town**

## Strategies:

- Develop communications infrastructure to support informed decision making
- Provide necessary technologies and resources for communications
- Establish communications programs that cater to Drayton Valley residents

## Sample actions:

- Use various communications infrastructure to effectively disseminate information to citizens (eg. electronic messaging, website, radio and newspaper and social networking)
- Establish “just in time” information sharing processes: decisions made by government are quickly and widely dispersed and inform the community as to how decisions will impact residents
- Continually enhance the municipal website for clarity and to offer enhanced access
- Ensure community-supported and publicly accessible technologies and resources are available in public facilities
- Create a virtual e-government portal
- Host public forums on significant issues facing residents
- Develop greater accessibility for diverse audiences, including those with special needs



## MILESTONES

- Over 50% of residents report that they are informed
- Drayton Valley residents have easy access to current forms of communications technology
- Municipal services are available on-line

# SUSTAINABLE ECONOMIC DEVELOPMENT

Sustainable communities foster economic development and growth, leading to a diverse and prosperous community. Businesses and agencies can influence the success of the community's economic strategies by sharing ideas and working collaboratively on initiatives that strengthen the economy.

A sustainable community is also one that works toward the adoption of sustainable business practices that enhance both the environmental and economic performance of all businesses.

The Town's existing Economic Development Plan includes strategies to create a community that attracts businesses and families. The Community Sustainability Plan will add extra value in creating a sustainable and robust economy.

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## **Strategies:**

- Increase and promote new economic opportunities
- Attract, facilitate and promote business development
- Promote CETC as a local training and business development centre and as a direct link to business development, industry and education
- Develop relationships with key partners to support business development
- Strengthen local business organizations
- Support businesses through shared leadership

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## **Strategies:**

- Strengthen the local Chamber of Commerce and engage its membership in municipal planning
- Enhance the joint economic development plan with Brazeau County (intermunicipal relationship for economic development and tourism)

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**Goal: There is a vibrant, strong and diverse economic base within our community**

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**Goal: There are strong, inclusive relationships between municipalities, businesses, academic institutions and other stakeholders**



**Goal: Citizens have access to programs that provide support to overcome barriers, increase employment, reduce poverty, and create opportunities to participate in the community**

**Goal: There are fulfilling employment opportunities available for all those seeking work**

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### **Strategy:**

- Provide quality training, information, education and community services to all residents

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### **Strategy:**

- Develop mentorship opportunities with key employers so that potential employees can better understand skills and employment needs

### **Sample actions:**

- Update the joint economic development plan for the Town of Drayton Valley and Brazeau County
- Implement a Marketing Strategy under the Plan to identify Drayton Valley as a community of choice
- Integrate sustainability practices into the Economic Development strategies
- Review and enhance local and regional tourism strategies
- Establish partnerships and/or create opportunities for the development of various “eco-business” and CETC initiatives
- Work collaboratively with local stakeholders to implement the management plan for the Eagle Point – Blue Rapids Parks Council
- Continue to implement the downtown redevelopment and revitalization strategy
- Establish, directly or in partnership with stakeholders, educational programs on economic diversification
- Work with the business community in developing business incubators
- Promote and share business development tools
- Research community incentives for owners to lower rent for businesses
- Share outcomes annually with local businesses and other stakeholders
- Expand local college programs to include business development courses
- Partner with academic institutions to offer practicum programs
- Work with the Chamber of Commerce to develop its business plan
- Host business development seminars and workshops
- Research potential for student housing for training institutions

### **MILESTONES**

- The Chamber of Commerce adopts a new Business Plan
- Business development seminars are hosted regularly throughout the year
- A Business Incubator program is established
- Drayton Valley experiences a 20% increase in small businesses
- Existing by-laws reflect capacity building in economic diversification

# BUILT ENVIRONMENT

How we plan and design our built environment can have a profound impact on the ability of our community to be sustainable. Strategies that deliver on green building objectives – such as reduced energy and water consumption, reduced waste, and improved air quality – contribute to broader and longer term social, environmental, and economic benefits. Planning for more compact and complete communities minimizes per capita GHG (greenhouse gas) emissions and enables healthier lifestyles. Sustainable transportation aims to improve access while simultaneously reducing the environmental and social impacts of vehicle-dependency. Reducing waste results in lower cost and a cleaner environment, and fosters a greater community culture of respect.

## TRANSPORTATION

### Strategies:

- Create pedestrian and cycling linkages between neighbourhoods
- Encourage cycling and walking as healthy alternatives to driving
- Design infrastructure that allows for social inclusion and/or interaction

### Strategies:

- Enable effective transportation patterns
- Encourage low emission and fuel-efficient vehicles
- Update the Transportation Master Plan

### Sample actions:

- Revise the Transportation Master Plan to include walkable and bikeable community principles
- Create an open space strategy
- Build additional walking paths between all recreational and green areas
- Place bicycle racks at all parks and public facilities
- Increase community awareness of the health benefits from cycling and walking
- Complete a feasibility study of a bicycle taxi (or bike loaner) program

**Goal: Pedestrians and cyclists move through the community easily and safely**

**Goal: Vehicles move safely and efficiently through the town**



- In areas where there are no paths, create space for bicycles – either through expanded sidewalks or cycle lanes
- Complete the feasibility study to introduce small scale public transportation
- Facilitate social inclusion through accessible and affordable community transportation and recreation and cultural facilities, and housing
- Enhance, where feasible, the specialized transportation system
- Develop an easier communication tool for residents to notify the Town of traffic/road/infrastructure issues (e.g., mobile app, text #)
- Review traffic flow patterns for signage, lighting, parking challenges, and other concerns
- Develop, design and promote “green parking” stalls at all public facilities
- Update development bylaw requirements for parking
- Promote idle free zones and policy
- Support the purchase and/or lease of green municipal fleet vehicles
- Incorporate smaller parking stalls in premium locations throughout the community

## MILESTONES

- Bicycle racks are located at all public facilities and within all public parks
- Municipal fleet vehicles utilize greening technology, where appropriate
- Drayton Valley sets out a plan for a zero-emission public transportation system
- Drayton Valley develops its first bicycle lane on a major thoroughfare
- Idle free policies are adopted by over 10 local businesses

# MATERIALS AND WASTE MANAGEMENT

**Goal: Materials are reused and recycled, organics are composted, and there is reduced waste**

## Strategies:

- Promote waste reduction and separation within our community
- Develop markets that use current waste as a future resource
- Support and showcase organizations that minimize waste generation
- Develop education and awareness programs on the importance of reducing waste
- Promote the reduction and eventual elimination of harmful products entering our eco-system
- Develop a community wide composting system

## Sample actions:

- Identify strategies within the Integrated Waste Management Plan for implementation including:
  - Complete the feasibility assessment for the collection of organic materials
  - Establish higher fees for waste that contains recyclable materials
  - Create incentives to separate materials for recycling or composting; offer lower tipping rates for targeted materials like organics, paper, and wood
  - Increase the number of attractive recycling and waste receptacles within our community

- Develop strategies to ensure revenues are met with decreased waste generation
- Local businesses promote waste reduction and recycling, e.g., less packaging, reusable shopping bags
- Create accessible composting facilities throughout our community
- Develop “energy from waste” programs and businesses as technologies become available and proven
- Create opportunities for waste generated from construction activities to be utilized by individuals or other businesses
- Expand the Town’s recycling program
- Establish a re-use-it/recycling centre
- Establish a demolition and construction material recycling facility
- Educate businesses and community organizations to mobilize them to establish green procurement policies
- Lobby manufacturers to adopt end-of-life product management responsibilities
- Use products that are derived from sustainable sources
- Develop a comprehensive communications strategy to help citizens understand the impacts of the waste they produce and the alternate choices available
- Facilitate citizens, organizations/agencies, and local government to come together and develop an effective waste reduction campaign
- Enhance legislation to control the types of materials that can enter the landfill
- Educate households on hazardous waste and e-waste programs
- Explore options for a community wide organic collection system
- Educate the community on composting opportunities and options (benefits of at home vs curbside composting)
- Establish residential backyard composting projects



## MILESTONES

- Drayton Valley establishes a full-time Re-Use It and Recycling Centre
- Over 50% of households are composting waste
- There is a 25% reduction in residential and commercial waste
- Over 70% of residents utilize the “blue bag” recycling program
- Waste management is established as a municipal utility
- 50% of local stores adopt a “no plastic bags” policy
- Drayton Valley is home to an “Energy from Waste” manufacturer

# PLANNING AND DEVELOPMENT

**Goal: All residents in the community have a place to live**

**Strategy:**

- Provide a mix of affordable, diverse and accessible housing options

**Goal: Homes are affordable, diverse and accessible**

**Strategies:**

- Provide a mix of affordable housing options
- Increase residential density in defined areas through policy changes

**Goal: Efficient development patterns minimize municipal infrastructure costs**

**Strategies:**

- Implement high development standards in development and redevelopment
- Revitalize the Downtown area

**Goal: All development and redevelopment projects are highly energy efficient and use sustainable building practices**

**Strategies:**

- Incorporate energy efficiency measures into all municipal buildings and infrastructure
- Provide education on energy efficient development to all stakeholders
- Develop incentives to encourage environmentally sustainable construction or renovation for private development

**Goal: Drayton Valley residents are proud of their clean and green community**

**Strategies:**

- Engage the community in beautification projects and programs
- Foster community pride through local initiatives
- Strengthen municipal bylaws and policies that benefit beautification efforts
- Encourage more environmentally friendly landscaping

**Sample actions:**

- Set affordable housing targets, recognizing seniors as a special target group
- Explore alternative residential designs
- Promote secondary suites within new residential communities
- Research and build alternative energy homes
- Research strategies to restructure up front municipal costs and fees to build new suites
- Develop long term housing plan based on the demographics of the community
- Review and legislate densification areas to control building up, not out
- Ensure sustainable architectural, environmental, and urban design become key components to Area Structure Plans
- Define alternative residential designs that complement while enhancing adjacent development
- Increase bylaw enforcement for unkept properties
- Continue to implement the actions of the downtown revitalization strategy
- Implement green standards through policies and procedures for new buildings, renovations, infrastructure, and landscaping
- Host workshops on sustainable development by the Canada Green Building Council
- Develop new tax rates and/or incentives for those introducing green technology in the homes
- Develop policy to enact local green improvements levy
- Educate the community on green technologies available

- Research incentives for green technologies in large developments (e.g. priority consideration in development permit process)
- Continue to promote and enhance the Communities in Bloom program
- Educate the public through partnerships with local groups, institutions and businesses
- Identify and establish Drayton Valley's woodlot/urban forest areas
- Protect the existing tree canopy in natural areas and public areas
- Reintroduce natural plant and shrub species
- Increase community participation in neighbourhood "adopt a block" and similar programs
- Identify and revitalize specific areas in the community
- Establish a unified look within the community
- Implement educational campaign on goals of bylaws that enhance beautification
- Establish standards on infrastructure which are aligned with the goals of Town beautification
- Establish plan for highway corridor beautification
- Design Area Structure Plans to integrate green-belt corridors, trails, signage, public art, and other beautification initiatives
- Encourage growing of native plants and shrubs



## MILESTONES

- Drayton Valley is a national champion in the Communities in Bloom program
- New developments are legislated through by-law to use native species for landscaping
- All vacant lots are satisfactorily maintained by the property owners
- Every year, one area within the community is revitalized
- New commercial construction must include a minimum of 10% greening technology
- All new municipal facilities must be to a minimum standard of LEED Silver
- Drayton Valley has 200 new housing units by the year 2019
- Residential development in the downtown core increases from 2014

# ENERGY

**Goal: Energy consumption is optimized across the community**

## **Strategies:**

- Increase awareness and support initiatives to reduce the use of energy
- Develop and implement energy conservation strategies
- Develop and implement alternative renewable forms of energy

## **Sample actions:**

- Work with local businesses to promote energy-efficient products to reduce energy consumption
- Implement strategies to improve traffic flow to reduce the starting and stopping of vehicles
- Educate the public to reduce peak energy demand
- Define the Town's potential as an energy provider to control pricing mechanisms
- Implement building standards to improve energy efficiency
- Implement green procurement policies that encourage more energy-efficient products
- Develop and apply the use of local improvement charges to fund energy efficiency upgrades
- Research financial mechanisms, such as low-interest loans, for private development that reduces overall energy consumption
- Provide visible utility consumption mechanisms on municipal buildings
- Educate builders and developers to site buildings and to plan land for improved solar orientation
- Acquire subsidies from higher levels of government for alternative energy projects
- Establish policy on using energy efficient fixtures in new development
- Educate the community on alternative energy sources
- Facilitate and/or attract businesses that provide renewable sources of energy
- Implement financial, taxation and regulatory incentives for renewable energy programs

## **MILESTONES**

- 30% reduction in utility consumption in all municipal buildings
- Educational programs result in Drayton Valley's overall energy consumption to decrease by 5%
- Legislate new development to use energy efficient fixtures
- A Home Energy Audit tool is utilized within 20% of the Town's residences
- Drayton Valley uses energy from an "Energy from Waste" manufacturer for a future municipal building

# NATURAL ENVIRONMENT

Protection of biodiversity, natural areas, riparian spaces, water courses and clean air sources is fundamental to our community's sustainability. Ensuring development respects and integrates within the natural environment will help maintain ecosystem health and integrity. Keeping our natural environment healthy and functioning is a way of preserving our life support – clean air and water – for decades to come.



# WATER

**Goal: Water consumption per capita is reduced**

**Strategies:**

- Enhance the water conservation strategy for Drayton Valley
- Use economic and financial tools to reduce water consumption
- Implement options for the use of non-potable water and grey water
- Employ environmental design and infrastructure to improve water conservation

**Goal: A high quality of drinking water is maintained for all residents**

**Strategies:**

- Provide training for personnel in water treatment plant operations to ensure that water effluent meets or exceeds provincial standards
- Ensure water distribution infrastructure is of quality design and is maintained to meet or exceed provincial standards
- Participate in regional/provincial initiatives/agencies (agriculture, industry) to establish guidelines for water source protection

**Goal: The quality of surface runoff water entering the North Saskatchewan River is high**

**Strategy:**

- Develop and implement natural stormwater management strategies

**Sample actions:**

- Implement educational tools on water conservation
- Develop a policy that mandates developers to use green technology
- Encourage homeowners to establish yards that minimize water usage
- Develop and/or support innovative water conservation programs in new development
- Alter the existing water rate structure to encourage water conservation
- Develop a water capture program for municipal developments
- Use non-potable water where possible for fire suppression, irrigation, and for serving larger industrial customers
- Educate residents to minimize potable water consumption for non-potable purposes
- Continue to expand work with industry to utilize grey water for its uses instead of potable water
- Encourage household catchment of rainwater, greywater or water recycling
- Use green infrastructure design and technology to restore and enhance wetlands
- Research and implement water conservation initiatives in all municipal facilities





- Develop regulations that control the impacts of construction on land water resources
- Ensure that Drayton Valley's potable water supply meets or exceeds Canadian Drinking Water Guidelines and Alberta Environment Standards
- Apply ecological design principles to ensure that deleterious materials do not flow directly to streams
- Develop ecological approaches to infrastructure management that provide for on-site water filtration where possible
- Promote and develop, where possible, rainwater catchment systems, gardens and water-retaining "eco-roofs"
- Allow for the natural restoration of streams, wetlands, and riparian areas surrounding storm water retention ponds
- Continue to partner with the North Saskatchewan Watershed Alliance and other key stakeholders that operate within the North Saskatchewan River Valley

## MILESTONES

- Drayton Valley establishes a municipal riparian areas policy
- 100% of all municipally owned buildings have low flush toilets, faucets and showers
- There is a 25% reduction per capita in overall consumption of water by residential users
- 25% of residential buildings have a rain water collection system
- Development policies mandate water conservation technologies in all new developments
- New municipal facilities employ one or more forms of water conservation techniques

# AIR

**Goal: Drayton Valley maintains its air quality level to meet or exceed the minimum provincial airshed requirements**

## Strategies:

- Improve alternative transportation choices to reduce emissions
- Raise public awareness of the importance of good air quality
- Apply best practices to household and commercial/industrial activities to reduce emissions

## Sample actions:

- Reduce energy use through green transportation infrastructure
- Use alternative fuels to green municipal fleet vehicles
- Educate public on the benefits of energy efficient vehicles
- Regularly monitor and report on air quality through the West Central Airshed Society
- Mandate municipal staff to follow the idle reduction policy
- Inform the public of clean air initiatives and encourage individual action
- Educate the public on the benefits of energy-efficient appliances
- Establish green building standards and management systems for all commercial buildings



## MILESTONES

- Total community greenhouse gas emissions are reduced
- Green building standards are established for new development

# NATURAL AREAS AND BIODIVERSITY

## Strategies:

- Control the spread of noxious weeds and other invasive species
- Protect the existing tree canopy in natural areas and public areas
- Reintroduce natural plant and shrub species
- Minimize toxic pesticide use
- Identify and preserve natural habitat and green spaces

## Strategies:

- Educate the public on unique ecosystems present in our region
- Work with provincial government regulatory bodies to ensure/establish balances between wildlife and domestic operations

## Sample actions:

- Revise and/or create municipal bylaws to include measures to eliminate the spread of noxious weeds and other invasive species
- Evaluate all new developments for sustainability and promote the use of natural plant species
- Implement an urban forest bylaw
- Implement bylaws that require permits to remove trees within Drayton Valley and align these measures with development requirements
- Educate the public on diverse landscaping practices where natural grasses, plants, and shrub species are used
- Revise bylaws and policies to allow for a diverse range of landscaping practices
- Reintroduce, where appropriate, native tree and plant species in all municipal landscaping, taking into consideration the impact on infrastructure
- Utilize existing utility right-of-ways to create a vegetative buffer between neighbouring properties
- Eliminate toxic pesticide use in municipal practices
- Educate public on the benefits of eliminating toxic pesticide use
- Research and implement, where appropriate, bylaws on the restriction of pesticide use
- Develop a policy to have all designated water source areas, riparian habitats and natural green spaces within the Town as protected areas
- Implement the Landscape Management Plan
- Continue to support the EPBR Parks Council to promote the importance of natural features and engage the community in nature exploration/discovery

**Goal: The natural ecosystems in and around Drayton Valley are healthy and preserved**

**Goal: Wildlife and biodiversity are protected and conserved**

## MILESTONES

- The Town outlines a long-term plan to manage noxious weeds
- New development standards conserve or protect a minimum of 10% of natural habitat as identified by the Town
- The Town adopts a Tree Preservation By-law
- All municipal land development utilizes only native tree and plant species

# ENVIRONMENTAL PRACTICES

**Goal: Drayton Valley is a leader in the field of sustainability**

## **Strategies:**

- Continuously engage the community in the implementation of the Community Sustainability Plan
- Network and maintain a connection with the national and international world of sustainability to share ideas and practices
- Incorporate environmental and sustainable practices in municipal event planning and operations

## **Sample actions:**

- Regularly meet and network with community interest groups and individuals to further the goals of the Community Sustainability Plan
- Recognize individuals and/or groups/businesses that advance sustainability measures
- Promote and make available the Community Sustainability Plan for sharing with other communities
- Research and implement leading practices from other communities
- Provide training on leading practices and train others on same
- Obtain membership in applicable professional sustainability organizations



## **MILESTONES**

- Sustainability awards are given regularly
- Sustainable network groups, in all six key systems, are established and meet regularly
- The Town hosts an annual workshop for the community to review the progress of the Community Sustainability Plan

# IMPLEMENTATION AND MONITORING

Implementation of the strategies in Drayton Valley's Community Sustainability Plan will be initiated following Council adoption of the revised Plan. Key to implementation is the understanding that successful sustainability initiatives will rely on the support of the entire community as well as elected officers and their administration. Implementation of this plan will require a strong commitment from corporations and local businesses. Public engagement is critical in understanding all of the processes and procedures that will be taken and some of the choices that have to be made. Council will be responsible for enabling a strategic budgeting process coupled with policy integration across all sectors of the community.

The Plan's monitoring process needs to use existing measures where possible, while minimizing the need for additional resources to do the measuring. To maintain our community's long-term vision, a series of measurable targets and monitoring mechanisms will need to be identified and developed.



# APPENDIX A: REFERENCE MATERIAL

## THE NATURAL STEP (TNS)

The Natural Step (TNS) Framework is based on systems thinking; recognizing that what happens in one part of a system affects every other of that system. The TNS Framework provides this shared mental model of sustainability by helping people across organizations, disciplines and cultures to communicate effectively, build consensus and ultimately move toward their vision. It uses an upstream approach that anticipates and avoids problems before they occur, rather than reacting to their downstream effects.

The Natural Step Framework:

- uses metaphors such as a funnel to illustrate the problem with our current industrial system, and a scientific understanding to identify how we can open the walls of that funnel.
- defines sustainability with 4 sustainability principles that individuals and organizations can use to build strategies toward sustainability.
- has evolved through a practice that demonstrates that strategic sustainability requires:
  - backcasting from sustainability principles (planning from success)
  - prioritization of actions to ensure that all selected actions are (1) moving in the right direction (towards sustainability), (2) flexible platforms that avoid dead-end investments, and (3) good business decisions (i.e. offer an adequate return on investment).

The Natural Step applies four Principles of sustainability. To become a sustainable society we must:

1. Eliminate our contribution to the progressive build up of substances extracted from the Earth's crust (for example, heavy metals and fossil fuels),
2. Eliminate our contribution to the progressive build up of chemicals and compounds produced by society (for example, toxins, PCBs, and DDT),
3. Eliminate our contribution to the progressive physical degradation and destruction of nature and natural processes (for example, over harvesting forests and paving over critical wildlife habitat); and
4. Eliminate our contribution to conditions that undermine people's capacity to meet their basic human needs (for example, unsafe working conditions and not enough pay to live on).



# THE MELBOURNE PRINCIPLES FOR SUSTAINABLE CITIES

The Melbourne Principles for Sustainable Cities was developed in Melbourne (Australia) on 2 April 2002 during an international charette, sponsored by the United Nations Environment Programme and the International Council for Local Environmental Initiatives. Experts at the charette were drawn from developing and developed countries .

The Melbourne Principles were born from a need to put sustainable development in the context for cities. The use of these principles is intended to guide thinking and provide a strategic framework for action. It provides a simple set of statements of how a sustainable city would function.

Guiding principles help us navigate an increasingly complex decision-making process where needs are diverse and sometimes competing. They will form the foundation for decision-making criteria that will guide overall planning.

There are 10 Melbourne Principles:

1. Provide a long-term vision for cities
2. Achieve long-term economic and social security
3. Recognize the intrinsic value of biodiversity and natural ecosystems and their protection and restoration
4. Enable communities to minimize their ecological footprint
5. Build on the characteristics of ecosystems
6. Recognize and build on the distinctive characteristics of cities, including their human and cultural values, history, and natural systems
7. Empower people and foster participation
8. Expand and enable cooperative networks to work towards a common sustainable future.
9. Promote sustainable production and consumption through appropriate use of environmentally sound technologies for cities.
10. Enable continual improvement based on accountability, transparency, and good governance.

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<sup>1</sup> Melbourne Principles. (2008, September 4). In Wikipedia, The Free Encyclopedia. Retrieved 13:46, September 4, 2008, from [http://en.wikipedia.org/w/index.php?title=Melbourne\\_Principles&oldid=236235703](http://en.wikipedia.org/w/index.php?title=Melbourne_Principles&oldid=236235703)



