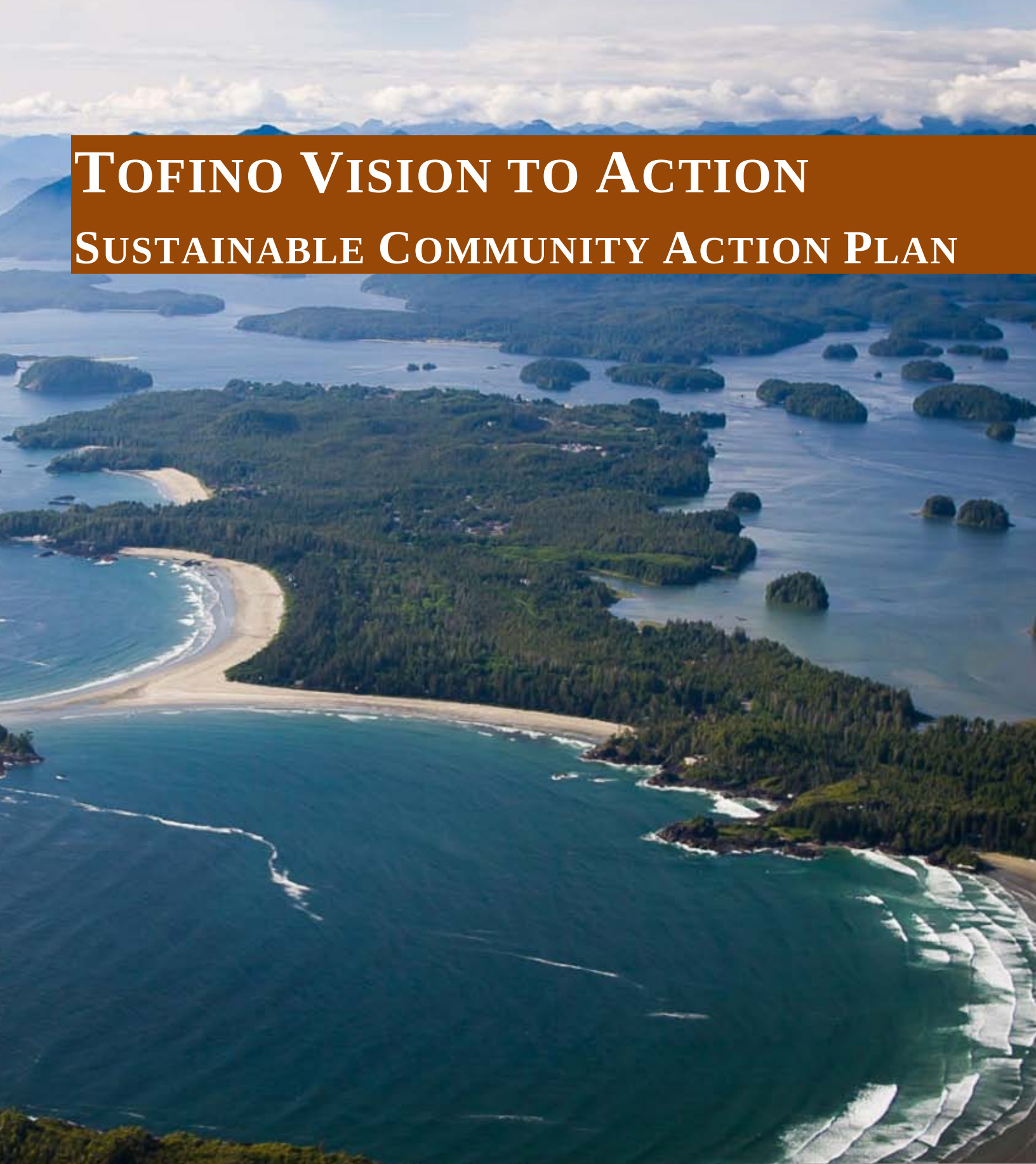




TOFINO VISION TO ACTION

SUSTAINABLE COMMUNITY ACTION PLAN

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**The future is not something
we enter. The future is
something we create.**

— Leonard Sweet,
Author/Futurist

ACKNOWLEDGEMENTS

Tofino's Vision to Action ICSP was developed with input from hundreds of citizens in the community through surveys, open houses and interviews, and with the significant work of the Community Economic Development Advisory Committee (CEDAC). CEDAC members are:

Josie Osborne, Chair

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James Costello

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Marcie DeWitt

Emery Hartley

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ABOUT VISION TO ACTION

The District of Tofino, recognizing the changing nature of our community and the opportunities and challenges we will be facing in the future, committed to identifying long-term goals and direction to create a thriving resilient community. The result is the Vision to Action (V2A) plan.

What is it?

V2A is an Integrated Community Sustainability Plan (ICSP): a broad, long-term community vision and strategic action plan that expresses what environmental, social and cultural sustainability looks like for Tofino and identifies some of the first steps for getting there. It is broader than any of Tofino's existing plans, which each focus on a specific area such as planning (Official Community Plan), recreation (Recreation Master Plan), arts and culture (draft Arts and Culture Master Plan), or tourism (Tourism Master Plan) – and will guide all future planning process in the future.

V2A incorporates the vision and goals previously articulated by the community through existing plans, and synthesizes them into a set of common, clear, outcome-based goal statements for the community. All organizations and citizens in the community should be able to recognize their own desired outcomes amongst this list as well as outcomes they might be able to further support through collective action.

How can you contribute? Who is involved?

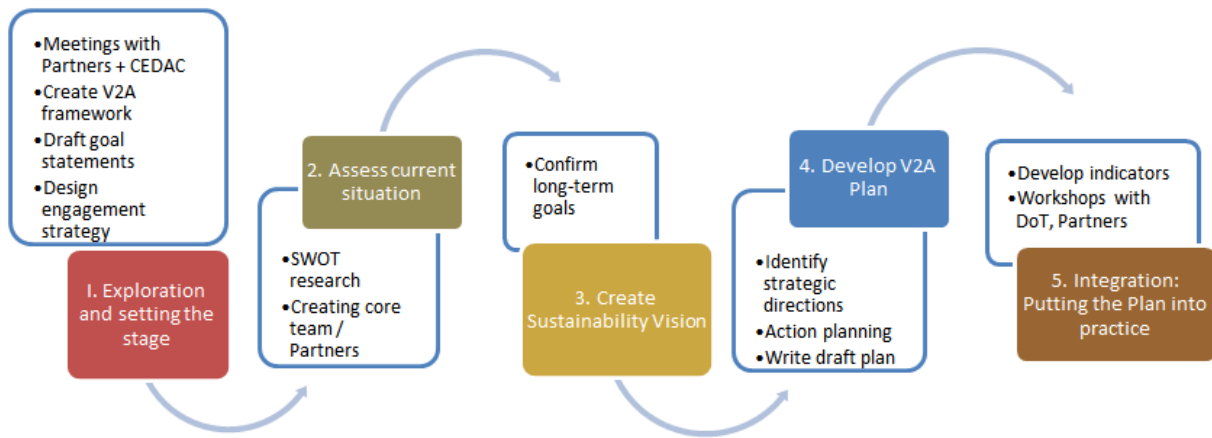
Long-term community success toward this vision and goals cannot be achieved by the District alone. It requires collaboration, innovation and commitment involving groups of citizens, local businesses and other interest groups. V2A, as our community's long-term sustainability plan, will hopefully foster many vibrant discussions, ideas and collaborative actions in the years to come.

VISION TO ACTION



How was it developed?

The V2A Plan was developed with input from the community and the CEDAC, along with a review of current plans and policies, to create draft goals and desired outcomes, as well as a summary of the current situation. With an understanding of the current situation and the desired future, strategic directions and specific actions required to achieve the vision were identified.



Vision to Action process



COMMUNITY PROFILE

Tofino is a friendly, warm community with a small-town feel that attracts visitors and residents alike. It is an engaged community with numerous active community and volunteer organizations. Local First Nations have a historical connection to both the land and the sea surrounding Tofino. Along with spectacular natural amenities, the community is home to many cultural amenities, including galleries, festivals and events. A multi-use trail allows people to get around on bike and foot, reducing the need to drive. Tofino boasts a thriving tourism economy and is a UNESCO biosphere designated region, attracting visitors from around the world to visit its beaches, wilderness, and cultural activities. While Tofino is nestled within pristine wilderness, which is a primary tourism driver, careful planning is required in order to ensure protection of the natural environment – including the beaches – while enhancing greater tourism. Although tourism is generally embraced as a growing industry in the community, dependence on a single industry can be dangerous, as the economy will be more impacted by global economic downturns, prices of fuel, and climate change. Growth in more locally-based businesses such as aquaculture, food, and small-craft industries will help to mitigate impacts on the larger tourism economy.

3.1 LOCATION

The District of Tofino is situated at the northern tip of the Esowista Peninsula, in the ha-houlthee (traditional territory) of the Tla-o-qui-aht First Nations, one of 14 Nuu-chah-nulth First Nations of the West Coast of Vancouver Island. It is within the Clayoquot Sound region - one of the most spectacular wilderness areas in North America – which was designated a UNESCO Biosphere Reserve in 2000. Clayoquot Sound is the largest area of ancient temperate rainforest left on Vancouver Island and its lush rainforest and magnificent beaches abound with both marine and terrestrial wildlife. Tofino is the commercial and tourism centre and jumping off point, for both Clayoquot Sound as well as Pacific Rim National Park Reserve, and it is a vital transportation hub for the First Nations of Clayoquot Sound, Tla-o-qui-aht Ahousaht, and Hesquiaht.

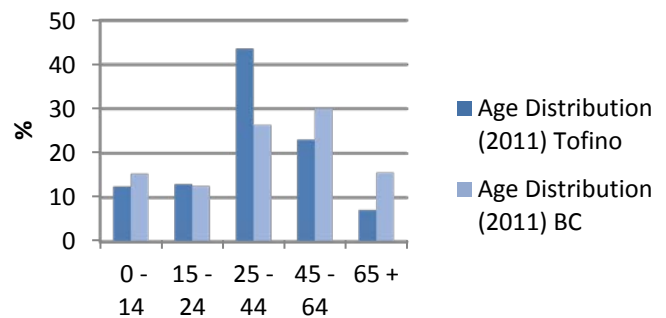
Access to Tofino from the east part of Vancouver Island is via Highway 4 near Qualicum Beach. At 163 kilometres in length, the terminus of Highway 4 (the longest east-west vehicular route on Vancouver Island) lies at Tofino's First Street dock. Alternative access to Tofino is via air, either by float plane service from the harbour or from the Tofino-Long Beach Airport.¹

3.2 DEMOGRAPHICS

Tofino's population was 1,880 according to the 2011 census. This represents an increase of 28% since 2001 when the population was 1,466. In comparison, BC's population over this same ten year period grew by 12%.

¹ District of Tofino 2012-2016 Resort Development Strategy

Almost half of Tofino's population is between the ages of 25 to 44 – significantly higher compared to the rest of BC whose population in that age range represents just over a quarter of the total. On the other hand, Tofino's population is made up of few children under 14 years and fewer people over the age of 45 when compared to the rest of BC.



In 2006, the median household income (\$45,700) for all census families in Tofino was less than the Regional District (\$55,400) and less than the provincial average (\$62,350).

In Tofino, 36% of residents aged 15 and over had a post-secondary certificate, diploma or degree as of 2006,² compared to 52% for the rest of BC. Post-secondary education levels trended slightly more toward the trades and away from university programs compared to the rest of BC.

3.3 ECONOMIC PROFILE

Tofino's transition from a resource-based economy to tourism as its economic engine was complete by 2006 when the census data showed that there were virtually no forestry jobs in Tofino – down from 20 jobs in 2001. Tofino has become an internationally recognized destination, and both regional and international visitors have helped make tourism the main economic driver for local jobs. The natural resource-based sector, formerly focused on fishing and logging, has reduced in size and has adapted to be more reliant upon aquaculture and smaller more localized sustainable logging practices; however, many of the jobs in these sectors are filled by regional rather than Tofino residents.

In 2006, approximately 4% of Tofino's work force was employed in the manufacturing sector, compared to the provincial average of 8.5%. Construction jobs in Tofino accounted for 10.4% (an 83% increase over 2001) in the workforce, compared with an average of 7.6% for the Regional District and 8% in the Province. In 2006, public administration accounted for 3.3% of employment in Tofino, compared to 6.2% for the Regional District and 5.0% for the province. Accommodation and food services is the largest sector in Tofino, and accounted for 25% of all employment in 2006; the average for the Regional District was 11.3%, and 8.1% for the province as a whole.³

² Tofino Community Data 2013

³ Community Facts, BC Stats 2006

Labour Force by Industry (NAICS), 2006 Census

% Distribution, 2006				
	Tofino #	Tofino %	ACRD %	BC %
Total labour force	1,055	100.0	100%	100.0
All industries (experienced LF)	1,050	99.5	99%	98.5
111-112 Farms	30	2.8	2%	1.8
113 Forestry and logging	-	-	4%	1.0
114 Fishing, hunting and trapping	40	3.8	2%	0.2
21 Mining and oil and gas extraction	-	-		0.9
22 Utilities	-	-		0.5
23 Construction	110	10.4	8%	7.5
31-33 Manufacturing	45	4.3	14%	8.5
41 Wholesale trade	-	-	1%	4.1
44-45 Retail trade	95	9.0	11%	11.2
48-49 Transportation & warehousing	65	6.2	4%	5.2
51 Information and cultural industries	20	1.9	1%	2.6
52 Finance and insurance	10	0.9	2%	3.8
53 Real estate & rental/leasing	25	2.4	1%	2.3
54 Professional, scientific & tech. serv.	55	5.2	3%	7.3
55 Management of companies/enterprises	-	-		0.1
56 Admin + support, waste management services	45	4.3	4%	4.4
61 Educational services	50	4.7	6%	6.9
62 Health care and social assistance	50	4.7	9%	9.6
71 Arts, entertainment and recreation	55	5.2	3%	2.3
72 Accommodation and food services	265	25.1	11%	8.1
721 Accommodation services	130	12.3	5%	1.7
722 Food services & drinking places	135	12.8	7%	6.4
81 Other services (excl. public admin.)	60	5.7	5%	4.9
91 Public administration	35	3.3	6%	5.0

Role of Tourism in the Economy

From its beginning as a remote fishing and logging village post contact, Tofino's foray into tourism began in 1970, with the establishment of the Pacific Rim National Park Reserve, which highlighted Tofino as a gateway and one of two service centres for the Long Beach unit of the park. Tofino's tourism development spiked from the mid-1980s to mid-1990s after gaining media attention about protests over logging on nearby Meares Island and Clayquot Sound, as well as a discovery of outdoor recreational activities. Since that time Tofino has evolved to become a 'must visit' tourism destination for travellers. The land base that was harvested to support Tofino's original economy is now valued intact as sightseeing and recreation settings, and the marine catch is now more valuable as part of the visitor experience and on local menus than as an export.

The spectacular setting, and activities including whale watching, kayaking, boating, sport fishing, wildlife viewing, surfing, and storm watching, have helped tourism become the primary economic driver in Tofino, employing the majority of Tofino residents and providing the main source of income. The abundance of both natural and cultural amenities as well as Tofino's unique character has inspired travelers to settle down and call Tofino home.

For tourism-based communities such as Tofino, the tourism economy typically presents a double edged sword for residents: they enjoy the tourism-related amenities but are adversely impacted by moderate inconveniences during busy times of the year, as well as the higher cost of housing and other living expenses. Furthermore, the reliance on tourism as the main economic driver makes Tofino vulnerable to external threats such as economic fluctuations and environmental disasters.⁴

3.4 HOMES AND NEIGHBOURHOODS PROFILE

Over the last 10 years, Tofino's built form and neighbourhood character has changed modestly. Tofino's housing stock consists of mainly single-detached homes, with 74% of them occupied by permanent residents.⁵ Construction of semi-detached homes and row-house units has increased slightly, providing some diversity to the overall housing stock.

Total private dwellings (occupied by usual residents) sorted by type ⁶		
	2011	2006
Single-detached house	54% (410)	64%
Movable dwelling	3.3% (25)	not specified
Semi-detached house	8.5% (65)	5%
Row house	6.5% (50)	8.6%
Apartment, duplex	10.5% (80)	5.8%
Apartment	15.7% (120)	12.9%
Other	0.7% (5)	2.9%

Housing affordability remains a challenge for some in the community. Currently, the average household income in Tofino is less than the provincial average while housing costs remain significantly higher than that of the region and province. There is also a large demand for seasonal worker housing in the summer months that would improve the work experience as well as reduce the stress of overcrowding in existing units. Providing a wide range of affordable housing options for local residents, staff and seasonal workers, as well as the option of smaller dwellings, low-rise cluster housing, liveaboards and year-round rentals will help to create a diverse housing stock.

Tofino continues to encourage smart growth⁷ development to keep neighbourhoods compact and to promote a functional, liveable and accessible mixed-use downtown. Increased multi-modal connections to and from neighbourhoods are fundamental to ensuring residents and visitors can access key commercial nodes with relative ease and independent of an automobile. Most beaches are accessible to the public, but the community would like to have public access to all beaches.

⁴ Sustainable Tourism in Tofino, Rachel Dodds, Ryerson University, 2009

⁵ Tofino Community Data 2013

⁶ Tofino Community Data 2013

⁷ Smart growth refers to development that uses land more efficiently, and protects the natural environment. Refer to District of Tofino OCP, 2014, page 32

As the local economy and residential population continue to change, so too will Tofino's built form and neighbourhood character. The current OCP has guidelines in place to ensure future development is well planned and designed.

3.5 TRANSPORTATION AND INFRASTRUCTURE PROFILE

The Pacific Rim Highway serves as the main point of entry along the peninsula, and is the connection between Tofino neighbourhoods and between Tofino and Ucluelet. Tofino recognizes the importance of providing and encouraging alternative forms of transportation to help reduce greenhouse gas emissions, improve the personal health and fitness of residents, and provide safe and easy connections to public spaces. In 2009, the District introduced an anti-idling bylaw to limit emissions from vehicles. In 2008, a comprehensive Cycling Network Plan was developed that acknowledges the success of the Multi Use Path (MUP) as a 'spine' or central connector to major nodes in the community. While the MUP connects downtown Tofino with most existing neighbourhoods, there is a strong desire to expand it to provide more access and connectivity. The 'Tofino Bus' offers daily bus service to residents and tourists connecting Tofino to Nanaimo and Victoria. While parking is available in the downtown and beach areas, spaces can feel limited during peak tourist season.



Tofino's local infrastructure comprises a collection of well-maintained and up to date services that include water, waste management and sewage treatment. Currently, the municipality is in the process of addressing long-term water supply issues that will eventually determine the extension of water lines and wastewater treatment facilities. The water conservation bylaw outlines the restricted uses of potable water to ensure reservoirs are adequately

maintained throughout the year. Garbage and recyclable materials are collected on a regular basis to preserve a clean and safe environment. There is a feeling by residents that reducing artificial lighting on public streets and spaces is important to maintaining its mystique and resort appeal. The community is strongly aware of tsunami risks and have taken measures to be prepared for that possible situation. While there is adequate access to wifi and internet in the downtown core, some parts of the community have inconsistent or no access, which makes it challenging for some to be connected and economically competitive.

Tofino is a leader in renewable energy technology. In 2008, the District became a SolarBC community. During busy summer months, solar energy is used by tourism businesses to meet increased hot water demands from tourists. The District will continue to preserve its strong reputation in this industry.

3.6 COMMUNITY LIFE PROFILE

Despite being a relatively small community, Tofino offers a wide range of recreational amenities, cultural attractions and community services. Tofino is renowned for its pristine beaches and surf culture that attract thousands of tourists annually. Popular destinations include Cox Bay and Chesterman Beach. The Village Green and Centennial Park are vital public spaces for families and children and provide playground equipment that is suitable for several different age groups. Basketball and tennis courts are available, and the bike-park and skate park have become important recreations hubs for youth and teens in the community. A four-thousand square foot community hall accommodates up to three-hundred patrons. The local volunteer fire department delivers a vital community service.

The Community Children's Centre provides out of school care for children aged two to twelve. While the Wickannish School serves elementary level students, currently high school students travel to Ucluelet. 36% of the population has completed some form of post-secondary education.⁸

In 2013, the District drafted an age-friendly community action plan that outlines the steps towards becoming an age-friendly community. Examples of some current services include counselling assistance for mental health and addiction, palliative care and hospice as well as home medical care. Some gaps in current services are transportation, meal support and full-time assisted living.

Tofino's breathtaking viewscapes and peaceful natural environment make it an ideal setting for local artists and musicians. In 2011, the Tofino Arts, Culture and Heritage Committee was formed by the Tofino District Council. This committee helped spearhead the formation of the Arts and Culture Master Plan.

Tofino's residents are actively engaged in community and volunteer life. There are 14 active charities in Tofino and 24 community organizations.

3.7 NATURAL ENVIRONMENT PROFILE

Tofino is an ecologically diverse landscape rich in natural and human history and is designated as part of the Clayoquot Sound UNESCO (United Nations Educational, Scientific and Cultural Organization) Biosphere Reserve. Nestled among prime wilderness and spectacular beaches, Tofino has attracted international visitors and become a worldwide destination. The Tofino mudflats, designated as a Wildlife Management Area, span an area of 2,100 hectares and are situated largely within district boundaries. Long Beach in the Pacific Rim National Park is a popular tourist attraction for surfers and sightseers, offering magnificent views year-round. Clean and healthy beaches are important to residents and visitors alike, for protection of aquatic ecosystems as well as for ensuring tourism viability.

While these natural sites provide an important boost to the local economy, they also pose several challenges and limitations in regard to development and growth management. Finding a balance between the optimal level of development, while simultaneously ensuring the protection of natural species, wildlife and old growth forests is critical.

⁸ Tofino Community Data 2013

Educating the public on the active bear population is fundamental to ensuring their preservation. The abundance of whales and fish in Clayoquot Sound make whale watching and fishing popular tourist activities. In 2009, the District passed a bylaw regulating the use of pesticides on residential and public lands. The bylaw aims to protect the biologically rich landscape, reducing the use of harmful and unnecessary chemicals that can impact the quality of local food and water sources.

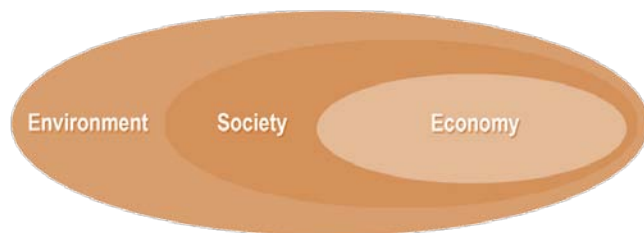


SUSTAINABILITY DEFINED

Sustainability, or sustainable development, has been defined in many different ways. The United Nations Brundtland Commission, in the 1987 report, *Our Common Future*, introduced the term sustainable development as: “*development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*”

This definition helped achieve global consensus that meeting the needs of current and future generations is absolutely dependent upon the health and viability of three completely interconnected systems:

1. the natural environment, which provides the services and finite resources that enable society and the economy to function, including air to breathe, water to drink and soil to grow food;
2. society, which is sustained by the life-providing services of the natural environment and serves to support us as individuals, families and communities; and
3. the economy, which is governed by the rules of the other two systems and is dependent upon human labour and natural resources to thrive.



Can we afford to think about sustainability? Should we not concentrate our efforts on more pressing economic challenges?

Sustainability planning and action is not about choosing between economic, environmental and social needs. Rather, it is about making smart decisions today to achieve all three in the future. Sustainability includes short and long-term economic success, which is essential to our ability to achieve our social and environmental objectives.

We cannot afford to disregard environmental and social issues. Our futures are intricately tied to the ability of natural systems to continue to function, and to the health of our society.

Clayoquot Sound, in many ways, has led the way in international discussions about sustainability through the attention received on the area in the 1980s and 1990s. Both the 1984 Meares Island injunction (in which courts ruled in the favour of Nuuchah-nulth First Nations effectively halting development in their traditional territory) and the 1993 Clayoquot protests (in which over 800 people were arrested at peaceful protests and logging road blockades) highlighted the importance of sustainable forestry practices as well as the interdependence of First Nations and the community of Tofino. The relationship between environmental protection and a vibrant economy are front and centre in planning for a healthy and successful community.

OUR SUSTAINABILITY OBJECTIVES

To define sustainability in concrete terms, Tofino's sustainability objectives are based on the Natural Step principles, which help to shift the concept of sustainability from something abstract that we want, to something concrete that we can actually plan for and manage. They can then be used as a filter or lens to guide planning and decision-making, whether for internal, day-to-day decisions, or longer-term strategic direction.

As a society, we have learned over the years that the accumulated impacts of human activity over the past two centuries are now threatening the continued well-being of our planet and life on it. An international network of scientists unanimously and publically concluded that human society is damaging nature and altering life-supporting natural structures and functions in three fundamental ways. Consequently, they were able to define three basic conditions that must be met if we want to maintain the essential natural resources, structures and functions that sustain human society. Further, acknowledging that in order to meet ongoing human needs now and in the future, they included a fourth system condition that focuses on the social and economic considerations required.

These four principles taken together describe the four basic guidelines for any organization, community or activity to operate in a sustainable manner, and have been in use for about 20 years, during which time governments, corporations and individuals around the world have used the principles to quickly create a shared language and integrate it into planning and decision-making.

Tofino's four sustainability objectives are based on meeting those four system conditions described by the Natural Step, and can effectively guide us through a world of multi-dimensional environmental, social and economic issues that can affect our success.

Not every step toward a desirable successful community will meet all four sustainability objectives today, but over time, we need to create conditions where they ultimately do. V2A provides a framework and lens for guiding planning and actions toward meeting these sustainability objectives.

Tofino's sustainability objectives are to reduce and eventually eliminate our contribution to:

 Socio-cultural and economic conditions that undermine people's ability to meet their basic needs.	 The ongoing physical degradation of nature.
This generally means favouring activities that support: • Safe, vibrant working and living conditions • Inclusive and transparent decision-making • Political freedoms • Affordable products and services; sufficient resources for livelihood	This generally means favouring activities that support: • Materials and energy from well-managed ecosystems • Re-usable, recyclable and recycled content • Fast-growing crops (bamboo, etc.) • Use of previously developed lands
 The ongoing build-up of synthetic materials produced by society.	 The ongoing build-up of materials extracted from the earth's crust.
This generally means favouring activities that support: • Natural, biodegradable materials (glass, wood, cotton, water-based etc.) • Materials that are managed in tight technical cycles • Organically grown, untreated • Re-usable, recyclable and recycled content materials	This generally means favouring activities that support: • Energy efficiency • Renewable energy • Metals that are plentiful (aluminum, iron, etc.) • Recycled content materials • Natural, biodegradable materials • Materials that are managed in tight technical cycles • Re-usable, recyclable materials

TOFINO'S VISION

Tofino's vision, developed during the Vision Tofino OCP update, is:

"Situated on the rugged West Coast where an enriching relationship exists between our community members and the natural environment, Tofino promotes healthy civic engagement supporting a creative and resilient community of varied ages that is socially, environmentally and economically diverse."



TOFINO'S COMMUNITY TOPIC AREAS

There are a number of ways in which we can understand what the community issues are and how we need to address them. While it is important to ensure that Tofino addresses relevant issues such as economic diversification, protection of forests and watersheds, affordability and tourism development, the plan doesn't need to be structured by every issue to do that. The way in which Vision to Action is organized seeks to address issues in five broad categories (the Community Topic Areas) that include the community systems, i.e. the inter-related parts of the community that need to be considered together for planning. For example, homes and neighbourhoods include the patterns and types of development, the buildings within them, as well as housing affordability. Each Community Topic Area includes the three integrated aspects of sustainability – economic, social and environmental.

HOMES AND NEIGHBOURHOODS

The Homes and Neighbourhoods topic area includes locations, patterns and types of physical development; housing affordability; residential, commercial, institutional and industrial neighbourhoods; and smart growth principles for development.

TRANSPORTATION AND INFRASTRUCTURE

This topic area includes transportation infrastructure and systems; energy; materials and waste management; water, water treatment and stormwater management; and communications systems.

COMMUNITY LIFE

This topic area covers all arts, cultural, heritage, recreation, leisure, and learning opportunities, as well as the systems and facilities that support them. It also includes meeting residents' physical, mental, emotional and spiritual health through services, infrastructure and relationships. It includes community safety and social fabric.

ECONOMIC DEVELOPMENT

This area covers the economy and how we bring in sufficient dollars, optimize the impact of dollars locally, and support local services and livelihoods. It addresses economic diversity and resiliency, opportunities for meaningful work, and creating a positive climate for local business vitality. This area includes tourism, small businesses and resource-based activities.

NATURAL ENVIRONMENT

This area addresses how the community will protect, enhance and attempt to restore ecosystem integrity and biodiversity throughout Tofino and the surrounding area, with the understanding that nature and humans are not separate.

GOALS, DESIRED OUTCOMES + STRATEGIC DIRECTIONS

Each Community Topic Area has a high level goal, a set of Desired Outcome statements, and key directions.

Goals: The high level statements describe what the community must work on in order to achieve long-term success and sustainability.

Desired Outcomes: These statements describe *what* Tofino should be like in a more sustainable and successful future. They are non-prescriptive, i.e. they do not explain *how* Tofino will get there. This approach allows for creativity, innovation and flexibility in identifying steps for achieving those outcomes.

Strategic Directions: These are the prioritized general directions over the short to medium term that will guide specific actions for implementation.

Goals and desired outcomes together form a comprehensive vision for the community, and should remain relatively constant over time. Strategic directions should be reviewed annually in order to take address opportunities and challenges that arise.



HOMES AND NEIGHBOURHOODS

Goal

To encourage compact, mixed-use development nodes within Tofino's existing footprint that support diversity and affordability while protecting Tofino's unique rural coastal nature, natural ecosystems and old-growth features.

Desired Outcomes

1. Tofino is comprised of compact and distinct neighbourhoods that offer nodes of commercial and retail services.
2. Downtown Tofino is vibrant, with a mixture of residential amenities, commercial uses and a working waterfront.
3. Buildings combine Tofino's eclectic character and west coast design elements at a scale and feel appropriate to its small coastal nature, while protecting natural amenities and viewscales.
4. All local beaches are publicly accessible, and erosion of sensitive beach environments is minimized.
5. A diversity of housing forms is available throughout the community, and housing is healthy and affordable for all residents and seasonal employees.
6. Tofino's amenities and infrastructure, including a safe, high quality pedestrian friendly entry downtown, allow for greater walking and biking throughout the community.
7. Homes and neighbourhoods integrate natural areas and systems, use innovative environmental features, and are energy efficient.

Strategic Directions

- Ensure all development respects Tofino's character and protects amenities and viewscales.
- Protect sensitive beach environments and ecosystems.
- Promote and support a variety of healthy and affordable housing forms and types.
- Continue to expand the pedestrian network.

Indicators

- Housing mix
- Housing tenure
- Home ownership
- Housing affordability
- Housing price
- Rental availability
- Rental cost
- Development footprint
- Development rate
- Residency
- Building repair

TRANSPORTATION AND INFRASTRUCTURE

Goal

To support greater active transportation modes, natural stormwater management, waste reduction, water and energy conservation, and reliable communications.

Desired Outcomes

1. Greenhouse gas emissions from vehicle travel, the food system, waste and buildings are reduced.
2. Improved pedestrian and bicycling infrastructure and public transportation services within and around Tofino minimize residents' and visitors' need to drive.
3. Increased cycling and walking has resulted in increased physical fitness levels.
4. All infrastructure and construction uses more sustainable materials, is economically viable, and is more energy efficient.
5. Stormwater treatment maximizes the use of natural systems, and wastewater is treated in an environmentally friendly manner.
6. Sufficient clean water is available to all, and there is a strong culture and practice of water and energy conservation.
7. Tofino is prepared to cope with natural disasters.
8. Excellent communications infrastructure exists throughout the community.
9. Tofino is moving towards a plastic free and zero waste goal.
10. Tofino is a leader in promoting and adopting green, renewable and sustainable technologies.
11. Tofino is the transportation hub for Clayoquot Sound and an active participant in marine, road and air access planning, development and management.

Strategic Directions

- Encourage safe walking and bicycling throughout the community.
- Manage storm- and waste-water in an environmentally responsible manner.
- Protect watersheds to ensure sufficient and quality potable water.
- Encourage water and energy conservation.
- Enhance communications infrastructure throughout the community.
- Participate in regional transportation planning.

Indicators

- Drinking water
- Energy use
- Water use
- Commute mode
- Greenhouse gas emissions
- Marine water quality
- Fresh water
- Total solid waste
- Commercial solid waste
- Trails

COMMUNITY LIFE

Goal

To create a thriving community with healthy, active citizens of all ages, a vibrant cultural scene, and access to a variety of recreation, leisure and lifelong learning opportunities.

Desired Outcomes

1. People feel welcome, and services for families and individuals of all ages and needs are met.
2. Arts, culture, heritage, natural features and First Nations heritage are appreciated, protected and promoted, contributing to the local economy, community vibrancy, and increased cultural tourism and investment.
3. Everyone in the community has access to learning and education opportunities.
4. Public spaces and community events promote dialogue, social participation and intellectual development.
5. There is a strong culture of collaboration, volunteerism and community service, as well as new ways of thinking and doing to seize opportunities and address challenges.
6. Sufficient policing, fire and health services are available to meet the needs of the community.
7. Citizens are happy, healthy and active, and enjoy a variety of year-round recreation and leisure opportunities and activities that promote physical, mental, emotional and spiritual health.
8. Residents have access to healthy food and opportunities to grow, harvest and buy local food.
9. Relationships with neighbouring communities are strong and collaborative.

Strategic Directions

- Promote Tofino's arts, culture and heritage.
- Include quality public spaces in all future developments.
- Support and encourage non-profit and social enterprise ventures, leadership development and volunteerism.
- Support appropriate safety and health services within the community.
- Promote healthy lifestyles and food security, and enhance recreational and leisure opportunities.
- Support and nurture our youth.

Indicators

- Voter turnout
- Community organizations
- Applying V2A to decisions
- Partners
- Arts and cultural events
- Child development
- High school graduation
- Social safety net
- Mobility
- Commuting
- Unlawful incidents
- Food costs
- Food bank
- Community gardens
- Library use
- Youth

ECONOMIC DEVELOPMENT

Goal

To develop a diverse and resilient economy that maintains and enhances the natural environment, sustains local livelihoods, promotes human well-being, and supports community development.

Desired Outcomes

1. Tofino has a unique and strong local economy comprised of arts, culture, education, heritage, food offerings, eclectic locally-owned businesses, and water-based industries that include tourism, fishing and aquaculture.
2. A diverse, resilient and healthy economy reflects our commitment to sustainable development.
3. Tofino has become a centre of excellence in learning, research and development, value-added industries, and sustainable eco-tourism activities.
4. Tofino's tourism economy is robust and year-round, maximizing the visitor experience while maintaining the community's eclectic nature and strong social fabric.
5. Tofino's tourism amenities and offerings enable visitors to interact with the natural environment with minimal impact.
6. Strong partnerships with neighbouring communities enhance regional tourism offerings.
7. All Tofino residents have employment that allows them to achieve their personal goals.
8. Tofino's businesses increasingly source their products and services locally.
9. Development goals respect the inherent ecological and fiscal limits to growth within our community and wider bioregion.

Strategic Directions

- Implement programs that encourage buying local.
- Foster economic development initiatives that support sustainable development.
- Encourage opportunities for learning, research and development, and value added industry.
- Develop and support year-round tourism offerings that have minimal impact on the environment and social fabric.
- Develop partnerships with neighbouring communities to enhance regional tourism.
- Ensure development occurs within ecological and fiscal limits to growth.
- Support social enterprises and small business ventures.

Indicators

- | | | |
|---------------------------|--------------------------|--------------------|
| • Visitor satisfaction | • Ad page equivalency | • Net promoter |
| • Room nights | • Occupation by industry | • Local businesses |
| • Business vitality index | • Business licenses | • Self employment |

NATURAL ENVIRONMENT

Goal

To protect, preserve and enhance the natural environment that contributes to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

Desired Outcomes

1. A thriving beach stewardship culture keeps beaches and waterfront areas clean, and protects natural features and ecological functions.
2. Parks, natural green spaces and greenways are abundant throughout the community and within neighbourhoods, and are interconnected and well-used.
3. Ecosystems and watersheds are healthy and flourishing, biodiversity is preserved, and wilderness is protected.
4. Clayoquot Sound is a thriving marine environment, no longer subject to toxic effluent discharge.
5. Tofino residents and visitors enjoy clean air and water, and a dark night sky.
6. Tofino's culture reflects its integration and interdependence with the biosphere.
7. Old growth features in the town are preserved to reflect the area landscape.

Strategic Directions

- Promote beach stewardship and protection of ecological functions.
- Continue to develop parks, green spaces, greenways and interconnections.
- Promote watershed protection.
- Reduce toxic effluent discharge.
- Reduce air, water and light pollution.

Indicators

- Parks and natural areas
- Beach closures
- Old growth
- Foreshore hardening
- Eelgrass

ACTION PLANNING

While the V2A goals and desired outcomes are long-term and should ideally remain constant for the community for five to ten years, the strategic directions should be reviewed every year or so to ensure they still reflect community priorities and consider the current situation, including external opportunities (and threats). Moreover, action planning should be done on an annual basis to identify specific initiatives, projects, and programs that should be undertaken within each strategic direction to help move Tofino towards the goals and desired outcomes. Action planning can be done by community committees or task forces working together, by the District, and by V2A Partners.

For the development of the V2A Plan, an initial round of action planning was done to identify a set of immediate actions for implementation. Because the District already had a significant number of plans in place, each with a set of strategies and actions, the initial action planning process focused on reviewing and prioritizing the existing actions based on the V2A goals, desired outcomes and strategic directions. Appendix B includes the list of the prioritized actions; Appendix C lists all the shortlisted actions; and Appendix D provides the action assessment tool used to help prioritize the actions.

MONITORING AND EVALUATION

Monitoring and evaluating progress toward (or away from) the Vision to Action goals is essential to provide transparency, inform decision-making and enable continuous improvement. Ongoing, consistent and reliable monitoring provides the community with a number of essential functions and benefits, including:

- Informing decision-making throughout the community;
- Informing annual planning and budgeting processes;
- Ensuring transparency and accountability to community stakeholders;
- Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.



Monitoring, evaluating and reporting should be done on an annual basis, and comprise these steps:

The initial set of indicators (Appendix E) provided within Vision to Action is based on the type of data currently available and the indicators included in the OCP, and are identified under each Community Topic Area.

Easily available data can be collected from Statistics Canada, BC Stats, BC Hydro, Destination BC, the Community Energy and Emissions Inventory, and community surveys, which are a great way of collecting unique information for your community. New data collection tools and sources may come on stream in the future and should be included in the monitoring system to make indicator results more robust and reliable.

TARGETS

Targets are a specific measure of an indicator that may be assigned to be achieved within a specified time period. Targets are generally set for the following purposes:

1. To inspire action and improvement towards the vision;
2. To communicate the community's overall vision;
3. To determine gaps in performance to help set priorities and inform action planning;
4. To create accountability for action within the community.

The V2A Plan has included six preliminary targets to begin benchmarking progress. For all other indicators, the aim is for continuous measurable improvement towards the goals and desired outcomes. Please see Appendix F for the list of targets.

ONGOING IMPLEMENTATION

Developing Tofino's Vision to Action Integrated Community Sustainability Plan is just one step of many in Tofino's journey toward its vision for success and sustainability. Tofino V2A articulates a shared vision for the future success and sustainability of the community, and outlines a process for continuing along the journey towards that vision. It will require ongoing commitment towards implementation: alignment of planning and decision-making, and proactive action planning. It also requires annual monitoring and reporting on progress, and continued development and implementation of actions and initiatives. It will also require continued collaboration and partnerships with our First Nation neighbours. The main areas for building on Tofino V2A and creating an ongoing process for embedding sustainability in the community is outlined below; a detailed description of the steps for ongoing implementation is found in Appendix E.

1. Align planning and decision-making with Tofino V2A
2. Partner with community stakeholders on implementation
3. Expand the CEDAC and consider task forces
4. Undertake annual action planning
5. Monitor, evaluate and report regularly



APPENDICES

A - SWOT

B - PRIORITY ACTIONS FOR 2014-2015

C - OTHER ACTION IDEAS

D – ACTION ASSESSMENT TOOL

E – INDICATORS

F – PRELIMINARY TARGETS

G – ONGOING IMPLEMENTATION

H – V2A PARTNERS

I - SAMPLE PARTNERSHIP AGREEMENT

APPENDIX A

VISION TO ACTION TOFINO: 2013 SWOT ANALYSIS

Tofino's strength, weaknesses, opportunities and threats (SWOT) provides a snapshot of Tofino today, in 2014. It does so in relation to the shared community vision for the future 20 years from now. By providing a sense of what currently exists (and doesn't), as well as external opportunities and threats relative to what the community wants in the future, strategic directions can be prioritized to focus on areas of most important or potential – making the planning process more strategic and helping to move Tofino toward the vision more quickly and efficiently.

It is important to note that the SWOT is *not* a comprehensive research report; the intent of the SWOT summary is not to create an exhaustive compilation of all data and information. Further, new research was not undertaken; only existing data and information was used to compile this summary. The intent of the SWOT is to present essential information that is relevant to Tofino's current situation and the external context in which it operates.

This SWOT was compiled using the follow input and information:

- Advisory Committee input
- OCP and other existing plans

The SWOT elements are defined as:

- **Strengths:** Tofino characteristics that give it an advantage over others
- **Weaknesses:** Tofino characteristics that place the community at a disadvantage
- **Opportunities** (external): Things the community could leverage to its advantage
- **Threats** (external): Things beyond Tofino's control that could cause trouble for the community

SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	S Strengths	W Weaknesses
External origin (attributes of the environment)	O Opportunities	T Threats

Homes and Neighbourhoods

Strengths • Small town feel. • Beautiful views. • Historic areas and homes. • Eclectic neighbourhood nodes. • Vibrant downtown and a pedestrian-friendly Campbell Street. • Some diversity of housing • Commitment to smart growth.	Weaknesses • Insufficient affordable housing options, including seasonal rentals. • Some obstruction of views. • Absentee homeowners create dark neighbourhoods • Some industrial development without respect for local character. • Main Street not as vibrant as it could be (but planning process is currently underway). • Lack of ambient (inviting) lighting downtown. • Rising housing prices and land costs.
Opportunities • Visitor interest in vibrant downtowns and local businesses. • Increasing developer expertise in affordable housing projects. • Micro-housing trend. • Main Street Concept Plan process to reinvigorate downtown and create opportunities for mixed-use.	Threats • Development that negatively impacts the small town character and/or natural environment; Tofino's charm could be lost to overdevelopment or poor development practices; Lots of pre-zoned development capacity that could change the character of the community if built without vision. • Increasing cost of development, materials, transportation costs, etc. • Maintaining Tofino as a pedestrian-friendly town. • Unsolved land issues with First Nations neighbours.
Key implications/considerations for moving forward: • Continued housing affordability challenges for residents • Risks posed by growth/development to Tofino's character/livability and the natural environment • The importance of a vibrant downtown for both visitors and residents	

Community Life

Strengths	Weaknesses
Strong community • People: Amazing, passionate, educated, engaged, innovative, adventurous, creative, entrepreneurial, diverse ideas/opinions • Local government: Mayor and Council are open minded, positive, aware, strong and consensus-building; District staff care. • Numerous community and volunteer organizations. • Strong relationship with Tla-o-qui-aht First Nation. Arts and culture • Active arts and culture sector. • Healthy environment. • Three active church communities. • Strong sense of place and connections to the natural environment. • Roy Vickers Art Gallery. • District of Tofino's granting programs. Amenities/assets • Tofino General Hospital. • Day care and community school. • Healthy surrounding ecosystems. • Great natural amenities. • Age-friendly action plan in place. • Beaches (five) in close proximity. • Abundant water sources. • Tla-o-qui-aht First Nation neighbours.	Community services and learning opportunities • No local high school. • Limited education options for adults. • Limited services for seniors. • No suitable community centre or civic hub. • Lack of youth services. • Volunteer burnout. Facilities • No museum or heritage designations. • Expensive spaces for Tofino organizations. • Lack of year-round recreation facilities. • Lack of venues (e.g. arts centre, public exhibition space, outdoor covered areas). Other • Absentee homeowners who are not part of community. • Low individual and family income levels compared to BC. • Traffic, parking and community use issues from tourism – mainly during peak visitor periods.

Opportunities • Increased interest and opportunities for local food. • Proximity to other communities. • Greater collaboration and joint initiatives with adjacent First Nations and with Ucluelet. • Increased trend in cultural tourism.	Threats • Urban migration and declining populations in small and rural communities due to fewer employment and educational opportunities. • Food security threats / increasing cost of food. • Public safety stemming from harbour uses such as float-planes, boats and kayaks.
Key implications/considerations for moving forward: • Strong, passionate community with many amenities and assets to build on • Insufficient programs, services and facilities for residents, especially youth and seniors could result in a declining and less diverse local population • Partnering with communities and First Nations in the region to achieve mutual objectives and improve access to project funding • Current popular interest in local food could help achieve progress on local food security issues	

Transportation and Infrastructure

Strengths Transportation • Paved multi-use trail from visitor centre to town. • Highway access to the community. • Tofino Bus to and from the community every day from Nanaimo and Victoria. • Tofino Ucluelet Culinary Guild provides shared food sourcing and transport services. • Natural/grassy parking areas. Other infrastructure • Limited infrastructure helps manage growth. • Shared/regional infrastructure. • Weekly waste pick-up and bi-weekly recycling pick-up is provided by the regional district.	Weaknesses Transportation • Downtown? Is not pedestrian friendly enough. • Downtown traffic flow is sometimes not logical. • Limited parking capacity in town and at beaches. • Limited road access, especially for emergencies. Materials and waste • No sewage treatment system (raw sewage is dumped directly into ocean). • No regional composting facilities. Other infrastructure • Lack of some tourism infrastructure (such as parking, transportation from Cox Bay to downtown, and toilets). • High cost and past issues of availability of fresh water • Lack of communications infrastructure in some parts of community • Few energy efficient buildings, renewable energy systems.
Opportunities Transportation • Increased interest and desire for non-motorized connectivity to Ucluelet. Other infrastructure • Rainwater catchment systems becoming more mainstream. • Solar, wind, wave and other renewable energy technologies becoming more available. • FCM (Federation of Canadian Municipalities) funding available for green infrastructure. • Canoe Creek hydro project (Tla-o-qui-aht). • Regional infrastructure systems (e.g. sewage treatment, water supply).	Threats Transportation • Increasing ferry prices. • Increasing cost of fuel (for residents and visitors coming). • Safety issues of highway 4. Other • Drinking water shortages and cost of water. • Increasing energy costs. • Cost of regulated infrastructure (sewage). • Negative media about Tofino regarding poor tsunami preparation, lack of sewage treatment, etc. • Increased infrastructure needs with increased tourism and amenity migration.
Key implications/considerations for moving forward: • Downtown transportation and walkability challenges and the impact on the overall experience • Rising costs of energy and the potential for local renewable energy projects that contribute to the economy • Impacts on the environment and reputational risks from the ongoing discharge of untreated sewage • Risks associated with inadequate emergency response planning	

Economic Development

Strengths	Weaknesses
Tourism • Thriving tourism industry. • Local small business community and young entrepreneurs. • Ecotourism draws (e.g. surfing, kayaking, hiking, fishing, whale watching). • Resort Municipality Initiative funding. • November tourism (rain/storm season). • Great festivals and events; lots going on. • Isolated nature at end of peninsula creates real getaway experience. Local economy and resources • Small craft industries (e.g. brewery, coffee roasting, furniture making) with year-round employment. • Restaurants use locally sourced foods. • Active and successful fishing industry. • Successful aquaculture industry. • Rich in resources (fisheries, forestry). • Strong construction industry. • Current initiative to grow a learning economy. Amenities and resources • UN Biosphere Reserve designation. • Pacific National Park. • Numerous cultural/artistic/historical activities.	Tourism • Mainly a tourism based economy and therefore less economic diversity and stability. • Tourism industry is seasonal. • No planning for aging visitors. Jobs • Limited employment opportunities and job security. • Lack of long-term employment opportunities for cross-section of ages. • Few value-added economies. Support systems • High cost of living. • Lack of communications infrastructure (internet). • Small, limited tax base for the number of visitors served. • Limited housing for seasonal employees. • Lack of committed entrepreneurs in community. • Isolation of community at end of peninsula. Other • Not enough collaboration with neighbouring First Nations.

Opportunities Local economy • A growing Buy Local movement. • Increased market for local seafood, especially Ocean Wise seafood. • Increased demand for aquaculture products. • Growing awareness and demand for sustainably harvested forest products. Tourism • Increasing market for authentic tourism experiences and cultural tourism. • High demand for outdoor/adventure tourism offerings • Demand for authentic small town, slower paced ('Tofino Time') experiences • Opportunity to create festivals (e.g. storm-watching, oyster, etc.). • Taking advantage of Beautiful BC brand and BC's position in the international tourism marketplace. • Creating regional partnerships for marketing, procurement, etc. • Increasing trend of people moving for the destination. Technology • Increasing digital era/availability of information. • Technology that allows people to work easily from anywhere. Other • First Nations treaty settlements and potential opportunities to strengthen relationships and develop a shared vision with neighbours.	Threats Local economy • The potential for the arrival of chain restaurants and retailers that would compete with locally owned businesses. • Unsustainable management of local resources and natural areas Environmental impacts • Ocean health declining: impacts on seafood industry and tourism. • Polluted water, oil spills. • Sea level changes. • Climate change impacts (e.g. increased storms, change in marine ecosystems and fisheries). • Earthquake/tsunami risks. • Water shortages and impacts to tourism (and community). Global issues • Global economic recession impacting tourism. • Currency volatility (Canadian dollar). • Opening of new mines (changes social fabric and impacts views). • Increasing fuel prices; increasing ferry costs that will impact tourism and costs of delivery of goods. • Resource economy vulnerable to boom and bust cycles of global commodity markets. • Increasing cost of living compared to limited wage increases. • Climate changes/global warming bringing warmer weather (and potentially bigger storms?)
Key implications/considerations for moving forward: • A solid foundation of amenities and assets for growing tourism. • Global economic issues could continue to impact tourism and underscores the potential need to create some economic diversification (building on sustainable resource-based industries) to help stabilize the economy. • Important to keep supporting existing resource-based economies as well as new local businesses.	

Natural Environment

Strengths • Proximity and integration with natural and pristine wilderness. • Clean water and air. • Old growth forests. • Lots of active passionate local environmentalists and conservation organizations (e.g. Friends of Clayoquot Sound). • Wonderful views in town. • Geographic gateway to Clayoquot Sound. • Beach stewardship culture. • History and ongoing culture of wilderness conservation. • UNESCO Biosphere designation.	Weaknesses • Raw sewage discharged into the ocean. • Limited recycling and no composting facilities. • Lack of regional governance over environmental/marine issues. • Potential inability to live up to Tofino's brand. • Natural environment has been altered from development. • Light pollution. • Tourism development impacts on beaches. • Limited of monitoring of ecological health of natural areas.
Opportunities • Ongoing global awareness of Clayoquot Sound and old growth forests. • Growing global demand for sustainably harvested seafood. • Increasing interest in the science and research that has come from our region. • UNESCO Biosphere Trust. • Continued interest in eco-tourism offerings • Growth in knowledge and interest in sustainable resource-based industries.	Threats • Declining salmon stocks and fish farm impacts on wild salmon health and supply. • Resource extraction (e.g. mining) impacting natural environment and tourism. • Scarcity of fresh water during hot summers and/or high tourism months. • Beaches are threatened by development. • Ocean health (acidification, tsunami debris, sewage). • Nuclear radiation from Japan. • Natural disasters (earthquake / tsunami). • Climate change/global warming and sea level rise. • Increasing tanker traffic, pollution and the potential threat of oil spills. • Relaxed environmental regulations.
Key implications/considerations for moving forward: • Tofino's natural environment is the cornerstone/foundation of the community and tourism-based economy; threats that put its actual and perceived health at risk are critical to manage.	

APPENDIX B

PRIORITY ACTIONS FOR 2014-15

AREA	ACTIONS	LEAD	PARTNER
Natural Environment	Research and develop a coastal erosion strategy.	DOT	
Natural Environment	Expand Tonquin trail, build a washroom and rename it "Tonquin Trail".	DOT	
Natural Environment	Finalize liquid waste management plan.	DOT	
Transportation & Infrastructure	Develop MoU between DoT, PRNPR, DoU and Province to commit to working on extending the multi-use path.	DOT	Parks & Rec, FN, Parks Canada
Transportation & Infrastructure	Continue to lobby the Province, Telus and BC Hydro for better communication infrastructure.	DOT	local businesses, Chamber, FN
Transportation & Infrastructure	Institute a rainwater collection system for residential areas.	DOT	RES, TLBCC
Community Life	Re-evaluate the Emergency Preparedness Plan to identify shortfalls and new requirements, specifically including implications of high visitation and the need for tsunami refuge areas.	DOT	
Community Life	Create an arts commission to roll-out the arts and culture master plan.	DOT	TAC
Community Life	Make the community hall a more functional space i.e. kitchen supplies, maintenance work, storage, and kitchen functionality.	DOT	
Community Life	Continue consulting with community groups to develop a vision for a civic community space that would provide specific spaces for arts activities, government activities and flexible spaces for educational and other community activities.	DOT	
Economic Development	Develop and implement a buy local program to increase the provision of local products and services.	Chamber	
Economic Development	Develop a formal strategy to increase education options, working with post secondary institutions to develop a year-round learning economy.	CBT	CEDAC
Homes & Neighbourhoods	Develop an affordable housing strategy/plan that includes employee housing.	DoT	THMC, Chamber, CBT
Homes & Neighbourhoods	Develop a heritage building inventory (to support revitalization of Main Street to maintain its historic importance).	DoT	Tofino - Clayoquot Heritage Society
Homes & Neighbourhoods	Change zoning bylaws to permit smaller units in all residential neighbourhoods.	DOT	

APPENDIX C

OTHER ACTION IDEAS

The other action ideas that came up from the action planning workshop, while not ranked as immediate priorities, should be reviewed and considered in the next action planning cycles.

AREA	ACTION	LEAD	PARTNER
Economic Development	Encourage and foster the new Economic Development Committee	DOT	CBDAC, TLBCC
Economic Development	Identify more year round public market opportunities	Public Market Society	
Economic Development	Promote water based activities	Tourism Tofino, small business	
Homes & Neighbourhoods	Develop and adopt Design Guidelines for multiple family residential, live/work, and retail/commercial development that encourage building form and character that respects Tofino's eclectic building and small coastal community character while applying west coast design elements.	DOT	
Natural Environment	Identify hazard land setbacks for coastal areas (flood control level)	DOT	
Natural Environment	Identify immediate threats to beach environment and promote beach stewardship	FOCS	
Natural Environment	Develop a strategy for limits and targets to growth for the community	DOT	
Transportation & Infrastructure	Develop a program to incentivise alternative energies and reduce energy consumption and landfill use.	DOT	
Transportation & Infrastructure	Lobby the province re: heli pad	DOT	Transport Canada, Chamber
Transportation & Infrastructure	To have a bus running in the town year-round. Continue to have a West Coast voice in the ACRD & ACHN re: transport plan	CBT (CFRC)	
Transportation & Infrastructure	Identify a DOT staff person to develop a working relationship strategy with TFN.	DOT	TFN?

APPENDIX D

ACTION ASSESSMENT TOOL

Action:			
Lead Organization(s):		Visible? Y / N	
Rationale/Why important (which strategic direction):		High cost	
		Low cost	
Type: ☐ Policy ☐ Education/comm ☐ Plan/strategy/research ☐ Infrastructure ☐ HR ☐ Other:		Low impact	High impact

APPENDIX E

INDICATORS

Tofino V2A Community Topic Areas	Short Name	Long Name
	Population	Population of Tofino
	Median Age	Median age of Tofino's population
	Median Income	Real median income
	Employment Rate	Percentage of people employed
HOMES AND NEIGHBOURHOODS	Housing Mix	Percentage of single family compared to other housing forms
HOMES AND NEIGHBOURHOODS	Housing Tenure	Ratio of dwellings owned to rented
HOMES AND NEIGHBOURHOODS	Home Ownership	Proportion of homes owned by local residents
HOMES AND NEIGHBOURHOODS	Housing Affordability	Percentage of households spending 30% or more of household income on housing
HOMES AND NEIGHBOURHOODS	Housing Price	Average value of an owned dwelling
HOMES AND NEIGHBOURHOODS	Rental Availability	The number of units of one, two and three-bedroom homes for rent
HOMES AND NEIGHBOURHOODS	Rental Cost	Average gross rent
HOMES AND NEIGHBOURHOODS	Development Footprint	Area or percentage of developed land within municipal boundaries
HOMES AND NEIGHBOURHOODS	Development Rate	Number of residential units built per year
HOMES AND NEIGHBOURHOODS	Residency	Percentage of full-time residents
HOMES AND NEIGHBOURHOODS	Building Repair	Percentage of dwellings requiring major repair
TRANSPORTATION AND INFRASTRUCTURE	Drinking Water Quality	Drinking water quality measured by lack of fecal coliform
TRANSPORTATION AND INFRASTRUCTURE	Energy Use	Total energy use
TRANSPORTATION AND INFRASTRUCTURE	Water Use	Total water consumption
TRANSPORTATION AND INFRASTRUCTURE	Commute Mode	Proportion of labour force using each different mode of transportation to work
TRANSPORTATION AND INFRASTRUCTURE	Greenhouse Gas Emissions	Total greenhouse gas emissions
TRANSPORTATION AND INFRASTRUCTURE	Marine Water Quality	Quality of marine water measured by fecal coliform counts
TRANSPORTATION AND INFRASTRUCTURE	Fresh Water	Water usage rate
TRANSPORTATION AND INFRASTRUCTURE	Total Solid Waste	Estimated amount of all materials used (includes landfilled, recycled)
TRANSPORTATION AND INFRASTRUCTURE	Commercial Solid Waste	Total amount of waste from commercial sector
TRANSPORTATION AND INFRASTRUCTURE	Trails	Total kms of trails
COMMUNITY LIFE	Voter Turnout	Proportion of the registered voters voting in elections
COMMUNITY LIFE	Community Organizations	Number of full-time employees working in charitable organizations OR Number of community organizations based in Tofino
COMMUNITY LIFE	Applying Tofino's V2A to Decisions	Number of Village/other plans, decisions requiring public hearings that structure decisions and information based on V2A
COMMUNITY LIFE	Partners	Number of organizations signing onto V2A to take on actions to help Tofino's progress towards vision

Tofino V2A Community Topic Areas	Short Name	Long Name
COMMUNITY LIFE	Arts and Cultural Events	Number of arts and cultural events held annually
COMMUNITY LIFE	Child Development	Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI)
COMMUNITY LIFE	High School Graduation	Percentage of the population that has completed high school within six years in the region
COMMUNITY LIFE	Social Safety Net	Percentage of population receiving income assistance
COMMUNITY LIFE	Mobility	Proportion of residents living in the community for 5 or more years
COMMUNITY LIFE	Commuting	Number of Tofino residents working in Ucluelet and number of Ucluelet and Port Alberni residents working in Tofino
COMMUNITY LIFE	Unlawful Incidents	Number of criminal code incidents
COMMUNITY LIFE	Food Costs	Cost of a healthy basket of food (10 healthy food items)
COMMUNITY LIFE	Food Bank	Number of people using the Food Bank once a week
COMMUNITY LIFE	Community Gardens	Number of community garden plots
COMMUNITY LIFE	Library Use	Number of people with a library card and library circulation
COMMUNITY LIFE	Transportation for Youth	Percentage of youth missing activities due to lack of transportation
COMMUNITY LIFE	Youth Sense of Trust	Percentage of youth indicating they generally trust people in the community
ECONOMIC DEVELOPMENT	Visitor Satisfaction	Proportion selecting the top 2 choices on a five point satisfaction scale.
ECONOMIC DEVELOPMENT	Room Nights Sold	Number of room nights sold annually
ECONOMIC DEVELOPMENT	Net Promoter	Net Promoter Score
ECONOMIC DEVELOPMENT	Ad page equivalency	Number of pages of advertising equivalent to amount of promotions/marketing
ECONOMIC DEVELOPMENT	Business Licenses	Total number of existing business licenses
ECONOMIC DEVELOPMENT	Business Vitality Index	Business Vitality Index Score
ECONOMIC DEVELOPMENT	Occupation by Industry	Labour force breakdown by export industry (tourism, forestry, etc.)
ECONOMIC DEVELOPMENT	Local Businesses	Number of locally owned businesses
ECONOMIC DEVELOPMENT	Self-employment	Percentage of residents who are self-employed
NATURAL ENVIRONMENT	Parks and Natural Areas	Hectares of parks and natural areas (based on zoning) within the District boundaries
NATURAL ENVIRONMENT	Beach Closures	Number of incidences when a beach is closed due to fecal coliform
NATURAL ENVIRONMENT	Old Growth	Number of old growth trees within municipal boundaries
NATURAL ENVIRONMENT	Foreshore hardening	Linear metres of foreshore hardening
NATURAL ENVIRONMENT	Eelgrass	Area of eelgrass in the mudflats

APPENDIX F

PRELIMINARY TARGETS

As part of the Vision to Action process, a select number of targets was identified to assist with the inspiration and innovation required to implement the V2A Plan. The indicators recommended for targets were ones that represented each community topic area and were relatively easy to communicate. These particular targets provide another manner in which to articulate future success for Tofino. The remaining indicators should aim for continual improvement, so that year after year, the community is striving for progress toward the goals and desired outcomes.

COMMUNITY TOPIC AREA AND INDICATOR	PROPOSED TARGETS			RATIONALE AND SUB-THEMES	
	BASE	2020	2040		
GENERAL					
Population Total Population	1876 (2011)			Rationale: Population growth reflects optimism and attractiveness of the living and working conditions in the community. Population growth influences demand for goods and services, increases economic activity and helps to position Tofino to pursue additional education, recreation and infrastructure opportunities as desired. BC population growth estimates show that BC’s population will grow by 3% between 2012–2036. The community of Tofino wants to at least maintain its current population and not let it decrease.	
				Benchmarks (population growth rate): BC: 4.6m (2011); 5.1m (2020); 6.0m (2036) Fernie: 5.5% (2006-2011) Harrison: - 6.7% (2006-2011) Osoyoos: 2.0% (2006-2011)	Pop’n (2011) 4448 1598 4845

HOMES AND NEIGHBOURHOODS				
Housing Mix Percentage of single family dwellings compared to other housing forms	56% (2011) ⁹			The percentage of single family dwellings is an indication of housing mix and diversity in the community, and the availability of housing choice and affordability.
				Benchmarks: BC Average: 57% (est. 2011); 49.2% (2006) Fernie: 65% Harrison: 75% Osoyoos: 64%
TRANSPORTATION AND INFRASTRUCTURE				
Greenhouse Gas Emissions (t CO2e) ¹⁰	9,484 t (2007) 11,879t (2010)	5,691 t (40% reduction from 2007)	1,896 t (40% reduction from 2007)	Rationale: Scientists agree that greenhouse gas emissions (GHG) are contributing to global climate change. This changing climate will impact on Tofino's local economy, community life, visitor experiences as well as directly on the local natural environment. Climate change and GHG emissions are global and local issues that require solutions at all levels, and reducing Tofino's contribution is an important aspect of our commitment to stewardship of the natural environment, environmental responsibility and long-term sustainability. Targets are based off the most recently updated OCP (2013). Developed countries have agreed that they need to reduce emissions by at least 80% by 2050 to limit the biggest impacts from climate change. Major cities that are experiencing population growth still target absolute reductions of 80%. The recommended approach to target setting for Tofino likely follows suit.

⁹ 2011 BC Assessment Actual Use data.

¹⁰ District of Tofino OCP 2013 targets.

Marine Water Quality Quality of marine water measured by fecal coliform counts (FC/100mL)	2-7 FC / 100mL (2012)	Remain within current range	0 FC/ 100ml	Rationale: Waste water is a potential pressure on local and regional water bodies. Measured beyond DoT jurisdiction.
				A shellfish closure will occur if the most recent 15 samples are greater than 14 FC/100 mL. In comparison, the standard for drinking water is 0 FC/100 mL and the health standard for a beach closure is 200 FC/100 mL.
COMMUNITY LIFE				
Child Development: Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI)	17% ¹¹	17% + or – 8% critical difference	8% + or – critical difference at that time	Rationale: Childhood development tends to reflect the social and economic environment in which a child lives, and often correlates with overall community health. Research also shows that a person's capacity for learning, coping and overall wellbeing is shaped in the first five years of his/her life. The top 5 th percentile of communities in BC is currently at only 18% and the highest recent result in BC was 8%. The highest BC result is used to set the 2040 target.
				Benchmarks: BC: 32% School District 70: 30%

¹¹ Clayoquot Sound Vital Signs 2012.

ECONOMIC DEVELOPMENT				
Economic Diversity: Proportion of labour force employed by the top four industries. Target: proportion ≤ 53%, and no more than one industry has >25% of the labour force	2006: 51% (accommodation and food, construction, retail, transportation and warehousing); 25% (accommodation and food)	48%	43%	Rationale: Economic diversity is a means to achieve stability. A diverse economic framework creates strength in the community because the community does not rely on a single economic sector too heavily. This approach insulates the community from negative repercussions should any significant segment of the economy experience a serious downturn. It also enables a community to develop skill sets in a variety of industries so that the community is better poised for new growth opportunities that might arise. Diversifying Without shrinking any current industries will require an increase in the labour force and therefore Tofino's population. Currently, Tofino's economic diversity ratio is at 51%; there is a desire to increase diversity. Neighbouring Ucluelet sits at 45%; Kimberly, BC is at 43%; and Prince Rupert, BC is at 42%. The targets for Tofino reflect a 15% improvement to 2040 and a 5% improvement to 2020.

APPENDIX G

ONGOING IMPLEMENTATION

Aligning Planning and Decision-Making

The ultimate goal for Tofino V2A implementation is that planning and decision-making are aligned with Tofino V2A, which includes the formal decisions made by the Council on policies, plans and procedures, as well as the day to day planning and decision processes made by staff and community partners on projects, practices and purchasing.

The planning and decision-tool can be used by staff in all project planning to ensure that the goals and desired outcomes are incorporated in early stages of a project. The tool can also be used with project proponents (service providers, developers, suppliers, etc.) so that everyone doing business with the District understands and supports Tofino's vision. Similarly, the tool can be used to guide decision-making to ensure that discussions and decisions are based on the community's vision for success and sustainability.

Partner with Community Stakeholders on Implementation

Tofino V2A was created with significant involvement from community partners. Ensuring ongoing partner engagement, as well as getting new partners on board, is essential to ensure V2A continues to be a long-term plan for the whole community. Community partners can participate in collective annual action planning, accept actions for implementation, or undertake their own annual action planning process, ideally as part of their annual strategic or business planning process. Encouraging more community organizations to join as Partners will ensure that V2A continues to get traction and implementation in the community.

To ensure that roles and responsibilities of community partners are clear, a partnership agreement signed between the municipality and the community partner is a useful tool. The partnership agreement should articulate a commitment to the shared vision and desired outcomes articulated in Tofino V2A, as well as some principles for community partnerships (e.g. collaboration, transparency). Content for a sample Partnership Agreement is included as Appendix F.

Expand the CEDAC and Consider Task Forces

The Tofino V2A Community Economic Development Advisory Committee (CEDAC) played an instrumental role leading up to and including the development of Tofino V2A plan. It would be ideal if the CEDAC members continued to play a role in the Tofino V2A process through annual action planning as well as implementation of actions in their respective organizations. It is recommended that the CEDAC be formalized as an ongoing V2A implementation committee and expanded to include more community organization representatives and stakeholders so that actions can be determined and accepted for implementation by a broader range of organizations.

Alternatively, a number of task forces can be created to action plan together on an annual basis, each comprising community partners and each addressing a community topic area. The benefits of creating

several task forces is that it increases the number of community members actively engaged in the process, shares the workload, and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene multiple groups into the future.

Annual Action Planning

Regardless of whether the Tofino V2A CEDAC continues or new/separate task forces are created, one or the other should be engaged in annual action planning to ensure that the Tofino V2A plan continues to be a living process and, most importantly, that it creates on-the-ground action and results. Task forces do not necessarily need to be convened all at the same time or even in the same year: one or more community topic areas may be identified as more of a priority in a given year, and thus action planning can focus in that area. Alternatively, if economic development is identified as a priority issue, action planning can be focused on the economy-related desired outcomes and strategic directions for each of the community topic areas, and appropriate actions identified.

The action planning process should continue in a manner similar to what occurred during the action planning process in the development of Tofino V2A and the initial set of actions. Below is a high-level summary of the process.

The CEDAC/task force(s): reviews the results of past and new recommended actions or action ideas from public, the other actions not recommended (from previous Tofino V2A action planning as well as from other plans and documents); evaluates the most current indicator data; assesses local and regional opportunities; reviews Tofino's vision (goals and desired outcomes) and strategic directions; identifies potential actions for implementation; prioritizes them and presents a recommended set of actions for the following year.

The prioritized actions are recommended to potential implementing organizations throughout the community, not just to the District, reinforcing that Tofino V2A is owned and implemented by a wide range of community partners.

Ongoing Monitoring and Reporting

Monitoring and reporting progress toward (or away from) Tofino V2A's vision is essential to provide transparency, inform decision-making and enable continuous improvement. Ongoing, consistent and reliable monitoring provides the community with a number of essential functions and benefits, including:

- Informing decision-making throughout the community;
- Informing task force action planning;
- Ensuring transparency and accountability to community stakeholders;
- Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

Communicating indicator results will build commitment and support for increased engagement and innovative action planning, and therefore data collection, analysis and reporting should line up with a community engagement cycle. For example, reporting can kick-off a second or third round of V2A action planning or the municipal budget process. If it isn't absolutely critical to your engagement process, don't be concerned that the latest data isn't available; simply use the most recent information that is.

Different data providers release results at different times of the year and some only every five years, so it is highly likely that you may not have all the most current information all the time.

The most efficient method of reporting back to the community on a continuous basis is likely through a website. Publically-accessible, easy to understand, and easily updated, a web-based platform is fast, efficient, and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for identifying trends and systematic updating. If access to more specific data is available, it is a good idea to add supporting indicators to the initial set of higher-level indicators. For example, total energy used is an initial indicator; to delve further with more specific data, energy use can be reported by sector and by energy type as well.

The initial set of indicators provided with the Tofino V2A plan is based on data that is currently available, and on what Tofino initially identified as important indicators. If additional or different indicators are desired, they can typically be selected through dialogue with data users, data providers and community partners. It's important to keep in mind that an indicator is not going to be very useful if there is no way to collect the data necessary to inform it, or if tremendous resources would be required.

Indicator assessment criteria usually include:

- ✓ Validity – to measure progress toward the desired outcomes or priorities
- ✓ Reliability – to provide consistently measured data over time
- ✓ Resource intensity (including information availability) – to achieve a balance of good data for good value
- ✓ Comparability – to benchmark against other communities where possible

Over time, indicators will evolve as further learning and increased capacity develops for useful reporting and monitoring. Common existing data sources include organizations such as BC Stats, Destination BC, BC Hydro, Terasen, CEEI, and Statistics Canada, and in some communities, community surveys, which are a great way of collecting unique information for your community. New data collection tools and sources may come on stream in the future and should be included in the monitoring system to make indicator results more robust and reliable.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes - big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for Tofino V2A. The monitoring process provides the evidence for celebrating achievements by providing a clear reflection of the community's movement along its path towards the vision. Make community achievements public by posting on the District's and partners' websites, advertising in the local newspaper, and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in Tofino V2A, and in turn, more support and input from the community.

APPENDIX H

PARTNERS (2014)

The Vision to Action Partners are a group of leaders in the community from local businesses, organizations, community groups, and municipal government with a commitment to provide leadership by acting as ambassadors to the Vision to Action community planning and implementation process and by introducing and implementing actions and approaches into their respective organizations that will also help meet broader community goals. As the interests and needs of the Partners are diverse, actions for one organization could be completely different than the plan for another organization. Partners identify what they can do in their own organizations/businesses to help achieve the community's vision, as well as to determine collaborative actions.

Clayoquot Biosphere Trust

Friends of Clayoquot Sound

Jamie's Whaling Station

Nancy Powis

Tofino Long Beach Lodge Resort

Raincoast Education Society

Duane Bell

Common Loaf Bakery

Live to Surf

Shelter Restaurant

Roy Henry Vickers Gallery

Tofino Vacation Rentals

APPENDIX I

SAMPLE PARTNERSHIP AGREEMENT

Vision to Action - Sample Partnership Agreement

Tofino is a spectacularly unique community with a vision: *“Situated on the rugged West Coast where an enriching relationship exists between our community members and the natural environment, Tofino promotes healthy civic engagement supporting a creative and resilient community of varied ages that is socially, environmentally and economically diverse.”*

Tofino residents are engaged and passionate about our community’s future, and together we can ensure Tofino continues to thrive, flourish and become more sustainable.

As Partners, we share Tofino’s community vision, goals, and Sustainability Objectives, and commit to helping to achieve those goals through identified strategic directions and actions.

As Partners, we commit to participating in Tofino’s ongoing sustainability journey by:

- Participating in the Vision to Action planning process;
- Participating in or conducting annual action planning processes;
- Implementing actions assigned to us that are within our means;
- Adopting our community’s shared vision and goals as a guide in the areas that we impact through our work; and
- Incorporating sustainability planning and implementation strategies in the way we do business.

As Partners, we are guided by our Partnership Principles:

Collaboration	Integrity
Inclusive engagement	Transparency
Innovation	Effective and open communication