



# REVELSTOKE OFFICIAL COMMUNITY PLAN

# FINAL ENGAGEMENT REPORT

LESSONS LEARNED AND RECOMMENDATIONS

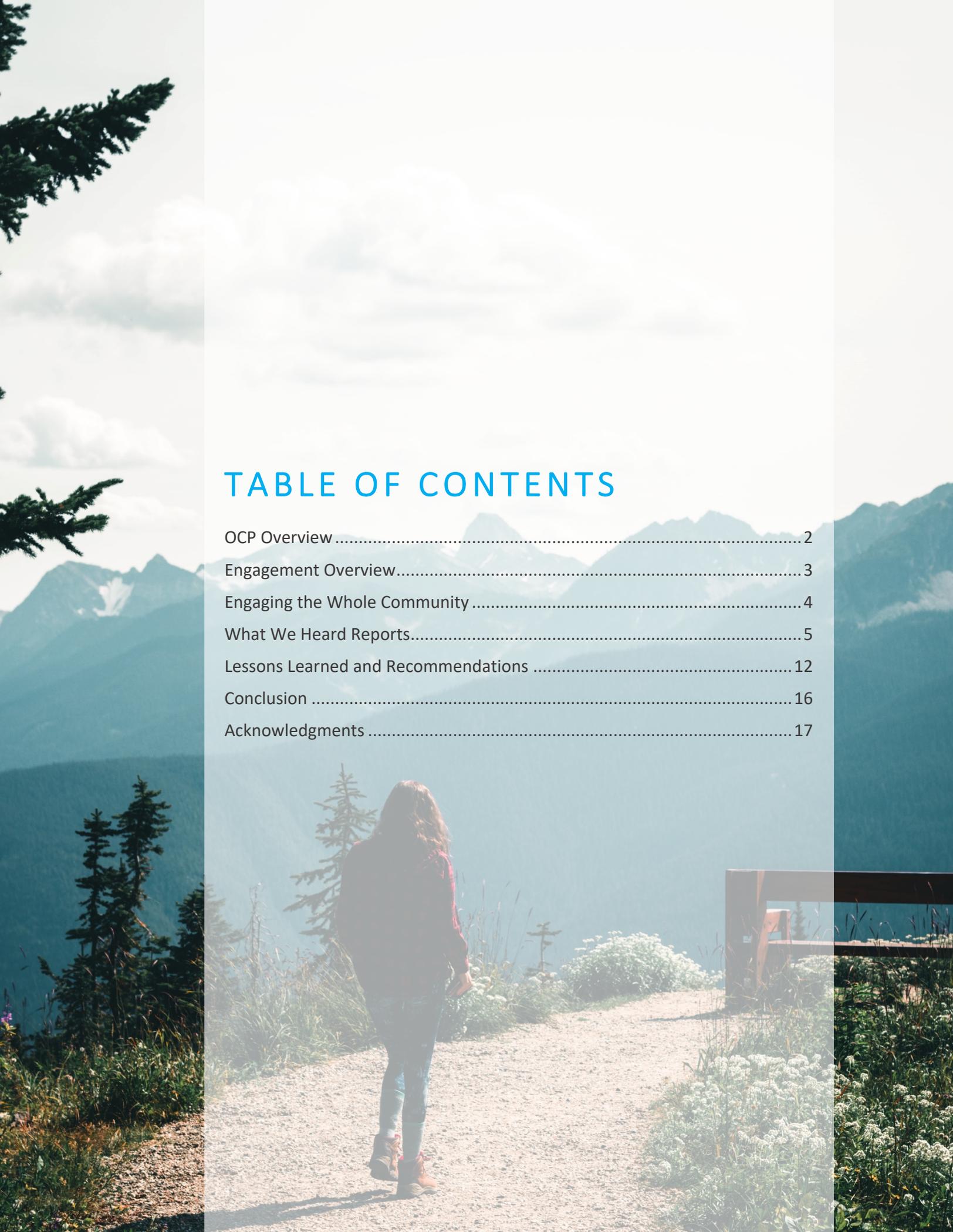


Submitted to City of Revelstoke, Planning and Development Services

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# OFFICIAL COMMUNITY PLAN OVERVIEW

An Official Community Plan (OCP) is a Council-approved policy document that sets out the community's vision and priorities for the next 20 years. It also contains policies and actions to direct future City strategies, master plans, and development proposals so the community's best interests are protected.

The City of Revelstoke worked with the community from late Fall 2019 until Summer 2020 to develop a new vision and identify priorities; the policy learning and development work took place between May 2021 and May 2022.





## ENGAGEMENT OVERVIEW

This report is a final summary of engagement activities and outcomes that informed the development of the OCP. It includes the steps that were taken, lists who was involved and outlines some key lessons the City and community may want to consider in future engagement processes.

Public engagement is an essential component in building public policy: it helps elected officials understand what's important to the community, it informs stakeholders and residents about the policy and the issues it will address, and it provides a framework for successful implementation.

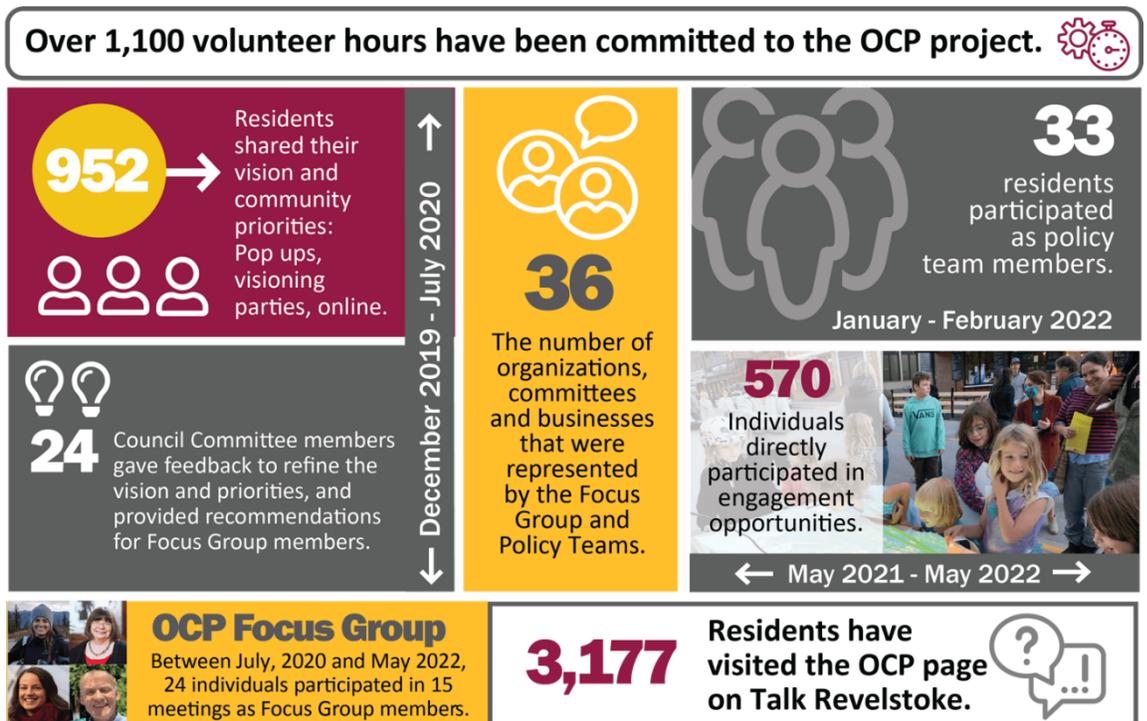
The International Association for Public Participation (IAP2) defines five levels of public participation with increasing impact on final decisions: inform, consult, involve, collaborate, and empower. Public engagement for the City of Revelstoke's OCP ranged from "inform" — ads and posters encouraging the community to find out more — up to and including "collaborate" through the Focus Group and Policy Teams. This robust community outreach and involvement resulted in a significant and detailed policy document that will be meaningful for the City for years to come.

The engagement process began in October 2019 with the launch of the Vision and Community Priorities check-in; engagement on the OCP itself began in May 2021 by asking the community to identify important topics to include. Stakeholders were also asked to share examples or best practices they wanted the Project Team and Focus Group to consider, and the community was asked for input on growth scenarios for residential development. The administrative and consulting team did a technical analysis, and Policy Teams were recruited to help draft the first version of the OCP. The public had the opportunity to provide feedback on that version before the final draft was prepared for Council consideration in June 2022.

## ENGAGING THE WHOLE COMMUNITY

Citizens of Revelstoke played a vital role in the development of the OCP. During public engagement events, activities, and opportunities, we listened as community members shared ideas, provided examples, and told us what mattered to them.

The Project Team particularly wanted to include groups that find it more challenging to engage through channels and activities usually used in the public decision-making process. We sought out and received PlanH grant funding to specifically connect with harder-to-reach stakeholders: youth, those with living and lived experience of poverty, new Canadians, new parents, and seniors. COVID restrictions reduced the ability to hold some in-person events, but classroom visits, outdoor events, established group activities, and more helped the team connect with many people directly and gather their input. Online and self-serve tools such as surveys were also used.



*Statistics as of May 19, 2022*

**A list of who participated as an OCP Focus Group member is provided on page 17!**



*Farmer's Market Community Engagement Booth – Summer 2021.*

## WHAT WE HEARD REPORTS

Each stage of engagement resulted in a Report that summarized the discussion and findings:

1. Vision and Community Priorities (July 2020)
2. Framing the OCP (June 2021)
3. OCP Engagement May-September 2021 (October 2021)
4. Growth Scenarios (Housing) (December 2021)
5. Policy Development Process (April 2022)
6. Draft OCP: Public Feedback (May 2022)

A variety of videos and documents were also provided to the public for information:

1. History of Revelstoke video presentation, Cathy English, Revelstoke Museum and Archives
2. Revelstoke Sustainability Plan conversation video, Alan Mason and Cindy Pearce
3. The OCP Vision Video
4. Population and Housing Report
5. Population Snapshot
6. Employment Snapshot
7. Vulnerable Population Snapshot
8. Growth Scenario Analysis Recommendations Overview Presentation
9. Draft OCP Overview Presentation

*All items are available on [www.talkrevelstoke.ca](http://www.talkrevelstoke.ca)*

## 1. Vision and Community Priorities

The first stage of public engagement developed the vision — the statement used to guide OCP development, and that will guide its implementation for the next 20 years. The community priorities identified the issues and topics the OCP needs to address to achieve the future envisioned.

### OCP COMMUNITY VISION

*Revelstoke will pursue a sustainable mountain community by balancing environmental, social economic and cultural values within a local, regional and global context. Our rich heritage and stunning natural environment inspire us to be forward thinking, inclusive, resilient and welcoming. We will create a supportive, vibrant community for those that live, work and visit here today and in the future.*

### COMMUNITY PRIORITIES

*To achieve the future we envision, our community priorities are:*

- A range of housing options and affordability;
- Environmental protection and stewardship;
- Climate change action;
- Personal and community economic growth and stability;
- A responsive and caring social support system;
- Opportunities for lifelong learning;
- Fostering of diverse cultural and spiritual values, and,
- A range of recreation and activities for residents and visitors.

## 2. Framing the OCP

The OCP Vision and Priorities stage led to three lenses and five sections with clear goals that helped frame the rest of the engagement and development of the Draft OCP. The Focus Group worked with the Project Team to develop the first draft of Framing the OCP. We developed goals based on the Revelstoke Integrated Sustainability Plan and public engagement outcomes from the Vision and Community Priorities phase. The Focus Group completed a workbook, then participated in three working sessions to discuss and draft goals for each theme area (goal categories). The results of this work were then provided to the public between May and June for their feedback and to identify if anything was missed.

<h3>OUR THREE LENSES</h3>	<p>The OCP vision and priorities reflect Revelstoke residents' values: a sense of community, equity and climate change action.</p> <p>To ensure the policies in the OCP are working toward, and not away from our vision and community priorities, we are introducing 'Lenses'. Lenses are used when there are overarching issues the community wants to see addressed to reflect important values, topics, and goals.</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>COMMUNITY Sense of Community</p> </div> <div style="text-align: center;">  <p>EQUITY Equity</p> </div> <div style="text-align: center;">  <p>CLIMATE Climate Change Action</p> </div> </div> <p>THESE THREE LENSES WILL BE USED TO GUIDE POLICY DEVELOPMENT IN THE FALL. THE INTENT IS TO INFLUENCE POLICY DEVELOPMENT TO REFLECT A SENSE OF COMMUNITY, EQUITY AND CLIMATE CHANGE ACTION.</p>
<h3>SECTIONS AND GOALS</h3>	<p><b>SECTION 1: SAFE, RESILIENT &amp; HEALTHY COMMUNITY</b></p> <p>GOALS</p> <ul style="list-style-type: none"> <li>Housing for All</li> <li>Responsive Social and Support Services</li> <li>Education and Lifelong Learning</li> <li>Food Security for All</li> <li>Advance Community Health, Well Being and Safety</li> <li>Engage in the Process of Indigenous Reconciliation</li> </ul> <p><b>SECTION 2: VIBRANT CULTURE AND HERITAGE</b></p> <p>GOALS</p> <ul style="list-style-type: none"> <li>Celebrate Our Natural Heritage</li> <li>Support Diverse and Accessible Recreation</li> <li>Support Heritage Conservation</li> <li>Champion the Thriving Arts Sector</li> <li>Foster Cultural and Spiritual Values</li> </ul> <p><b>SECTION 3: DIVERSE LOCAL ECONOMY</b></p> <p>GOALS</p> <ul style="list-style-type: none"> <li>Resilient Industries</li> <li>Invest in Local Businesses and Entrepreneurship</li> <li>Attract, Retain and Support a Skilled Workforce</li> </ul>	<p><b>SECTION 4: HEALTHY ECOSYSTEMS</b></p> <p>GOALS</p> <ul style="list-style-type: none"> <li>Natural Area Conservation and Stewardship</li> <li>Access to Nature in the City</li> <li>Healthy Watersheds</li> <li>Wildlife Management and Connectivity</li> <li>Learn from Indigenous Ecological Knowledge</li> </ul> <p><b>SECTION 5: SUSTAINABLE BUILT ENVIRONMENT</b></p> <p>GOALS</p> <ul style="list-style-type: none"> <li>Complete, Compact Communities</li> <li>Encourage Mixed Use</li> <li>Connect Parks, Trails and Communities</li> <li>Accessible, Integrated Transportation Options</li> <li>Shift to Carbon Neutral</li> <li>Resilient Infrastructure</li> </ul> <p>POLICIES FOR EACH OF THE GOALS WILL BE DEVELOPED IN FALL 2021</p>

### 3. OCP Engagement May – September 2021

This engagement phase began in May to ask the community to identify the important topics to inform policy development for the OCP. Stakeholders were also asked to share examples or best practices they wanted the Project Team and Focus Group to start thinking about.

The Framing of the OCP was also tested during this engagement phase; and feedback on the goal categories is summarized below.

#### FEEDBACK HIGHLIGHTS ON FRAMING THE OCP



##### 1. A safe, resilient, and healthy community

- Housing
  - Diversity and densification of housing, building better homes
  - Making housing attainable/affordable
- Community
  - Support Community Programs
- Food security



##### 2. Vibrant culture and heritage

- Recreation
  - Sports and recreation
- Heritage



##### 3. Diverse local economy

- Focus on a local economy
- Community-minded tourism



##### 4. Healthy ecosystems

- Climate change action
- Creating, enhancing, and preserving green spaces



##### 5. Sustainable built environment

- Land use
  - Downtown
- Transportation
- Active transportation
  - Trail connectivity and expansion
  - Roads and sidewalks
  - Infrastructure and management

The input from the community at this stage helped the Focus Group create the initial Table of Contents and inform future policy sections for the OCP.

## 4. Growth Scenario (Housing)

This community conversation in December 2021 focused on research, analysis, and recommendations for meeting the projected growth of Revelstoke over the next 20 years. The community had opportunities to participate in discussions on the potential opportunities and constraints for recommendations of centralized growth and missing middle housing scenario.

- **Centralized growth scenario**

When new residential developments are created outside of urban centres, new services, amenities, and infrastructure must also be built to support them, resulting in increased costs to the community. Centralized development makes a significant effort to develop in established areas; this type of development is closer to existing services, amenities, and infrastructure and results in increased walkability.

- **Missing middle housing scenario**

This scenario encourages the development of so-called middle types of housing — duplex, triplex, fourplex, townhouse, and small apartment buildings. These provide more variety in costs of housing as well as size and type, meaning more options than just the typical single-family dwelling.



*Source: Growth Scenario presentation, Urban Systems*

There was general support from those that provided input for the recommendations, with a number of issues identified and confirmed by participants:

- It is better to prepare for growth than underestimate.
- Communities that have a clear vision are more likely to accomplish goals and establish policies.
- Housing type and choice in a community like Revelstoke with high housing costs is very important. Conversations about goals and policies are the key to success.
- Not all people want density so this will need to be done thoughtfully.
- The “shadow” (seasonal population) outlined in the Population Projection Report may be too low and we need to prepare for that.
- New housing developments should be located close to existing amenities and services, so they are easier to access.
- The supply of the “missing middle” type of housing should be increased.

The Project Team used the insights gathered during this phase for the policy development phase.



## 5. Policy Development Process

Between August and November 2021, the Project Team researched and reviewed essential resources to find policies that align with the Revelstoke vision, community priorities, lenses, and goals. Outcomes from the May to September 2021 engagement were also reviewed to inform policy research from the local perspective. These policies and engagement outcomes were compiled into workbooks for five Policy Teams organized according to the themes identified in the engagement process: Safe, Resilient and Healthy Community; Vibrant Culture and Heritage; Diverse Local Economy; Healthy Ecosystems; and Sustainable Built Environment.

The Focus Group identified potential Policy Team members based on a number of criteria. A Focus Group recruitment committee then reached out and invited individuals to participate on Policy Teams. Once the Policy Teams got started, they used the workbooks to identify items that had consensus, items that needed clarification or revisions (with suggestions), and missing policies or actions. Five master workbooks were submitted to Development Services which were used to create the first OCP draft. This draft was reviewed with senior Administration to identify potential issues:

- items that are not appropriate at an OCP level but better suited to a master plan or strategy
- realistic ability to implement the policy and action recommendations
- any missing policies or actions that should be added.

### The 33 Revelstoke community members that participated on a Policy Team

<p><b>Safe, Resilient and Healthy Community</b></p>  <p>Stephanie Melnyk Sheena Wells Melissa Hemphill Melissa Jameson Linda Chell Vivan Mitchell Steven Hui</p>	<p><b>Diverse Local Economy</b></p>  <p>Kevin Dorrius Roberta Bobicki Aimee Schalles Alan Mason Carolyn Gibson James Macdonald Shannon Van Goor</p>	<p><b>Sustainable Built Environment</b></p>  <p>Jane McNab Meg Tabor Connie Brothers Fraser Blythe Kim Vinet Adrian Giacca Tom Robson Mike MacNeil</p>
<p><b>Vibrant Culture and Heritage</b></p>  <p>Carol Palladino Cathy English Anita Hallewas Jan Morehouse Robyn Goldsmith</p>	<p><b>Healthy Ecosystems</b></p>  <p>Giles Shearing Kent Christensen Hailey Ross Amy Clarke Gilles Lussier Pat McMechan</p>	

**The Policy Teams, Focus Group and Project Team members provided a number of reflections from the policy drafting process:**

- Consultant and staff time to develop the workbooks was time-consuming. It's important and helpful to consider input sources based on community engagement outcomes, best practices, and easy-to-understand workbook design.
- It was important to keep the policy work integrated and aligned as it progressed. To make that easier, each policy workbook included all 5 sections. That helped each Policy Team see if other sections had items important (or contradictory) to their section.
- Policy Team participants were identified based on criteria (demographics, expertise, capacity, potential interest level, known networks, etc.) and recruited by Focus Group members (fellow citizens) instead of staff or consultants. This resulted in a high acceptance rate for participation.
- The local knowledge and diverse expertise brought to the discussions by local residents was extraordinary.
- Even though not everyone agreed on all items, the dialogue was very respectful, and each Policy Team member learned a great deal.
- A new appreciation was gained for the complexity of what City staff deal with daily.
- Allowing each Policy Team to choose when and how to meet allowed for enough flexibility to ensure the process worked for their team.
- Policy Team members brought fresh perspectives to the goals and policies that enabled important additions to the OCP that may have been missed if only a staff and consultant team drafted them.
- The time commitment required to do this work was high — especially for those who work full time and have family or other commitments. More time for this part of the process was strongly recommended.
- Policy Teams indicated after the process was wrapped up that more support from the Project Team would have been helpful. The Project Team had offered to attend meetings but there were no requests made. This needs to be more explicit at the beginning of the process and made to all Project Team members, not just the team chairs.
- This process ensured the outcomes were sensitive to the local community's needs and aspirations and that they will be supported moving forward. Several Focus Group members recommend this process be used again for City projects that have a community-wide focus.

## 6. Draft OCP: Public Feedback May 2022

The Draft OCP was developed in collaboration with the Policy Teams after all the previous engagement steps. Items shared between April 18 and May 5 for public feedback were:

- full Draft OCP document
- online overview presentation

Two in person and two online public sessions were offered between May 2<sup>nd</sup> and 4<sup>th</sup>. The community was invited to learn about the OCP process and content, ask questions, seek clarity, and provide feedback on the Draft OCP. One on one meetings with planning staff were also offered for those that had detailed questions or feedback. A survey was issued to gauge the general level of community support for the draft and offer an additional way to hear about policies or actions that need further consideration.

As a result of public feedback, a number of policy and action items were refined and a new draft was issued, which will be presented for Council consideration in June.

## LESSONS LEARNED AND RECOMMENDATIONS

The OCP project had several external and internal challenges and successes which have the potential to inform and improve future City processes and projects.

### Improvements

- **Internal staff capacity**

A limited number of City staff were assigned to this project and others were asked to provide input. All had existing projects and workloads to accommodate, which often meant that progress was not made in a timely fashion. This was a risk identified early in the project, so an adaptive approach was proposed.

**Recommendation: The City should ensure that staff involved in future projects have the appropriate capacity to meet the needs of the project.**

- **Scheduling changes**

The timeline for the OCP process had to be adjusted several times (partly because of staff capacity mentioned above, but also other factors). This caused frustration for public members who were committed and wanted to be involved.

**Recommendation: Administration should carefully project plan at the beginning to enable a solid commitment to the schedule.**

- **Indigenous collaboration**

The City had not yet established protocol for Indigenous collaboration when the project was initiated. This was identified as a risk to the objective of authentically engaging First Nations in the OCP process. Currently, the City is working proactively at building relationships and partnerships with First Nations communities.

**Recommendation: Continue building relationships to improve and integrate appropriate policies and actions.**

- **Online engagement**

As the pandemic unfolded, every municipality in the midst of community and engagement processes had to find ways to adjust. The City established an online platform (talkrevelstoke.ca) to help the projects move forward. But the City did not have an in-house communications team to promote the online platform, or educate the public on how it was to be used from a City wide approach so it was left to individual projects to promote and educate within the scope of the project. Use of the platform improved overtime but likely has not been used to the full extent. Online engagement is one way to make participation more accessible and communities will continue to utilize these platforms.

**Recommendation: Develop and launch a marketing campaign for talkrevelstoke.ca so citizens know why it's there, how to use it, and how to sign up for the latest opportunities.**

- **Communicating to the public**

There were times in the process when there were too many issues or topics being addressed at the same time. This made it challenging to provide clear messaging to the public and internal stakeholders.

**Recommendation: As complex projects like the OCP are undertaken, an assessment of background information and the sequence of addressing them should be clearly defined and scheduled before promoting the process to the public. As well, investigate new or existing successful communication avenues/channels to help increase the reach of City communication tactics.**

## Successes

- **Council's Strategic Vision, Mission and Priorities**

The Project Team consciously designed the OCP project process to respect Council's Strategic Vision (*The City of Revelstoke strives to be an innovative, adaptable and resilient organization that is focused on service*), Mission (*To deliver municipal services and responsible governance for citizens of Revelstoke while managing public assets and fostering the economic, social and environmental well-being of the community*) and, the priorities of Livability (*to aspire to a high quality of life and a desirable and livable City for citizens and visitors*), Sustainability (*to steward development in Revelstoke to satisfy the needs of the present without adversely affecting the ability of future generations to satisfy their needs*) and Organizational Resilience (*to steward development in Revelstoke to ensure the City organization delivers service excellence to citizens and visitors*).

**Success: The specific Council Strategic goals of updating the OCP and focusing on creating an improved service culture to deliver service excellence to citizens were achieved through the community engaged OCP process as detailed in the items below.**

- **OCP Focus Group**

The Project Team started with an in-depth stakeholder mapping and recruitment process and was open to adding to the Focus Group as it became apparent more involvement was needed. Pre-consultation interviews were crucial to understanding community networks and key stakeholder interests for a project of this scale. In the end, 24 Revelstoke citizens committed to the process and brought local knowledge, experience, and connections from diverse networks to the table. Their involvement was essential to the success of the OCP project, and to reflect livability, sustainability and help build organizational excellence to serve the citizens of Revelstoke.

**Confirmation: Take time in the beginning to complete a thoughtful, thorough stakeholder mapping exercise to establish a strong representation of diverse voices in the community. As a project team and decision makers, listen to those voices and be transparent on how their input and guidance will be utilized.**

- **OCP Policy Teams**

This again relates to getting excellent representation through recruitment and citizen involvement. It was crucial to have community members identify and recruit fellow community members based on a set of criteria to ensure expertise, diversity, and representation. Another component was the quality and commitment of the individuals who took part on a Policy Team: their rigor and knowledge resulted in a Draft OCP that makes sense for Revelstoke and deliberately works toward the vision and goals established by the community. It also builds service excellence Council identified in their Strategic Plan.

**Confirmation: Continue to ask community members to help draft policy and actions (as appropriate) for City projects.**

- **Staff and Council**

There were transitions and other initiatives competing for staff attention, but they were able to adjust and successfully guide the OCP process to its conclusion. The project was a positive step toward building trust between the community and staff and the community and Council. Staff genuinely supported a process based on community collaboration and were committed to hearing community ideas and integrating them into the policies and actions. Council's consideration of the OCP in June offers another opportunity to demonstrate support for the community process, input and expertise contributed by citizens in building the OCP.

**Confirmation: Staff and Council continue to support authentic engagement, citizen input, and expertise, to encourage transparency and build trust.**

- **Engagement depth vs numbers**

Many engagement processes measure success only by the number of people engaged. Given project budget, team capacity, and, at times, the complexity of the subject matter, this is not always the best indicator. The OCP process worked with

dedicated community members (the Focus Group and Policy Teams) on reviews of technical information, process approaches, content, and general community feedback to determine the most appropriate times for external public-facing engagement or input. While the engagement numbers might appear low for some activities, the individuals who continually participated represented diverse voices, had in-depth familiarity with the content and gave critical feedback. This provided reassurance that those involved provided high-quality direction, not just quantity.

**Confirmation: Strive for an appropriate mix of high-quality involvement in processes as well as quantity, and make sure to communicate this to stakeholders and decision-makers early.**



## CONCLUSION: THE REVELSTOKE OCP ENGAGEMENT PROCESS

The process to develop the Revelstoke OCP had bumps, stops, and starts between October 2019 and May 2022. It was not a perfect process: a global pandemic, City staff changes, shifting timelines, and a number of other City and community projects required attention from residents and stakeholders. As well, the process had a six-month pause to develop the Community Energy and Emissions Plan which resulted in a loss of public momentum and focus for the OCP.

However, the dedication of the Focus Group, Policy Teams, City staff, and community members to continue to engage and provide ideas, input, feedback, and guidance on the OCP process and content overcame the challenges. The process was designed to foster livability, sustainability and organizational excellence: it began with widespread community input to test and develop the Vision and Community Priorities, then shifted to a smaller group of diverse representatives that was asked to guide the content and process with outreach to the wider community at key milestones. The most in-depth community engagement took place with the Policy Teams who were tasked with reviewing the community engagement outcomes to help draft the first version of the OCP document.

Feedback from the community has indicated the approach used to develop Revelstoke's OCP was a success and should be memorialized for future projects in the community. The talent, experience, and knowledge of citizens in the community and volunteering their time is to be celebrated and embraced by administration and Council. Supporting collaborative processes with community members on important initiatives such as the OCP will ensure there are community champions to help implement the outcomes, help Council achieve their strategic objectives, and build trust and respect between citizens, administration, and Council.



## ACKNOWLEDGMENTS

The community's time, enthusiasm, and commitment to making the City of Revelstoke a great place for ALL residents to live and work were essential to the successful development of the OCP. As citizens of Revelstoke, you have played, and continue to play, a vital role. It's your community, and your input into the OCP was critical. Nobody knows this town better.

**Citizens of Revelstoke, thank you for your time, love of community, and thoughtfulness.**

As well as everyone who contributed to public engagement events, activities, and opportunities, we want to acknowledge these individuals:

- **The OCP Focus Group**

Ainslee Arthurs, Leslie Hogg – Stoke Youth Network  
Angus Woodman – Downie Timber  
Anita Ely – Interior Health  
Ben Wilkey – Alpine Club of Canada  
Cathy English – Revelstoke Museum and Archives  
Cindy Pearce – Public at Large  
Connie Brothers – Collective Impact, Advisory Planning Commission  
Dale Tomma – Indigenous Liaison, City of Revelstoke  
Jane McNab – Senior Representative  
Kent Christensen – Wildsmart  
Kevin Dorrius – Community Futures  
Lisa Moore – Indigenous Friendship Society  
Meghan Tabor – Tourism Revelstoke  
Melissa Hemphill – Community Connections, Collective Impact  
Mike Hooker – School District 19  
Miriam Manley, Carol Palladino – Revelstoke Arts Council  
Nathan Weston – Construction Industry, Economic Development Commission  
Peter Nielsen – Revelstoke Mountain Resort  
Roberta Bobicki – Economic Development Commission  
Sally Carmichael – Small Business Owner  
Sheena Bell – Community Connections, Collective Impact  
Stacey Brensrud – Chamber of Commerce  
Stephanie Melnyk – RCMP Victim Services

## • The OCP Policy Teams

### **Safe, Resilient and Healthy Community**

Stephanie Melnyk  
Sheena Wells  
Melissa Hemphill  
Melissa Jameson  
Linda Chell  
Vivian Mitchell  
Steven Hui

### **Diverse Local Economy**

Kevin Dorrius  
Roberta Bobicki  
Aimee Schalles  
Alan Mason  
Carolyn Gibson  
James Macdonald  
Shannon Van Goor

### **Sustainable Built Environment**

Jane McNab  
Meg Tabor  
Connie Brothers  
Fraser Blythe  
Kim Vinet  
Adrian Giacca  
Tom Robson  
Mike MacNeil

### **Vibrant Culture and Heritage**

Carol Palladino  
Cathy English  
Anita Hallewas  
Jan Morehouse  
Robyn Goldsmith

### **Healthy Ecosystems**

Giles Shearing  
Kent Christensen  
Hailey Ross  
Amy Clarke  
Gilles Lussier  
Pat McMechan

## • Admin and Planning Staff

Marianne Wade, Director Development Services (Nov. 2019 – Dec. 2021) - Project Manager  
Paul Simon, Planning Lead (Dec. 2021 – May 2022) - Project Manager  
Lisa Cyr, Focus Group Coordinator (March 2021 – Dec. 2021)  
Development Services Team - Project Support

## • Project Team

Kelly Learned, FRANK planning collaborative - Engagement and Project Coordinator  
Marni Evans, M! Communications - Communications Support  
Nancy Henderson, Urban Systems - Technical Analysis for Growth and Policy  
Andrew Ramlo, Rennie Consulting - Population and Housing Analysis  
Stephen Baker, Hayley Johnson, Dylan Hardy, Idea Factory Revelstoke - 3D Model and Projection of Revelstoke