

Revelstoke Sustainability Framework

2013

Part 1 of 3 documents that make up Revelstoke's
Integrated Community Sustainability Plan

REVELSTOKE COMMUNITY VISION (1994)

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.

Revelstoke's ICSP is organized into a family of documents that include:



**Part 1:
Sustainability Framework**

Outlines the purpose and context for the ICSP and identifies sustainability priorities and integrating strategies for achieving the community vision. Moving forward on sustainability is supported through an implementation strategy.

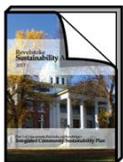
Part I summarizes the main points of the plan and will require infrequent updating.



**Part 2:
State of Sustainability Report**

A current snapshot of the community's sustainability performance as well as challenges and opportunities.

Part II will require updating every 3-5 years.



**Part 3:
Sustainability Action Plan**

Based on the integrating strategies, which support implementation by community collaboration, Part III provides goal statements detailed actions, timeframes and roles.

Part III is a working document and will require updating on a frequent basis, at least generally every 1-2 years.

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Appreciation

This report has been prepared under the direction of the Integrated Community Sustainability Plan Steering Committee and direct feedback from residents that attended the Scenario Workshop and the Sustainability Fair. The project team thanks the committee members, community members and City staff for their commitment to community sustainability, their thoughtful observations and their wise guidance.

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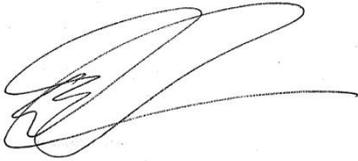
John Guenther

Mayor's Message

Revelstoke's Integrated Community Sustainability Plan sets the framework for our future. It addresses current needs and lays out goals for the future to achieve the community we want. Set in the context of the changes in the community over the last two decades this plan firmly establishes Revelstoke as 'a leader in achieving a sustainable community' as stated in our community vision.

Responsible leadership and collective work towards achieving the goals in this plan are essential to bringing this plan to life.

Council and I appreciate the work of the consulting team, the Steering Committee and staff on this plan. Thank you to all the citizens who contributed their ideas and time to the development of the plan.

A handwritten signature in black ink, appearing to be 'D. Raven', written in a cursive style.

Mayor David Raven

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Part 1: Introduction

1.1 What is an Integrated Community Sustainability Plan?

Communities are always planning and implementing actions to address their current and anticipated needs.

Through the gas tax, the BC government has funded many communities in recent years to complete Integrated Community Sustainability Plans (ICSPs). ICSPs encourage communities to take a fresh, long-term look at their future to define forces of change that will affect the community and focus on finding ways to become more sustainable.

Revelstoke's ICSP has the following characteristics:

- **Integrated** – Community members and the City have crafted many plans in recent years. The ICSP creates an 'umbrella' that integrates and links these plans for efficient action on community priorities.
- **Community** – Most of the plans the City initiates provide direction mainly to City operations. The ICSP is a community plan – not a City plan. This is another opportunity for Revelstoke to come together to solve problems and pursue its goals.
- **Sustainability** – Sustainability has long been a foundation for life in Revelstoke. Crafted in 1994, Revelstoke's Community Vision begins with '*Revelstoke*

will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.' This ICSP provides a sustainability framework for prioritizing actions to meet our current needs while ensuring that the needs of future generations are also met.

- **Plan** – While this is a plan on paper, the ICSP Steering Committee and the project team are committed to ensuring this plan leads to community-wide actions to address priorities by community organizations, the City, businesses, households and individuals. It is a chance to focus, integrate, and strengthen activities community-wide, and galvanize implementation.

This ICSP provides a strategic framework to ensure the community's long term vision, sustainability priorities and actions secure their long-term well-being. In this ICSP, these priorities were informed by long-term future considerations, analysis of goals in existing City and Community Plans, input from community members, existing commitments (e.g. GHG reductions) and technical realities.

1.2 Purpose

Revelstoke has already taken significant steps towards sustainability. Our 1994 Vision and Community Development Action Plans (CDAPs) in 2001 and 2006 as well as the regularly updated OCP, master plans and social development plans all state a commitment to sustainability. Community organizations continue to lead important initiatives for early childhood development, literacy and youth, for example. The community is very

active, with significant on-going investment of volunteer and paid efforts working towards a sustainable future. This ICSP connects previous planning work, then takes a long term perspective and serves to guide future planning work in the community. The ICSP also focuses on and articulates priority actions that will support the community on its journey towards local sustainability.

1.3 Plan Structure

The Revelstoke ICSP is organized into a family of documents that include:

- **Part 1: Sustainability Framework** – This document outlines the purpose and context for the ICSP and identifies sustainability priorities and integrating strategies for achieving the community vision. Moving forward on sustainability is supported through an implementation strategy. Part I summarizes the main points of the plan and will require infrequent updating.
- **Part 2: State of Sustainability Report** – This document provides a current snapshot of the community's

sustainability performance as well as challenges and opportunities.

Part II will require updating every 3-5 years.

- **Part 3: Sustainability Action Plan** – This document is based on the integrating strategies, which support implementation by community collaboration, Part III provides goal statements detailed actions, timeframes and roles. Part III is a working document and will require updating on a frequent basis, at least generally every 1-2 years.

1.4 Plan Scope

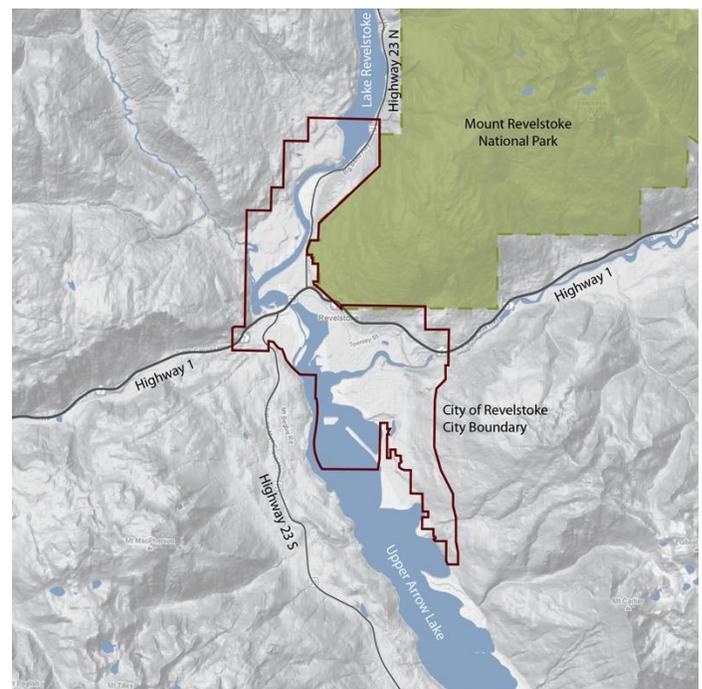
The Revelstoke ICSP primarily focuses on the lands and human activities within the current boundaries of the City of Revelstoke (see map below). However, many aspects of the ICSP include both the resident population of 7,200 within the City as well as the 700 residents in Electoral Area B of the surrounding Columbia Shuswap Regional District who rely on Revelstoke for services and amenities. Seasonal residents and visitors are also embraced by this ICSP.

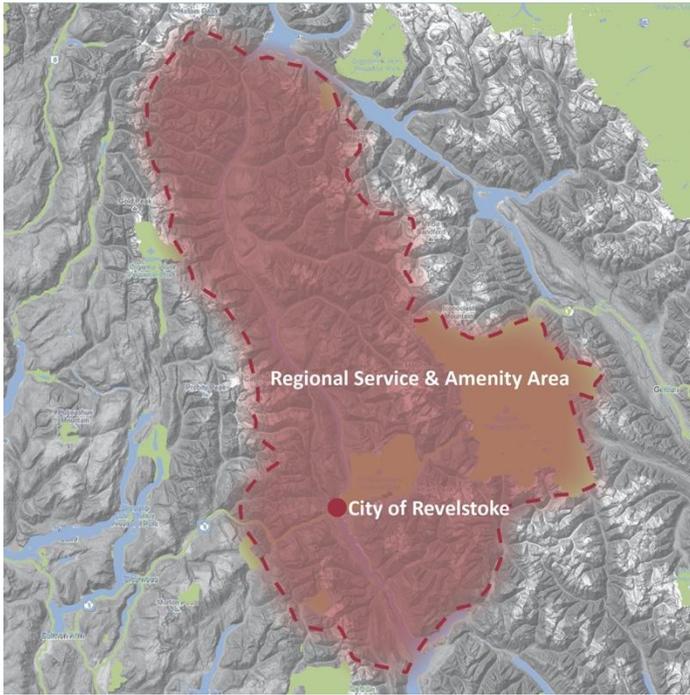
Residents and visitors work and play in the spectacular landscape around the community that stretches from Rogers Pass and Glacier National Park to the east; Mica Creek and Kinbasket Lake to the north; Three Valley Gap to the west; and the northern part of Arrow Lakes to the south (see map below). This ICSP references this broader landscape to respect the importance of this area to the community quality of life but remains focused on the city itself. Regional considerations, including planning documents and bylaws, were factored in where feasible. Where this ICSP is not consistent with regional policies or plans, the City will need to work with regional partners to address these situations.

Revelstoke's location within an unusual complex of federal, provincial, regional and local land management agency jurisdictions necessitates ongoing, close,

collaborative relationships amongst these agencies. The relevant jurisdictions include:

- The City lies within the Columbia Shuswap Regional District, which has jurisdiction over the private lands outside the City boundary.
- It borders Mount Revelstoke National Park on its north





- BC Hydro owns and manages the reservoir drawdown zone that runs through the centre of the City.
- The Crown lands surrounding the community are managed by provincial government agencies.

The complex of social agency jurisdictions is equally extensive, including:

- Federal agency roles in employment supports.
- Provincial services including subsidized housing, employment supports, child and family development and economic development, as well as regional services through Interior Health and Okanagan College and local schooling via School District 19.

Several community organizations are instrumental in addressing a broad range of community needs, and volunteer groups provide further community supports.

and east boundaries, which is managed by Parks Canada.

- Revelstoke Mountain Resort area lies on the southeast boundary, with resort lands at the bottom of the mountain within City jurisdiction.

1.5 ICSP Policy Statement

By adopting the ICSP, the City and community are committed to working together towards a sustainable Revelstoke, as defined by the vision and sustainability priorities in this framework. To achieve this, the community actions will be guided by the strategies, goals

and actions described in all parts of the ICSP. While the ICSP may be municipally-led, it is entirely community-owned. As such, community groups will be encouraged to adopt the plan as a guide to their organizational plans.



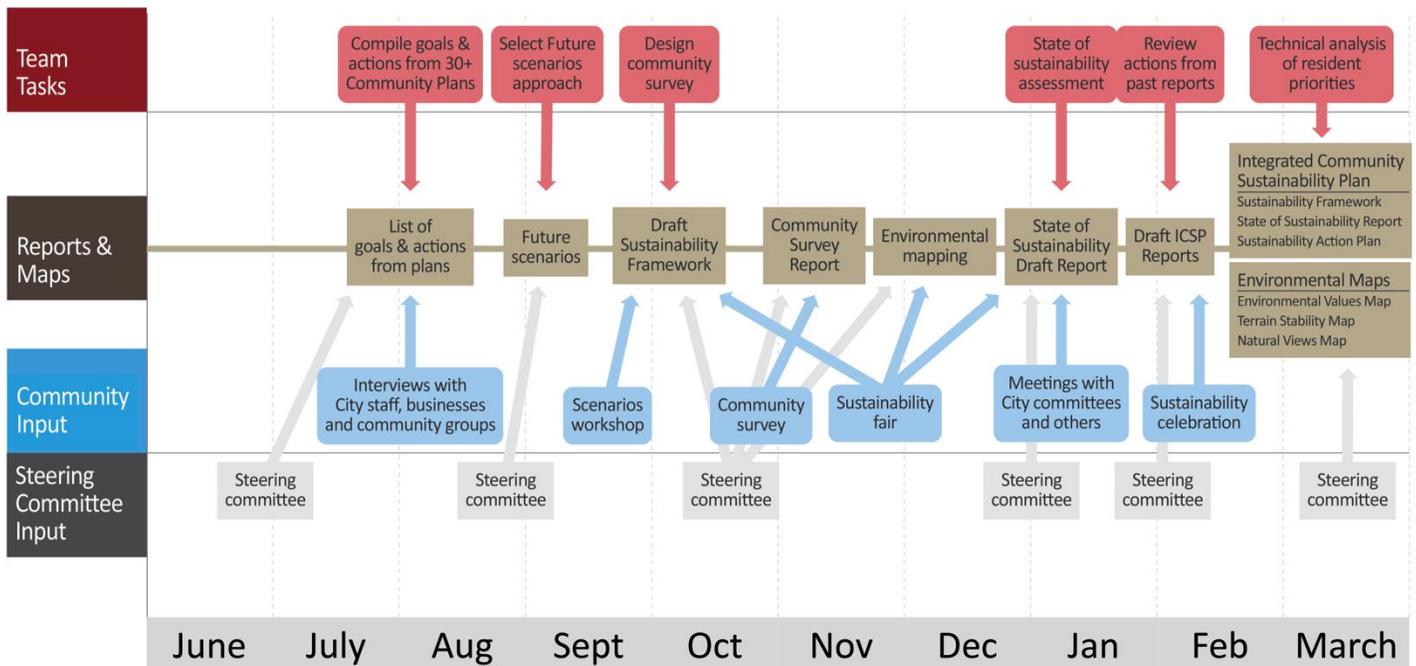
Part 2: Developing this ICSP

2.1 Process Overview

This plan includes consideration of recommendations from over 30 community plans and reports that have been completed since 2007; 2012 Community Survey responses; interviews with staff from community

organizations, the City and the business sector; and public input at community engagement events.

The following diagram provides an overview of the process undertaken to develop this plan.



Part 3: Sustainability Context

3.1 Anticipated Forces of Change

Human societies are at a crossroads in history, where we face some of the most challenging issues modern societies have ever contemplated. Locally, there is an expectation that almost every aspect of our community and surrounding ecosystems are likely to change over the coming decades.

These changes are important to recognize and understand, so that we may reduce our contribution to the problem and ensure we can adapt to this changing world. While many of the changes ahead are unclear, we can make choices today that will build a more sustainable community, resilient in the face of change and offering residents a high quality of life. Some of the biggest forces of change and their potential local impacts are summarized below.

3.1.1 Environmental Forces

- Weather events are becoming more severe, average long term temperatures are rising, and precipitation patterns are changing.
- Global CO2 emissions are rising.
- Wildfires, insects and disease disturbances are increasing in Canadian ecosystems
- Natural resources are becoming more scarce, including water and food supplies
- Natural resource commodity prices, including fossil fuel prices are rising and/or volatile
- Ecosystem health is declining and biodiversity is shrinking

3.1.2 Social and Demographic Forces

- The population is aging, which is resulting in increased health care costs, changing housing needs and leisure preferences and labour force changes
- The percentage of people living in cities is increasing
- The urban population of Canada and BC is becoming more ethnically diverse due to immigration
- The global population is rising, putting more pressure on resource use and the environment

- Income inequality is rising and the middle class is shrinking
- General health conditions are declining (rising obesity, diabetes, heart-related diseases and cancers)

3.1.3 Economic Forces

- The global financial system is in increasingly fragile and volatile, with high debt levels
- International trade and foreign investment continue to increase
- The business environment is increasingly complex and faster moving
- Shared use initiatives (car sharing, rent your own things/place) are rising dramatically
- Production-based economic activity is shifting to knowledge-based economic activity
- Work structures are changing with employment becoming more dynamic and less secure
- Disposable incomes are declining as food, fuel and other commodity prices rise.

3.1.4 Technological Forces

- The information technology (IT) revolution continues (cloud computing, artificial intelligence, digital media)
- Bio-science (genetically modification) and information technology are expanding
- Technologies becomes more miniaturized and decentralized
- Local energy supply technologies are expanding (district energy, solar, wind)

3.1.5 Political Forces

- Security threats continue to increase due to rising resource scarcity
- Global collaboration is increasing but only in a voluntary way and primarily focused on the economy
- Governments at all levels face increasing debt loads and increasing costs.

3.2 Planning for our Future – Possible Scenarios

While we do not know exactly how the future will unfold, we do know this:

- the future will be different from the past;
- in our community the future can be shaped by our choices and actions; and
- we can make better decisions today by exploring what the future may hold.

In this context, it is useful to consider a number of plausible future scenarios and identify a range of actions that will work well across several scenarios. As part of the ICSP process, four scenarios were developed for Revelstoke based on world scenarios created by a team of researchers at the University of Sussex.

These scenarios are organized around two scales of potential responses. One axis indicates relative social and political priorities and the patterns of economic activity that result from them, ranging from autonomy at the regional level to interdependence with more global institutions. The other axis centres on social values, ranging from individualistic to community-oriented. Each of the four scenarios occupies a quadrant created by the

combination of these two responses (See figure below).

During the ICSP process, a group of community members explored these scenarios in a workshop. Participants reviewed the four global scenarios, and discussed what these might mean for Revelstoke, and how we could respond. The four scenarios for Revelstoke – Economy is King, Our Home and Native Land, We are the World and Proudly Self-Sufficient - are provided in Appendix 1.

The outcomes of this workshop, along with other consultation feedback and analytical work, supported the development of integrated strategies that guided detailed action planning.

Approximately every five years, when future Action Plans are updated, it is recommended that the scenarios be revisited and refined to reflect changes in key global and regional forces of change over time. When updated, scenario workshops can be executed again as a means of re-engaging stakeholders in the challenging task of identifying robust strategies that support community resilience.



Part 4: Vision and Sustainability Framework

4.1 Vision Statement

Revelstoke's Vision Statement is a positive and inspirational description of the community's aspirations for what Revelstoke will be like in the future. The Vision acts as the overarching guide for the community - it is referred to when making decisions, as the community continues to change and evolve. In 1994 the Community Vision below was crafted through an extensive community process. This statement has been reaffirmed several times over the years. In 2009 the following additions were suggested: affordability, environmental protection, inclusive and supportive of all citizens and their diversity, architectural heritage conservation, act locally/think globally. This Vision provides our long-term aspirations for our community.

The Community priorities in the Vision Statement and the Sustainability Priorities in this ICSP are likely to create confusion in the community and externally. The ICSP SC recommends that the Community Vision should be revisited through a broad-based community-led process.

Sustainability is a concept that has emerged over the past twenty years in response to global trends, which impact quality of life. Revelstoke's sustainability definition emphasizes the mindset that is needed to make decisions as individuals and collectively to meet needs today without compromising opportunities for future generations.

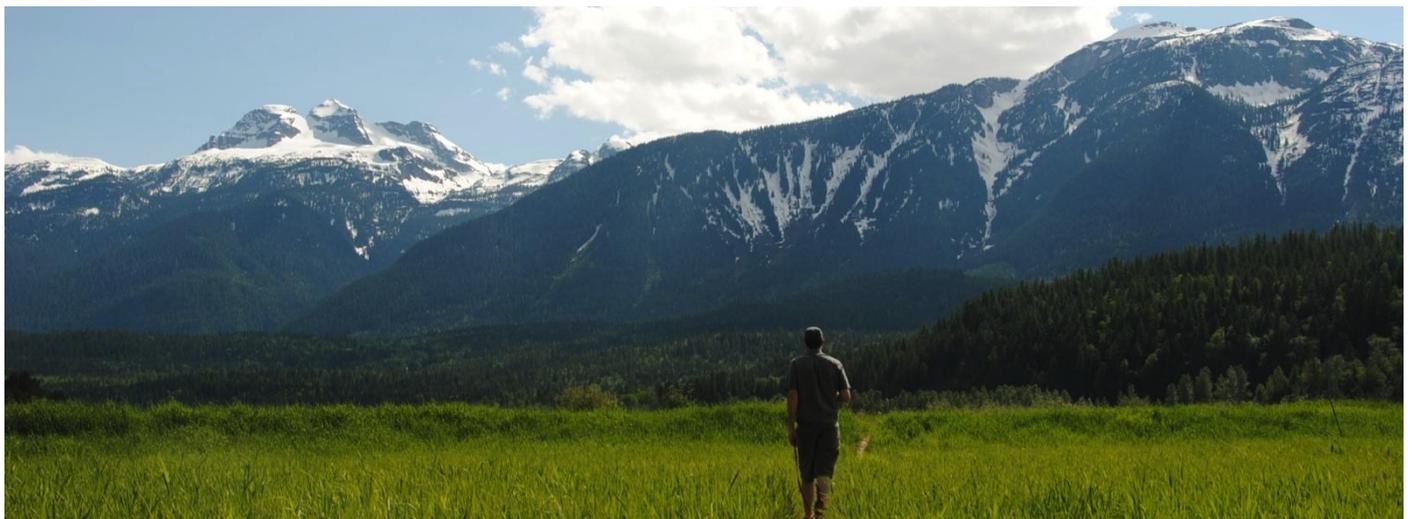
REVELSTOKE COMMUNITY VISION (1994)

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Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.



4.2 Our Sustainability Framework

Sustainability is a concept that has emerged over the past twenty years in response to global trends, which impact quality of life. Revelstoke's sustainability definition emphasizes the mindset that is needed to make decisions as individuals and collectively to meet needs today without compromising opportunities for future generations.

Revelstoke's Sustainability Definition

Sustainability is a mindset – a philosophy and approach for decision-making that permeates everything we do and choose not to do – as individuals and collectively.

The core of sustainability is to:

- achieve a good life today, and
- create the potential for a quality future for the next generations.

A sustainable society depends upon the achievement of four conditions – not as isolated priorities, but as interconnected essentials:

- a vibrant, healthy and inclusive community,
- a healthy environment,
- a responsible and innovative economy, and
- a strong leadership collaboration in government and the community (at all levels).

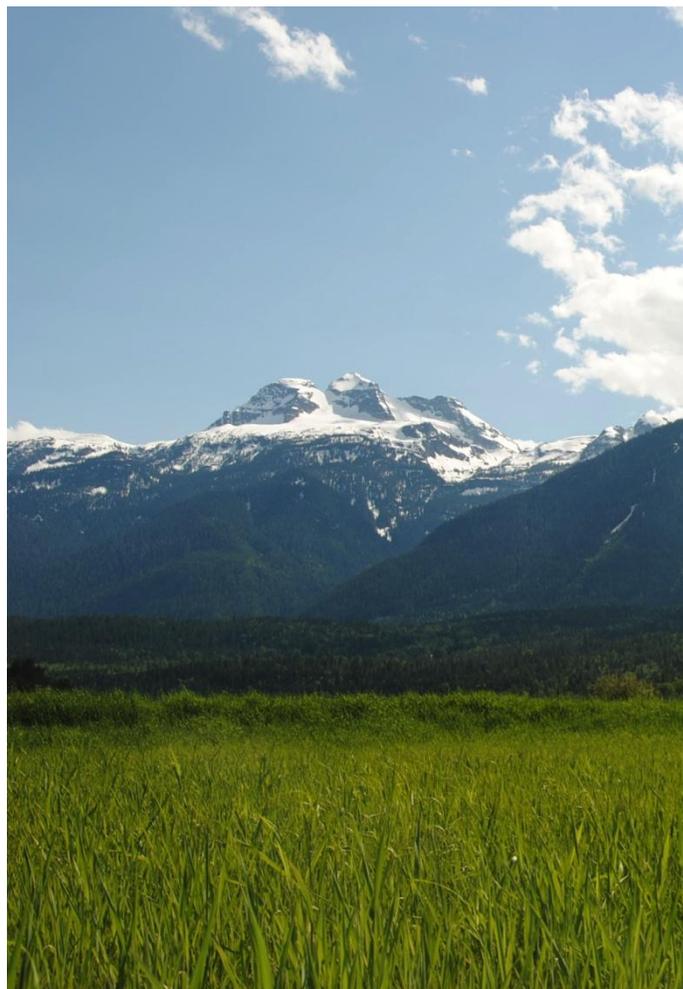
A sustainable community depends on everyone working together - it cannot be achieved by any one party acting alone.

To ensure ongoing community resilience in the face of anticipated forces of change and to deliver on Revelstoke's community's vision, long-term sustainability priorities were developed. This was accomplished by compiling the goal statements from the 30+ City and community plans that have been created since 2006 and scanning these to identify common priorities, as well as considering the long-term global trends and feedback from the scenario workshop. The priorities act as desired performance outcomes for important social, economic

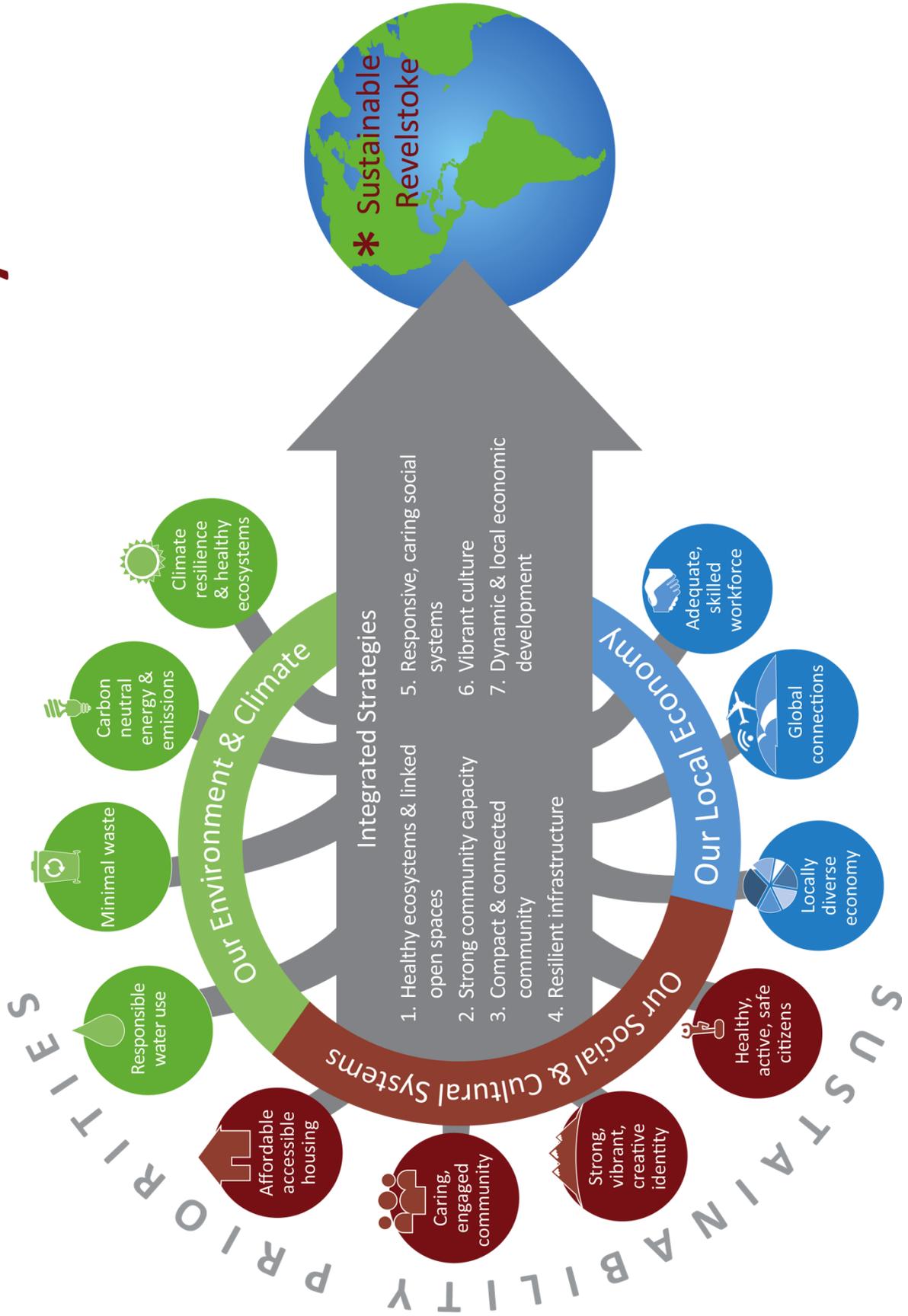
and environmental aspects of Revelstoke and, as such, will be integrated into all community actions and initiatives.

To ensure the community is working towards achieving its sustainability priorities, Integrated Strategies were developed to focus and coordinate community actions. The Integrated Strategies ensure that the community maximizes time, energy and financial investments on its continued journey towards sustainability. These strategies were first identified by participants of the scenario workshop and have been refined during the process.

The Sustainability Priorities and Integrating Strategies are illustrated in the diagram on the next page.



Revelstoke Sustainability Framework



4.3 Sustainability Priorities

Our priorities for the future can be grouped into three main areas: Our Social and & Cultural Systems; Our Environment & Climate; and Our Local Economy.

An overview of each priority follows. The State of Sustainability Report (ICSP Part II) contains a description of the current status of each priority and identifies challenges and opportunities.

Suggested measures or indicators for each priority are also provided. Using these indicators to monitor, measure and revise community actions and this Plan is described in Section 5.4.1. Appendix 2 contains descriptions for each of these indicators.



Our Environment & Climate



4.3.1 Climate Resilience & Healthy Ecosystems

Ecosystems provide opportunities for passive and active recreation, and more importantly, critical life sustaining environmental services. Ecosystems clean our air, moderate our climate, provide us with food, absorb our wastes, and much more. Climate resilience, biodiversity and habitat integrity depend on the ability of ecosystems to function effectively. Responsible public access to natural areas present opportunities for people to learn more about natural systems as they engage with them.



4.3.2 Carbon Neutral Energy & Emissions

Scientists agree, global greenhouse gas emissions (GHG) must stop climbing by 2015 and be below 2000 levels by 2050 if we are to avoid potentially catastrophic climate change – change that will lead to uncertain and potentially severe collapse of agricultural production, droughts, global sea level rise, loss of species, and major human migration. Existing provincial targets for greenhouse gas (GHG) emissions reductions are 33% below 2007 levels by 2020, and 80% by 2050. Reducing energy demand and examining options for renewable energy can help save money on bills, reduce vulnerability to energy price fluctuations and reduce GHG emissions. In addition, most renewable energy sector activities generate more jobs than conventional energy sector activities.



Measures

- Air quality
- Open space area
- Bear deaths and relocations
- Wastewater effluent/overflow quality
- Species and ecosystems at risk in the regional area

Measures

- Energy use
- Greenhouse gas emissions
- Public transportation ridership
- Biking and walking commuters



4.3.3 Minimal Waste

The goods we use and enjoy come with a hidden cost - the waste generated at all stages, from resource extraction and production to consumption and disposal. Solid waste disposal is linked to the production and release of methane from the landfill. Globally, the production of goods and materials, most of which eventually become garbage, is associated with excessive fossil fuel use, resource depletion and poor labour conditions.



4.3.4 Responsible Water Use

Canada is rich in fresh water resources, and so too is Revelstoke. However, water quality and abundance can lead to a false sense of security and worse yet, over consumption of a precious and life-sustaining resource. Water is the building block of life and thus it is crucial to preserve water quality and quantity. Water management is influenced by the design of our community and buildings, the infrastructure in place, and decisions and actions made by residents and businesses about our water use. Many communities face enormous costs associated with renewing aging infrastructure, and meeting increased demand.



Measures

- Volume of landfill waste
- Recycled and composted materials

Measures

- Water consumption
- Water quality

Our Social & Cultural Systems



4.3.5 Affordable, Accessible Housing

Access to appropriate, affordable housing is important for the well-being of our community members. This means a diversity of housing types and tenures available for all stages of life, income and ability levels including young families, seniors, disabled, and un- or under-employed. If housing costs are too high, other aspects of quality of life such as basic health and nutrition can suffer, or in the extreme, affect the ability to maintain shelter. A large mismatch between market housing prices and incomes can also affect the community's ability to attract employees.

Planning and development policies, standards and agreements will be necessary to facilitate the development of lower priced market housing. This could include incentives to reduce barriers to construction of secondary suites and options to move forward swiftly to permit carriage houses.



4.3.6 Caring, Engaged Community

An open and inclusive community embraces diversity. This means that residents of Revelstoke, whether permanent or non-permanent, as well as visitors, have equal opportunities and rights regardless of gender, age, culture, sexual orientation, religion, ethnicity, income, health, and physical or mental ability. Individuals or groups that require more support to realize their potential receive assistance. Diverse communities help attract and retain talent, contributing to their economic success and competitiveness. Strong community connections provide resiliency in the face of challenge. Citizen participation fosters a sense of ownership in and support for sustainable community initiatives and decisions. Citizens can be engaged in their community by supporting neighbours, volunteering in community organizations or participating in civic decision processes.



Measures

- Housing diversity
- Home ownership costs
- Housing affordability
- Social housing

Measures

- Permanent population
- Early and middle child development
- Community youth at risk ranking
- Seniors participation
- Voter participation
- Volunteering



4.3.7 Strong, Vibrant, Creative Identity

A distinctive, thriving community with a unique and attractive identity helps attract residents, which is essential to a sustainable community over the long-term, as well as visitors, who are vital to the growing tourism sector. Local culture and heritage express community values and talents, drawing people together around shared interests. As communities grow, retaining the historic character and community values is essential to continuing the attractive elements that attracts people.

Photo: <http://www.flickr.com/photos/kbps/6030261136/>



Measures

- Cultural facilities and attendance
- Community cultural events and attendance
- Cultural organizations
- Buildings on the Heritage Registry



4.3.8 Healthy, Active, Safe Citizens

Attention to individual and community health and well-being creates opportunities to meet our physical, social, mental and spiritual needs. When health or safety is threatened, individuals and communities must focus on these basic aspects of life leaving them less able to address the often complex challenges of nurturing a sustainable community. Healthy and active living can be facilitated through recreation and leisure activities, and encouragement of walking and cycling. Local food and agriculture can also contribute to healthy living, providing food security and resilience. Strong social connections and community design that support “eyes on the street” allow us to keep an eye on each other, and provide help when needed.

Healthy living supports need to meet the needs of a growing and changing population, including prevention and treatment for substance abuse. Emergency services including fire, police and ambulance, as well as emergency preparedness through programs to reduce wildfire risks, promote avalanche awareness skills, and provide search and rescue assistance create a safe community.

Measures

- Community health ranking
- Community crime ranking
- Student sense of safety
- Prevalence of low income households

Our Local Economy



4.3.9 Locally Diverse Economy

A resilient economy is diverse and vibrant. The greater the diversity in type and scale of businesses, the less vulnerability there is to a downturn in a specific sector, or failure of one business. Diversity in business types and scale also leads to increased opportunities to create “value chains” of businesses that support each other and to broaden the employment skills and entrepreneurial base that can provide better opportunities for businesses to evolve with changing market demands.

Photo: http://commons.wikimedia.org/wiki/File:Revelstoke_BC_-_downtown.jpg



4.3.10 Global Connections

The local economy is diverse, but it is directly tied to the global economy. Maintaining and enhancing both physical connections such as road, rail and air, communication and marketing connections, and business and personal relationships to the rest of Canada and the world are essential to the long-term sustainability of the economy and community.



Measures

- Business diversity
- Timber supply
- Tourism sector activity

Measures

- Highway access restrictions
- Highway safety
- Regional airport transportation
- Local airport use
- Access to internet



4.3.11 Adequate, Skilled Workforce

Maintaining an adequate skilled labour force is important to the success of local businesses and agencies, and subsequently to the long-term sustainability of the community. A skilled labour force creates a wider range of opportunities for new businesses and related employment. In addition to opening new career doors, learning new skills and exploring ideas gives us more life experience to grow as citizens. In our lifetime, many of us will change jobs or even careers. Lifelong learning equips us with the flexibility to meet and excel at these changes.

Measures

- Labour force description
- Labour force participation
- Employment income levels
- Education profile
- Employment training participation



4.4 Integrated Strategies

Rather than treating sustainability as a discrete task, a community can make quicker and more effective progress if every action pursued achieves as many environmental, social and economic outcomes as possible. Making progress on sustainability is achieved when sustainability priorities are strategically integrated

into all actions, whether actions are part of regular business or major initiatives.

The table below describes the Integrated Strategies developed primarily during the scenarios workshop, with the associated strategy statement and goal topics which are included in the Action Plan.

Integrating Strategy	Strategy Statement	Goal Topics
1. Healthy ecosystems & linked open spaces	Develop a network of linked natural areas and open spaces that support habitat, ecosystem services, active transportation and recreation.	<ul style="list-style-type: none"> Open space & urban vegetation Watershed management Biodiversity & wildlife management Environmental nuisances
2. Strong community capacity	Enrich the knowledge, skills, participation, networks, leadership and other resources of the community to enhance the capacity to address issues and act on opportunities.	<ul style="list-style-type: none"> Healthy living Affordable housing Lifelong learning Financial well-being /security Sense of belonging
3. Compact & connected community	Maintain a compact community, defined by a vibrant downtown and mixed use neighbourhoods, supporting diverse mobility choices including safe, convenient and active options for all residents.	<ul style="list-style-type: none"> Land use Community transportation
4. Resilient infrastructure	Develop green and integrated community infrastructure and services.	<ul style="list-style-type: none"> Solid Waste Water systems Energy systems
5. Responsive, caring social systems	Enhance community social systems to support all residents to enjoy a high quality of life.	<ul style="list-style-type: none"> Safety & emergency services Health services Recreation Families & children Youth Seniors
6. Vibrant culture	Strengthen Revelstoke's position as a cultural community for both residents and visitors by enriching and celebrating our unique, authentic arts and heritage.	<ul style="list-style-type: none"> Heritage conservation Arts
7. Dynamic & local economic development	Support a diverse, resilient economy through enhanced business development services, retaining and attracting a skilled workforce, and improved global transportation and communications links.	<ul style="list-style-type: none"> Community economy Workforce Retail & services Forest sector Tourism Out-of-town transportation

Part 5: Our Implementation Strategy

Perhaps the greatest challenge to achieving community sustainability is implementation of innovative, cross-cutting actions through collaborative and sustained efforts. Sustainability often requires working with unfamiliar partners on new, complex initiatives (e.g. employers and social sector agencies partnering to increase incomes and reduce poverty). However, Revelstoke has a long history of taking collaborative, local, innovative actions that support positive, sustainable change. This community capacity will be a key ingredient that will contribute to success, but implementation activities will need to broaden and be supported by structural changes and alignment of activities within the City and the community to fully implement this ICSP.

The diagram below illustrates the progression of planning and action that is needed in the community and the City to implement this ICSP. This *ICSP Sustainability Framework* provides the long-term perspective and context, for the community’s continuing movement towards sustainability, looking over 20 years into the future. The City’s *Official Community Plan* and *Master Plans* (e.g. for Parks, Recreation and Culture) as well as the strategic plans of community organizations and

those that address community issues (e.g. youth needs), set objectives, policies and updated actions for 5-10 years into the future. Priority actions in the near-term – for one to five years – are detailed in annual plans and budgets for the City and community organizations as well as collaborative strategic plans (e.g. Community Literacy), and updated *Sustainable Community Action Plans*. Regular *State of Sustainability Check-in Reports* will update the community on movement towards sustainability based on sustainability indicators and community actions.

It is essential to clarify that this ICSP is not an operational plan for the City of Revelstoke or any other community organization. Operational plans and budgets are more detailed, guide staff deployment and are developed annually and approved by City Council and the governing boards of community organizations. Sustainability Priorities and Integrating Strategies in this ICSP are intended to guide future decision making by the City and community organizations, and as such, City and community organization programs will be aligned with ICSP directions. This section provides details about how this ICSP can be integrated into ongoing decision-making and activities.



5.1 Plan Integration

The *Sustainability Framework* will act as the highest-level planning document that sets direction for City and community plans, policies and operations. It will guide the medium-term process of integrating sustainability considerations into current operations, community development and community engagement activities. To support plan integration, sustainability priorities are the starting point for new/reviced plans and regulations, with goal statements within the integrating strategies providing the specific direction for key elements of sustainability.

To facilitate community understanding of new plans and to expedite future *Sustainable Community Action Plan* updating, new plans should embrace the planning

structure in the ICSP. Specifically, future planning efforts should be able to demonstrate clearly that:

- All ***Sustainability Priorities*** were used to drive the development of goals, objectives and actions in the new planning initiative and they support Revelstoke in meeting long term performance outcomes.
- ***Integrated Strategies*** and associated goals (as identified in the *Action Plan*) are referenced or directly addressed in the new planning initiative.
- Within all plans actions are prioritized using the **Action Evaluation Criteria** provided in the *Sustainable Community Action Plan* so that priorities can then be compared across plans.



5.2 Supportive Tools and Processes

Each goal section in the *Action Plan* includes a list of “Strategic plans & collaborative action” and “Specific tools or programs” that are already in place and should be continued to support implementation of community priorities.

For effective plan implementation, the following overarching tools and processes will support deeper integration of sustainability objectives into decision-making and projects:

1. **Sustainability Evaluation:** Decisions by the City, community organizations or government agencies, and recommendations from City Committees and Commissions will be evaluated by examining the following, for each of the sustainability priorities:
 - Does this option/recommendation/project support this sustainability priority, or does it detract from this priority?
 - Could it be refined to more strongly support this priority?
 - If it detracts from a priority, can it be revised to reduce the impact or is other mitigation possible?
 - Does this option/recommendation/project directly support the implementation of the Integrated Strategies, goals and associated prioritized actions? If not, is there a defensible reason why not?

Formatted as a table this evaluation will prompt thoughtful consideration of whether actions support sustainability, and if not, how they might be revised to be supportive.

2. **Council Reports:** Regular reports and decision memos to City Council should embed a section which evaluates consistency with the ICSP sustainability priorities, with a summary of the sustainability evaluation. These reports will indicate how the project or initiative positively or negatively affects achievement of the sustainability priorities. Community organizations and government agencies are encouraged to use the sustainability evaluation to support decision-making.
3. **Integrated Sustainability Budgeting:** As the City maintains and develops financial plans and budgets, sustainability indicators and implementation metrics summarized in this document can be integrated into these processes, by assigning indicators and metrics as

a means to set departmental goals and actions to ensure budgets and spending are allocated accordingly.

4. **Carbon Neutral Community:** Through the City’s Climate Action Charter commitment, the City is positioned to lead by example to catalyze community climate action response through ongoing investments to reduce energy consumption from corporate services. Provincial agencies are also moving towards carbon neutrality. Community organizations could chose to make this a corporate priority in support of community sustainability. Investments in these areas, taken together, could support many other important community objectives such as local job creation, poverty impacts of high energy costs and increased air quality.
5. **Green and Local Procurement and Minimal Waste:** The City and community organizations can design and implement purchasing and waste management programs or policies in ways that model practices that would move the community towards achieving its sustainability priorities.
6. **SmartGrowth Checklist:** The City should continue to utilize their checklist for planning approvals, and monitor its use (e.g. results, effectiveness, opportunities for refinement and benchmarking) on an annual basis. On the first review it should be checked for consistency with the ICSP.
7. **Consistent Communication and Engagement:** Regular communication and meaningful engagement are essential to reinforce the community’s commitment and create a culture of sustainability. Community partners should consider a common set of tools, such as websites, newsletters, events, award programs, and competitions, to keep the community informed, motivated, and connected.
8. **Advocate for Sustainability:** Many aspects of an ICSP require action by regional, provincial or national governments and stakeholders. The community can make their positions clear to these other organizations by sending letters, convening meetings, participating in events and joining networks.

5.3 Facilitating Collaboration

Revelstoke has a tradition of working together to achieve its Community Vision through collaborative actions by the City, government agencies, community organizations and individual citizens. The ICSP will continue this tradition, with all facets of the community getting involved in its implementation.

Currently, City Committees/Commissions for Economic Development, Environment and Social Development provide advice to the City and in the case of the Social Development Committee are forums for collaboration amongst community organizations, agencies and the City. Other Council Committees such as the Heritage Commission and the planned Parks, Recreation and

Culture Advisory Committee may also play a role in ICSP implementation.

It is recommended that collaboration be enhanced by the following initiatives:

1. **Designated Implementation Group** – Council assigns ICSP Integrating Strategies to groups who will be responsible for fostering and monitoring implementation of each Strategy, using existing groups as much as possible. The table below provides suggested assignments. Completing this assignment may require revised Terms of Reference for some committees.

INTEGRATING STRATEGY	SUGGESTED IMPLEMENTATION ASSIGNMENTS
1. Healthy ecosystems & linked open spaces	City Environment Advisory Committee
2. Strong community capacity	City Social Development Committee
3. Compact & connected community	City Advisory Planning Commission
4. Resilient infrastructure	City Department of Engineering and Public Works
5. Responsive, caring social systems	Social Development Committee
6. Vibrant Culture	Parks, Recreation and Culture Advisory Committee (when created)
7. Dynamic & local economic development	CSRD and City Economic Development Commission

2. **Commitment to Sustainability** – A brief agreement for signature by Committee/ Commission Chairpersons would articulate each group’s commitment to consider the sustainability priorities in all decisions and advice to Council.
3. **Regular Updates** - A standing topic on Committee/Commission agendas would be established to receive updates from other groups quarterly or more frequently if needed. These updates would be provided by a sustainability ‘runner’ – likely the Community Economic Development Director who already attends or hosts many of the Committee/ Commission meetings.
4. **Sustainability Evaluation** - The Sustainability Evaluation (see Section 5.2) would be used by all groups to assess

whether suggested policies, actions and advice support, or are inconsistent with the community Sustainability Priorities. Refinements to decisions or advice to enhance sustainability, as well as mitigation to overcome negative impacts, would be prompted through this evaluation.

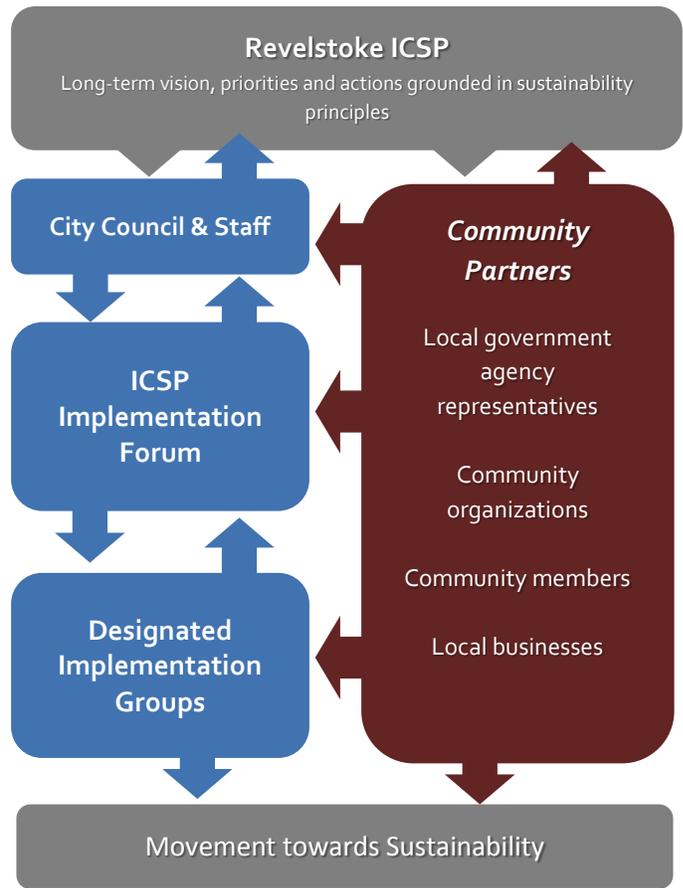
5. **Joint Review of Major Initiatives** – When the City or a community organization are considering a major initiative that may significantly affect a broad range of community Sustainability Priorities, the Designated Implementation Groups, or the chairs of these groups, would be invited to a discussion to review the initiative, ideally after a review by the entire group. Evaluation of the implications for achieving the community Sustainability Priorities would be the focus on the

discussion. Because infrastructure influences most Sustainability Priorities, it is suggested that a joint review be held annually for the capital projects workplan from the Department of Engineering and Public Works.

6. **ICSP Implementation Forum** - Once a year City Council, senior City staff and members of the designated groups would meet in a public forum to hear updates on the timeline and success of implementing priority actions identified in the ICSP, and discuss challenges to moving forward on stalled actions. The Chairs of each Designated Group would provide a brief report for each Implementing Strategy, followed by discussion.

These recommendations are illustrated in the diagram on the right.

It is suggested that convening these functions could fall within the Community Economic Development Department, where the main Committees /Commissions are currently assigned. This Department would work cooperative with the other relevant City Departments to implement this collaborative approach. As is the case for all City Committees/Commissions, the input and advice provided to City staff and Council will be considered in Council’s decisions.



5.4 Monitor, Measure and Report

Getting to a sustainable future is a long-term, iterative learning process. Understanding and reporting community progress allows us to adapt practices and will help us reach Revelstoke’s sustainability vision. In addition to the approaches described above to facilitate integrated decision making and collaboration, the following activities are recommended for Revelstoke to monitor, measure and report on the status of community sustainability:

1. **Annual public Community Sustainability Action Plan update/celebration** - As in the past, the Community Economic Development Department will host an annual public event to review progress on implementing the Community Sustainability Action Plan and related community plans. Community organizations who have taken leadership on priority actions will report on success in implementing these actions and new ideas will be brought forward for consideration. Every second

year, actions will be reprioritized and leadership reconfirmed.

2. **State of Sustainability Check-in Reports** - The City will work with community partners to collect indicator information and produce regular (at least every 3 years) State of Sustainability Check-in Reports. These reports will provide an up to date overview of recent initiatives, report on indicator results and identify new opportunities and challenges to inform the reprioritization of actions. The updated report will be made available publicly and be developed in time to support the regularly scheduled annual meeting (see #1).

5.4.1 Indicators

Indicators are carefully selected measures of sustainability that signal progress towards achievement

of sustainability, or not. They aim to describe as much about a system as possible, as concisely as possible. They help us understand, compare, and improve our progress towards an end goal. What is learned from the indicators can then be incorporated into updated plans and actions for continuous improvement.

Indicators can play a variety of roles, but in Revelstoke, we see them having the following purpose:

- baselining the current position of the community;
- measuring trends;
- allowing ongoing comparisons over time;
- supporting open and transparent reporting; and
- effectively communicating performance to citizens and community decision-makers.

More information

Readers are encouraged to review the full family of ICSP documents at:

<http://www.cityofrevelstoke.com/index.aspx?NID=322>

Collecting and reporting on a long list can be overwhelming, requiring more resources than the benefit that is realized. Careful selection of a concise, meaningful list of indicators was carried out as part of developing the ICSP. Appendix 2 provides a concise list of indicators for each sustainability priority using readily available information that can be reported in the *State of Sustainability Check-in Reports*. The development of State of the Basin reporting through the Columbia Basin Regional Development Institute (<http://www.cbrdi.ca/state-of-the-basin/>) should be monitored to identify additional meaningful indicators.

Appendix 1 – Futures Scenarios for Revelstoke

Future Scenarios for Revelstoke

Introduction to scenario planning

The general idea behind scenario planning is that because we do not know exactly how the future will unfold, it is useful to consider a number of plausible future scenarios and choose a course of action that will work well across several possible futures. Ideally, each scenario is presented as a specially constructed story about a possible future that is distinctly different from the other scenarios yet represents a realistic possible future that we may one day experience.

The purpose of scenario planning is not to determine or agree on a particular future but to consider how large scale forces or trends could possibly play out. By carefully considering the implications of these driving forces, the community will be better able to respond or adapt to them. As such, scenarios are tools for making decisions in the context of an uncertain future, based on the following assumptions:

1. The future will be different from the past and can be shaped by our choices and actions.
2. We cannot see into the future but we can explore it to make better decisions in the present.
3. By using rational analysis, we can make subjective judgments about the future.

Scenario planning can be provocative because it causes us to challenge deeply held assumptions or paradigms about how we think the world works. Some of these assumptions are so deeply engrained that they create blind spots in our thinking. One of our common biases is that the world will continue to work in roughly the same way that it has worked in the past. Scenario planning helps us to expand a community's peripheral vision and to examine those assumptions, which may no longer be valid.

An important first step in developing scenarios is to identify the "driving forces" that are shaping our future.

These forces can generally be grouped into five categories:

1. **Economic issues;**
2. **Social and demographic issues;**
3. **Environmental issues;**
4. **Technology issues; and**
5. **Political issues.**

Some driving forces for each of the above categories, are presented in Table 1. These forces have been derived from a combination of external sources and Revelstoke community members.

Key current driving forces that may impact Revelstoke

Economic Issues

- The global financial system is increasingly fragile and volatile, with high debt levels
- International trade and foreign investment continue to increase
- The business environment is increasingly complex and faster moving
- Shared use initiatives (car sharing, rent your own things/place) are rising dramatically
- Production-based economic activity is shifting to knowledge-based economic activity
- Work structures are changing with employment becoming more dynamic and less secure
- Disposable incomes are declining while food, fuel and other commodity prices rise.

Social and demographic issues

- The population is aging, which is resulting in increased health care costs, changing housing needs and leisure preferences and labour force changes

- The percentage of people living in cities is increasing
- The urban population of Canada and BC is becoming more ethnically diverse due to immigration
- The global population is rising, putting more pressure on resource use and the environment
- Income inequality is rising and the middle class is shrinking
- General health conditions are declining (rising obesity, diabetes, heart-related diseases and cancers)

Environmental issues

- Weather events are becoming more severe, average long term temperatures are rising, and precipitation patterns are changing.
- Global CO2 emissions are rising.
- Wildfires, insects and disease disturbances are increasing in Canadian ecosystems
- Natural resources are becoming more scarce, including water and food supplies
- Natural resource commodity prices, including fossil fuel prices are rising and/or volatile
- Ecosystem health is declining and biodiversity is shrinking

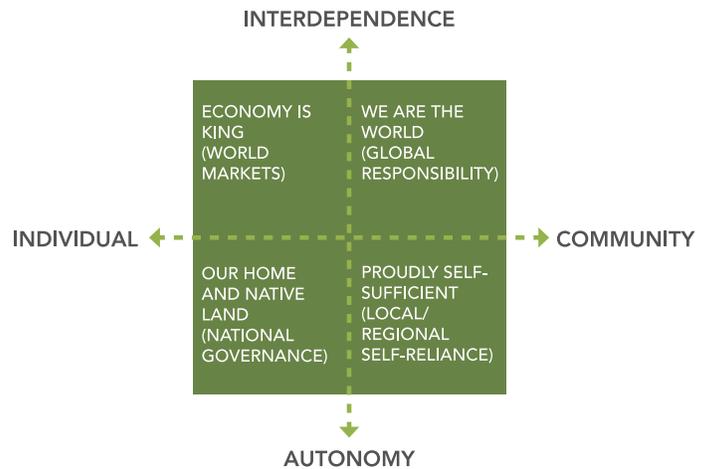
Technology issues

- The information Technology (IT) revolution continues (cloud computing, artificial intelligence, digital media)
- Bio-science (genetically modification) and information technology are expanding
- Technologies becomes more miniaturized and decentralized
- Local energy supply technologies are expanding (district energy, solar, wind)

Political issues

- Security threats continue to increase due to rising resource scarcity
- Global collaboration is increasing but only in a voluntary way and primarily focused on the economy
- Governments at all levels face increasing debt loads and increasing costs

REVELSTOKE SCENARIOS



Overview of the Four Scenarios for Revelstoke

Figure 1: Revelstoke Scenarios

After considering a number of different scenarios developed for future-based strategic planning, we adapted the following scenarios from a set that were developed by a team of researchers at the University of Sussex in the UK. We have made them relevant to the Revelstoke context based on interviews with a number of Revelstoke community members. These scenarios, shown in Figure 1, describe what the world might be like in 20 years.

Figure 1 (above) shows the four scenarios in relation to two scales of potential responses to the drivers of change. The first response centres on social values on the horizontal axis, ranging from individualistic values to more community oriented values. The second along the vertical axis indicates relative social and political priorities of possible responses and patterns of economic activity that result from them. It ranges from autonomy at the regional level to interdependence with more global institutions (e.g. World Bank). Each of the four scenarios occupies a quadrant created by the combination of these two responses. The four scenarios are described at the world scale, and for Revelstoke in more detail on the following pages.

Revelstoke Scenario 1: Economy is King

Dominant Responses:

Interdependent and Individualistic

Cities, Regions or Countries that typify this scenario:

- The United States
- The Cayman Islands
- Whistler/Tofino

Economic Trends

- Strong economic growth
- Shift from traditional industries toward services like tourism
- Unemployment is medium to low, job security declines
- Low paying service jobs rise

Social/demographic Trends

- Increase in high income and low income classes
- Median incomes increase
- Personal debt increases
- Diet-related illnesses rise
- People move to larger cities
- Aging population is balanced by immigration

Environmental Trends

- CO2 levels rise and severe weather events increase
- Biodiversity declines
- Natural resource shortages increase, which raises food and commodity prices
- Market based approaches are favoured to manage environmental issues

Technological Trends

- Rapid technological innovation
- Media and information technologies expand
- Biotechnology and nanotechnology expands
- Renewable energy expands modestly

Political/Governance Trends

- Government shrinks
- Minimal government policy except to enable markets

The Global Context – World Markets:

People are focused on improving their own lives through material wealth with less concern for the effect this might have on others and the environment. Business and government are focused on economic growth and developing global markets through free enterprise approaches. A few global firms/brands dominate many sectors. Internationally coordinated policy sets framework conditions for the efficient functioning of markets. People believe that technology will solve the problems.

Pressure is high to reduce taxes, regulations, social services and the size of government. Private property rights are enshrined in law and strongly enforced. There is increased focus on international trade and security and the three North American countries share a common currency. The wealth gap between the rich and poor grows.

New technologies are rapidly adopted and growth is concentrated in health, leisure, financial, IT and media services. Biotechnology transforms the health and food industries. Electronic network technologies revolutionize the growing service sector. Traditional manufacturing declines as it is taken up by newly industrialized countries (e.g. Brazil, China, India). The construction industry expands.

Jobs become less secure and people change jobs more often. Tele-work expands as does social exclusion from the digital economy.

The Revelstoke Context – Economy is King:

Tourism expands as more international visitors buy recreation properties to enjoy the natural beauty of Revelstoke. Housing prices rise but more boom and bust cycles occur. Some crown lands are privatized to accommodate more development.

The number of construction jobs increases and more passenger trains stop in Revelstoke. The Revelstoke airport receives triple the number of passengers each year. The highway is upgraded and expanded but it is soon almost as busy as before the upgrade. As soon as the resident population exceeds 10,000 people, more chain stores set up in Revelstoke, displacing locally owned businesses.

Two classes of people become more visible: wealthy part-time recreational property owners and less wealthy long term residents, although successful local business owners increase their wealth. Seasonal workers and short-term visitors also increase. Wealth and poverty both become more visible as the gap between the wealthy and poor increases. Poverty becomes more visible and the local food bank and thrift store frequently solicit donations.

People find it increasingly difficult to get loans because of their high debt levels. In response to rising food prices, a high-tech vertical cropping greenhouse business is established.

Seniors move to larger BC towns and cities with full service hospitals and retirement homes. A new group of young, recreation focused entrepreneurs that are escaping more congested big cities move in to work in the tourism sector or in internet-based businesses. Residents experience a loss of social cohesion and a reduced “sense of place.” More people lock their doors as petty crimes increase.

Weather events become more severe and the number of forest fires, road closures, landslides and floods increases.

Revelstoke Scenario 2: Our Home and Native Land

Dominant Responses:

Autonomous and Individualistic

Cities, Regions or Countries that typify this scenario:

- Canada, 30 years ago
- Quebec in some aspects
- At the extreme, Cuba

Economic Trends

- Modest economic growth
- Stable, protectionist economy
- National defence expands
- Small and medium sized enterprises expand
- Unemployment is medium to high, job security declines
- Low paying domestic service jobs rise

Social/demographic Trends

- Social values are individualistic/nationalist
- People become more patriotic and support for arts and culture rises
- Pension benefits declines as labour force shrinks
- Income inequality rises
- Immigration declines

Environmental Trends

- CO2 levels rise and severe weather events increase
- Biodiversity declines
- Water exports are restricted

Technological Trends

- Low technological innovation
- Domestic energy sources are emphasized, with more investment in renewables

Political/Governance Trends

- Government is reactive/closed
- Government regulates to protect key sectors

The Global Context – National Governance:

People value individual freedoms but within the context of independent countries that strongly protect their national industries (utilities, telecommunications, media). In Canada, business is focused more on domestic markets and the US with a decrease in international trade. Citizens are proudly patriotic but continue to believe the value of free markets and private enterprise. Separatist movements as in Quebec arise in Alberta, Ontario and BC.

Political power is strong at the federal level and Canada keeps the US more at arm's length by increasing border restrictions and negotiating stronger trade agreements on energy, agriculture and consumer goods. While market values remain strong, national policies limit foreign ownership, investment, and trade which dampen economic growth. Restraints on competition also reduce technological innovation, which further shrinks economic growth. Small and medium sized enterprises (SMEs) that serve domestic markets expand while the construction industry declines due to a decrease in investment in housing and infrastructure.

Food prices stop rising because of national subsidies on agriculture and market controls. The job market remains strong for lower skilled domestic workers and those involved in agriculture and retail.

The Revelstoke Context – Our Home and Native Land:

Revelstoke becomes a quieter place with fewer international visitors and a smaller resident population. Housing starts taper off and housing prices decline.

Older residents retire later because the Canada pension fund has fewer resources. However, when they retire, many leave for larger cities with better health care and assisted living facilities. They are not replaced with new residents due to a lack of jobs. School enrolment continues to decline.

Rail workers are laid off as declining international trade reduces the volume of freight. Employment gradually shifts back to primary industries such as forestry, and mining.

Regional and Canadian businesses expand modestly as restrictions on foreign imports and trade opens up markets for local firms but only a few locate in Revelstoke. International stores are replaced by Canadian/regional ones that sell mostly Canadian goods. Residents make more frequent trips to big box national stores in Kelowna, Kamloops and Calgary. Conversely, they make fewer international trips because the limits on what they can bring back duty free are sharply reduced.

Local sawmills experience increased local demand and US demand, albeit under more strict forest product trade agreements. Municipal taxes rise and government services are cut back to adjust to the lower tax revenues from businesses and property assessments.

Food prices become more stable because of pricing controls and import restrictions on fruit and vegetables from the US causes wood biomass-powered greenhouses to become economically viable and more prevalent in Revelstoke. In fact, biomass energy becomes common in many buildings. Carbon emissions decline modestly as international trade declines.

Revelstoke Scenario 3: We Are the World

Dominant Responses:

Interdependent and
Community Minded

Cities, Regions or Countries that typify this scenario:

- The Scandinavian countries
- Brussels in some aspects
- Portland

Economic Trends

- Modest economic growth
- Shift from traditional industries toward services
- Intangible goods and services expand, consumption declines
- Unemployment is low
- The international job market expands

Social/demographic Trends

- Income equity improves
- Median incomes increase
- People work fewer hours

Environmental Trends

- CO2 levels declines with efforts to minimize environmental impacts
- Biodiversity improves as biotechnology declines
- Strong support for environmental protection
- Global treaties on climate, biodiversity emerge

Technological Trends

- Rapid technological innovation
- Information technologies expand
- Fossil fuel and traditional manufacturing declines
- Renewable energy expands

Political/Governance Trends

- International government structures proliferate
- Strong government policy, especially social and env.
- "Sin" taxes and wealth taxes to balance budgets

The Global Context – Global Responsibility:

People recognize the interdependence of the global economy and want to participate in international policies and institutions. Business has an international focus but with a strong sense of social responsibility, working in partnership with government, non-profit organizations and consumers. International trade expands but with strong environmental and social controls.

Achieving a balance between economic, social and environmental policy is seen as important. Government agencies work with business and non-profit organizations (especially international NGOs) to foster social and environmental improvements through public policy and international cooperation. Multinational organizations are created to develop and enforce global regulations on shared resources such as oceans. Decision-making processes become more open but also more complex. Private property rights are softened and some people complain about a "big brother" attitude in government.

Economic conditions are stable and technological advances focus on eco-efficiency and human health. The average work week declines and employees get more vacation allotments. Capital and technology flows to low income countries to bring their living standards closer to high income countries. Education and training is given a high priority to create high value jobs. Welfare systems and social services are enhanced but with a significant increase in taxes to pay for them.

The Revelstoke Context – We are the World:

Corporate social responsibility becomes a much higher priority in Revelstoke and a values-based business network is set up. Businesses actively promote their efforts to reduce their environmental impacts and to support the disadvantaged members of the community. Government agencies also increase their support for disadvantaged people. Tuition costs to attend university are reduced, although taxes rise significantly to pay for this and other services.

Geoexchange heating systems and solar hot water panels are commonplace. A local playground generates energy. A new energy pellet business provides a ready source of low cost, eco-friendly heating and many residents put pellet inserts in their fireplaces.

Private property ownership rights are reduced (e.g. the right to cut trees on private property) and new shared-use community assets and amenities are introduced. Some people complain about all the new rules that constrain their activities. Others complain about all the surveys they are asked to complete.

The Revelstoke airport passenger volumes decline. A high speed rail system brings a new group of long stay travelers and regional visitors.

Traditional retail sales decline because higher taxes cause people to buy fewer goods. Carbon taxes and pollution fees further curtail consumer spending. This creates challenges for local businesses.

Non-energy intensive recreational activities become much more popular and people choose to work fewer hours so that they can play longer. People also use their extra free time to volunteer more. A network of ecologically important protected areas is established. Heli- skiing and snowmobiling decline in popularity. The bicycle network in Revelstoke is greatly expanded for both residents and visitors

Revelstoke Scenario 4: Proudly Self-Sufficient

Dominant Responses:

Autonomous and Community Minded

Cities, Regions or Countries that typify this scenario:

- Eco-villages
- Bhutan
- Hutterite Colonies

Economic Trends

- Low/no economic growth
- Shift to self-reliant economic activities
- Unemployment is medium/low as people choose to work less
- Small-scale manufacturing and farming expands
- Tourism, retail and financial services decline

Social/demographic Trends

- Incomes shrink but are much more equitable
- People trade, borrow and share to reduce costs
- Health improves
- People move out of cities

Environmental Trends

- CO2 levels decline as energy use plummets
- Biodiversity improves with organic farming and reduction in urban sprawl
- Environmental stewardship is a prime concern, esp. protection of farmland, water, and forests

Technological Trends

- Low energy, human-powered technologies are favoured
- Small-scale renewable energy expands

Political/Governance Trends

- Local government expands
- Citizens actively participate in local decision-making
- Immigration stops
- Taxes increase

The Global Context – Local/Regional Self-Reliance:

People disconnect themselves from the global economic system either by choice or because of a breakdown in the system and focus on living sustainable, self-reliant lifestyles at a local or regional scale. The economy is driven by small business serving local markets with small-scale manufacturing and services. Protecting the environment and natural resources becomes a top concern.

People actively participate in local governance and decision-making. Health, education and social services are publicly funded and paid for by high levels of taxation and regionally controlled. Government and business focus almost entirely on local affairs. International trade plummets and some communities become antagonistic to adjacent communities that want access to scarce local resources. Tolerance of other cultures and lifestyles declines.

Businesses face lower competition but are restrained by regional resources (knowledge, technology, and materials). Investment shifts from global stock exchanges to community investment organizations. The economy is stable, favouring small-scale production. Tourism, financial services and high tech industries decline. People buy only what they need so retail outlets go out of business in large numbers. People have a strong environmental ethics as they work to preserve scarce local resources and increase the productivity of agricultural and forest lands. Housing sizes shrink as people make do with less.

The Revelstoke Context – Proudly Self-Sufficient:

The tourism and rail sectors decline significantly as people shift from travel and trade to local self-reliance. Strong community ties develop as people work together to grow food, operate small-scale wood manufacturing operations, and build houses in barn-raising style work-bees. Most new houses are built for passive heating/cooling and almost everyone has a backyard food garden.

Free stores are set up for people to borrow or rent tools, clothing, recreational equipment (e.g. canoes). Generally speaking people earn far less but also spend less to keep their household finances in balance.

Car sharing becomes very popular and young families invite the parents to live with them when their parents are no longer able to live in their own homes. Credit unions become the dominant financial institutions and cooperatives are favoured over traditional businesses

Small scale, non-energy intensive technologies come back in vogue. Labour replaces technology (e.g. push mowers vs. electric or gas mowers) and the general fitness level of residents improves. A cash economy is replaced with a borrow-and-barter economy.

Energy consumption shrinks dramatically, resulting in a gradual decline in greenhouse gas emissions and severe weather events. Some recreation areas are converted into agricultural land. Hunting and fishing become more popular and essential food sources.

Residents are less welcoming of newcomers, which they view as potentially being a drain on community resources. Revelstoke is a popular place for people from nearby towns to relocate from because it is more economically diverse and locally self-reliant, while still connected by road and rail. Some people complain that the residents are becoming more narrow-minded and insular

Appendix 2 – Sustainability Indicators

Our Environment & Climate Indicators				
Indicator	Description	Data Collection Frequency	Source	Desired Trend
Climate Resilience and Healthy Ecosystems				
1. Air quality	<ul style="list-style-type: none"> Trends in ambient air quality 	Annual	<ul style="list-style-type: none"> BC Environment monitoring stations in Revelstoke. 	Improving quality
2. Open space area	<ul style="list-style-type: none"> Includes total park space and other accessible, public open space (hectares) not within transportation or utility right of ways. Includes all municipal, provincial and federal lands within the city boundary 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Planning 	 Area
3. Bear deaths and relocations	<ul style="list-style-type: none"> Number of bear deaths and relocations - Bears are not the only species facing threats as a result from human contact. This indicator is measured to provide feedback on community work to successfully share habitat with wild animal species 	Annual	<ul style="list-style-type: none"> Bear Aware Program 	 Deaths and relocations
4. Wastewater effluent/outflow quality	<ul style="list-style-type: none"> Measured outflow analytical results 	Annual	<ul style="list-style-type: none"> City of Revelstoke – Annual Water Report, Engineering and Public Works Department 	Improving quality
5. Species and ecosystems at risk in the regional area	<ul style="list-style-type: none"> Number of Red and blue-listed species and ecosystems in the area from Mica to Shelter Bay 	Available continuously	<ul style="list-style-type: none"> Ministry of Environment, Conservation Data Centre 	 or 
Carbon Neutral Energy and Emissions				
6. Energy use	<ul style="list-style-type: none"> Total energy use by fuel type and per capita 	Approx. every 3 years, with regular measurement methodology	<ul style="list-style-type: none"> Province of BC, Community Energy & Emissions Inventory (CEEI) 	 Use of renewable energy/capita

Our Environment & Climate Indicators				
Indicator	Description	Data Collection Frequency	Source	Desired Trend
		updates.		 Energy use/capita
7. Greenhouse gas emissions	<ul style="list-style-type: none"> Tonnes by fuel type and source (buildings, transportation and other sources) 	Approx. every 3 years	<ul style="list-style-type: none"> Province of BC, Community Energy & Emissions Inventory (CEEI) 	 Tonnes
8. Public transportation ridership	<ul style="list-style-type: none"> Number of riders on public transit and the Stoke Shuttle as a measure of non-private automobile vehicular transportation 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Community Economic Development Department 	 #
9. Biking & walking commuters	<ul style="list-style-type: none"> Per cent of respondents to the community survey who bike or walk to work, by season as a measure of non-vehicular low/zero emission transportation. 	5 years	<ul style="list-style-type: none"> Community Survey and Canadian Census, Stats Canada 	 %
Minimal Waste				
10. Volume of landfill waste	<ul style="list-style-type: none"> Total tonnes and per capita measures of waste from all sectors, including privately collected commercial, industrial and institutional waste that goes into the CSRD landfill 	Annual	<ul style="list-style-type: none"> Columbia Shuswap Regional District (CSRD) 	 Tonnes/capita
11. Recycled & composted materials	<ul style="list-style-type: none"> Per capita measures of residential waste that is recycled or composted via CSRD programs (does not include privately collected commercial, industrial and institutional materials) 	Annual	<ul style="list-style-type: none"> Columbia Shuswap Regional District (CSRD) 	 % of total  Amount/capita
Water Responsibility				
12. Water consumption	<ul style="list-style-type: none"> Measured on a per capita basis, annual and monthly total water filtered is measured to develop a per capita consumption metric. 	Annual	<ul style="list-style-type: none"> City of Revelstoke – Annual Water Report, Engineering and Public Works Department 	 Use/capita
13. Water quality	<ul style="list-style-type: none"> Regular total coliforms and e-coli bacteria and annual source water samples. 	Annual	<ul style="list-style-type: none"> City of Revelstoke – Annual Water Report, Engineering 	 Total coliforms and

Our Environment & Climate Indicators				
Indicator	Description	Data Collection Frequency	Source	Desired Trend
			and Public Works Department	e-coli

Our Social & Cultural Systems Indicators				
Indicator	Description	Data Collection Frequency	Source	Desired Trend
Affordable, Accessible Housing				
14. Housing diversity	<ul style="list-style-type: none"> Number of detached single family and multi- units homes, and Percent of total units; percent owned and rented 	5 years	<ul style="list-style-type: none"> Canadian Census, Statistics Canada 	 # of types %
15. Home ownership costs	<ul style="list-style-type: none"> Average assessed value and property taxes for detached single family and multi-unit homes 	Annual	<ul style="list-style-type: none"> BC Assessment Authority; City of Revelstoke, Finance Department 	 Value Rate
16. Housing affordability	<ul style="list-style-type: none"> Number and percentage of household type spending more than 30% of their income on housing 	5 years	<ul style="list-style-type: none"> Canadian Census, Statistics Canada 	 # %
17. Social housing	<ul style="list-style-type: none"> Number of subsidized housing units for seniors and people with disabilities and assisted living units. Waiting lists for these units. Number of renters supported by government rent subsidies. 	Annual	<ul style="list-style-type: none"> BC Housing Revelstoke Social Advocate 	 # of units  # on wait lists  # supported
Caring, Engaged Community				
18. Permanent population	<ul style="list-style-type: none"> Number of permanent residents by 5 year age brackets and gender (population pyramid) 	5 years	<ul style="list-style-type: none"> Canadian Census, Statistics Canada BC Stats 	 #/age bracket

Our Social & Cultural Systems Indicators				
Indicator	Description	Data Collection Frequency	Source	Desired Trend
19. Early & middle childhood development	<ul style="list-style-type: none"> Early developmental indicators at kindergarten age and middle years at Grade 4 	Approx. every 3 years	<ul style="list-style-type: none"> School District #19 	 % 'Thriving'
20. Community youth at risk ranking	<ul style="list-style-type: none"> Ranking compared to all BC Local Health Areas for the composite index of youth at risk in BC Socio-Economic Profiles 	Annual	<ul style="list-style-type: none"> BC Stats 	 Rank
21. Seniors participation	<ul style="list-style-type: none"> Number of seniors attending Seniors Association programs and percent change 	Annual	<ul style="list-style-type: none"> Seniors Association 	 #  %
22. Voter participation	<ul style="list-style-type: none"> % of voting population casting ballots in municipal, provincial and federal elections 	3-5 years	<ul style="list-style-type: none"> City of Revelstoke, Administration Department; CSRD; Elections BC and Canada Information 	 %
Healthy, Active, Safe Citizens				
23. Community health ranking	<ul style="list-style-type: none"> Ranking compared to all BC Local Health Areas for the composite index of health in BC Socio-Economic Profiles 	Annual	<ul style="list-style-type: none"> BC Stats 	 Rank
24. Community crime ranking	<ul style="list-style-type: none"> Ranking compared to all BC Local Health Areas for the composite index of crime in BC Socio-Economic Profiles 	Annual	<ul style="list-style-type: none"> BC Stats 	 Rank
25. Student sense of safety	<ul style="list-style-type: none"> Ministry of Education school satisfaction survey results 	Annual	<ul style="list-style-type: none"> School District #19 	 Rank
26. Prevalence of low income households	<ul style="list-style-type: none"> Percent of taxfilers and each household type with incomes below the federal government low income measures 	Annual 5 years	<ul style="list-style-type: none"> BC Stats Canadian Census, Statistics Canada 	 %
27. Food bank hunger count	<ul style="list-style-type: none"> Number of adults and children; % of permanent population; Characteristics of dominant clients (income source, 	Annual	<ul style="list-style-type: none"> Community Connections 	 #

Our Social & Cultural Systems Indicators

Indicator	Description	Data Collection Frequency	Source	Desired Trend
	household type, private renter/owner/social housing)			 Description to BC survey for rural
Strong, Vibrant, Creative Identity				
28. Cultural facilities and attendance	<ul style="list-style-type: none"> Number of facilities, and; Total attendance at each facility 	Annual	<ul style="list-style-type: none"> Museums, Visual Arts Centre, Performing Arts Centre 	 #  Attendance
29. Community cultural events and attendance	<ul style="list-style-type: none"> Number of events, and; Approximate attendance at each event 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Parks, Recreation & Culture Department 	 #  #
30. Cultural organizations	<ul style="list-style-type: none"> Number of organizations providing cultural (including arts) activities 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Parks, Recreation & Culture Department 	 #
31. Buildings on the Heritage Registry	<ul style="list-style-type: none"> Number of buildings listed on the City's Heritage Registry 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Planning, Bylaw & Enforcement Department 	 #

Our Local Economy Indicators

Indicator	Description	Date Collection Frequency	Source	Desired Trend
Locally Diverse Economy				
32. Business diversity	<ul style="list-style-type: none"> Number of business by industry category 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Community Economic Development 	 # per category

33. Timber supply	<ul style="list-style-type: none"> Current allowable annual cut for the Revelstoke Timber Supply Area, Tree Farm Licenses 55 & 56 and the BC Timber Sales program within Tree Farm License 23 between Shelter Bay and Revelstoke 	5 years	<ul style="list-style-type: none"> Ministry of Forests, Lands and Natural Resource Operations 	Consistent level
34. Tourism sector activity	<ul style="list-style-type: none"> Room tax revenue 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Community Economic Development 	 #
Global Connections				
35. Highway access restrictions	<ul style="list-style-type: none"> Number of days/year with highway closures of 2 hours or greater, and; Number of days/year when highways are completely closed (for Highway 1 between Malakwa and Golden and Highway 23 from Mica to Shelter Bay) 	Annual	<ul style="list-style-type: none"> Ministry of Transportation and Infrastructure; Parks Canada 	 # of days
36. Highway safety	<ul style="list-style-type: none"> Number of accidents causing hospitalization/year, and; Number of deaths/year between Malakwa and Golden 	Annual	<ul style="list-style-type: none"> RCMP 	 #
37. Regional airport transportation	<ul style="list-style-type: none"> Number of days/year with scheduled ground transportation to Kelowna and Calgary airports 	Annual	<ul style="list-style-type: none"> City of Revelstoke, Community Economic Development 	 #
38. Local airport use	<ul style="list-style-type: none"> Number of commercial passengers 	Annual	<ul style="list-style-type: none"> CSRD (when commercial traffic exists) 	 #
39. Access to internet	<ul style="list-style-type: none"> Percentage of community survey respondents indicating they have access to the internet at home and at work; Number and scale of public WIFI access points 	5 years	<ul style="list-style-type: none"> City of Revelstoke, Community Economic Development Department 	 %  # and greater scale
Adequate, Skilled Workforce				
40. Labour force	<ul style="list-style-type: none"> Number of employees by occupation and industry; Number self employed 	5 years	<ul style="list-style-type: none"> Canadian Census, Statistics Canada 	 #  #
41. Labour force participation	<ul style="list-style-type: none"> Participation rate by age and gender 	5 years	<ul style="list-style-type: none"> Canadian Census, Statistics Canada 	 Rate for all

42. Employment income levels	<ul style="list-style-type: none"> • Median income by age and gender 	Annual	<ul style="list-style-type: none"> • Revenue Canada Taxfiler 	 Median income for all
43. Education profile	<ul style="list-style-type: none"> • Percent of workforce with defined education levels 	5 years	<ul style="list-style-type: none"> • Canadian Census, Statistics Canada 	 % in higher levels
44. Employment training participation	<ul style="list-style-type: none"> • Number of participants in employment related training at Okanagan College, including via distance 	Annual	<ul style="list-style-type: none"> • Okanagan College 	 #



Revelstoke State of Sustainability Report

2012

Part 2 of 3 documents that make up Revelstoke's
Integrated Community Sustainability Plan

REVELSTOKE COMMUNITY VISION (1994)

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.

Revelstoke's ICSP is organized into a family of documents that include:



Part 1: Sustainability Framework

Outlines the purpose and context for the ICSP and identifies sustainability priorities and integrating strategies for achieving the community vision. Moving forward on sustainability is supported through an implementation strategy.

Part I summarizes the main points of the plan and will require infrequent updating.



Part 2: State of Sustainability Report

A current snapshot of the community's sustainability performance as well as challenges and opportunities.

Part II will require updating every 3-5 years.



Part 3: Sustainability Action Plan

Based on the integrating strategies, which support implementation by community collaboration, Part III provides goal statements detailed actions, timeframes and roles.

Part III is a working document and will require updating on a frequent basis, at least generally every 1-2 years.

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Appreciation

This report has been prepared under the direction of the Integrated Community Sustainability Plan Steering Committee and direct feedback from residents that attended the Sustainability Fair. The project team thanks the committee members, community members and City staff for their commitment to community sustainability, their thoughtful observations and their wise guidance.

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Summary of Revelstoke’s Sustainability Strengths, Challenges and Opportunities

Revelstoke has already taken significant steps towards sustainability, particularly for a city of its size. The community’s ongoing success in collaboratively identifying issues and opportunities, then planning and taking effective action, signal strong community capacity to continue to move towards long term sustainability.

There are challenges to moving forward, as well as opportunities for the community to ‘walk the talk’ of sustainability. The table below summarizes these strengths, challenges and opportunities for each strategic sustainability priority, in no particular order of relative importance.

Strategic Priority	Strengths, Challenges and Opportunities
Environment & Climate	
Climate resilience & healthy ecosystems	<p>Strengths</p> <ul style="list-style-type: none"> • City - Contracted Environmental Sustainability Coordinator; Environmental Advisory Committee; climate change adaptation planning; initiative to map Environmentally Sensitive Areas using science-based criteria from professional biologists and manage areas using planning tools; seeking Provincial Bear Smart status in partnership with Revelstoke Bear Aware; Revelstoke Community Forest Corporation management of forest resources for social, economic and environmental sustainability • BC Hydro – Environmental monitoring and restoration projects. • Community - North Columbia Environmental Society (NCES) educational activities, and annual volunteer habitat restoration event; Revelstoke Cycling Association low (environmental) impact cycling trails. <p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • There are risks that future development will damage ecosystems, including increased wildfires from recreation users. There are opportunities to coordinate how natural areas are used to allow use while protecting ecosystems. • Warmer temperatures, more rain at low elevations, more snow at high elevations, more extreme weather events, and changes in stream flows can be expected as the climate changes, with community impacts such as reduced summer water supplies, increased transportation disruptions and changes in tourism seasons. Designs and management of forestry, hydro, tourism, and infrastructure in the community needs to anticipate these changes.
Carbon neutral energy & emissions	<p>Strengths</p> <ul style="list-style-type: none"> • City – Signator to the BC Climate Action Charter is working towards carbon neutrality; corporate and community energy and emissions plans being implemented with the support of the contracted Environmental Sustainability Coordinator; Revelstoke Community Energy Corporation district energy (DE) system and expansion plan; Anti-Idling Bylaw; Smart Growth Development Checklist; public

	<p>transit available and winter ski shuttle; annual Bike-to-Work Week.</p> <ul style="list-style-type: none"> • Community - Kootenay Car Share Co-op with 3 vehicles. <p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • While BC Building Code changes are likely to increase building energy efficiency, there are few other substantive incentives. • Revelstoke drivers are likely to continue to prefer high fuel use vehicles, however many people already bike and walk lots and there are opportunities to increase these alternatives. • District energy system expansion will need significant investment as well as areas of higher density development to create adequate demand for business viability. • Updates to land use in the OCP along with the Transportation Master Plan and draft Unified Development Bylaw will encourage higher density around neighbourhood focal points. The upcoming repurposing of the three old school sites may create opportunities to implement these approaches. • Geothermal heating has potential in Revelstoke.
<p>Minimal waste</p>	<p>Strengths</p> <ul style="list-style-type: none"> • City – Household curbside recycling pick-up; community recycling depots; quarterly recycling events; pilot composting program for City operations; Smart Growth Development Checklist. • CSRD - Encourages construction materials recycling • Community – Private sector beverage container and electronics recycling; NCES waste reduction education; several businesses committed to waste reduction; Stoke List and other online classifieds; gear swaps; non-profit thrift stores. <p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • Plastic shopping bags could be banned locally as in some other communities. • Promotion of ‘waste free’ events or activities such as holiday celebrations or birthdays. • Increasingly, technologies and systems will change to support the reuse of waste products. The province’s work with Multi-Materials BC, a non-profit organization who represents the interests of industry, and local governments to develop solutions to significantly reduce solid waste generation in BC will support these changes. • Increasing opportunities for composting kitchen waste such as Bear Aware backyard composting and eventually curbside organics recycling, could provide large reductions in waste going to the landfill and generate a useful product for gardens/landscaping. • The CSRD maximizes opportunities for capturing methane gas from its landfills as an energy resource.

	<ul style="list-style-type: none"> • Convenient options for waste diversion, accompanied by an Illegal Dumping policy, could reduce the incidence of illegal dumping.
Responsible Water Use	<p>Strengths</p> <ul style="list-style-type: none"> • City – Partially implemented a Water Conservation Strategy; back-up water infrastructure (wells, reservoir); joined the Columbia Basin Trust WaterSmart initiative; Source Protection Plan underway for Greeley watershed; completed Phase 1 of 3 of a Liquid Waste Management Plan; sewer line from the treatment plant to the resort has the capacity to link the Arrow Heights neighbourhood; cosmetic pesticide use bylaw. • NCES - Household water conservation education.
	<p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • Potential long term impacts of climate change on the city’s water supply remain a concern that will be better understood when the Watershed Source Protection Plan is completed. • Costly expansion and improvement to the City’s water treatment plant and liquid waste management is needed to accommodate anticipated growth in demand for services. The timing and scale of these investments could be reduced through water conservation actions such as installing water-efficient fixtures and xeriscaping. • Retaining stormwater on site through the use of vegetative cover, bioswales, storage in cisterns for use in garden irrigation, etc. would allow stormwater to re-enter the groundwater system and reduce costs of sewer treatment. • Greywater - waste water most commonly from sinks, showers, bathtubs, washing machines and dishwashers - can be captured on site and re-used for irrigation or cleaning purposes. • A public awareness program on the effects of disposing toxic substances in the stormwater system could help reduce these incidents.
Social & Cultural	
Affordable, accessible housing	<p>Strengths</p> <ul style="list-style-type: none"> • City - Revelstoke Community Housing Society with one rental duplex, plans for a 12 unit condo and a pilot program with Habitat for Humanity; Bridge Creek Properties land bank for affordable housing; bylaws to permit secondary suites and Manufactured (Mobile) Home Redevelopment Procedure. • Community – Total of 41 subsidized rental units, with 12-17 households on the waiting list for these spaces during the past three years. Twenty-five households have accessed rent subsidies.
	<p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • As market based solutions for affordable, accessible housing are unlikely, the Community Housing Society and the City must continue to collaborate over the longer term to address needs for rental and low income households and employers,

	<p>including Revelstoke Mountain Resort, will need to become involved in find solutions to address the housing needs of seasonal workers.</p> <ul style="list-style-type: none"> • Planning and development policies, standards and agreements, especially the removal of barriers to developing secondary suites and carriage cottages, will be necessary to facilitate the development of lower priced market-based housing to meet the needs of medium income households.. • As the demand for affordable housing increases, there is an opportunity to develop the City’s Bridge Creek property with a range of housing options, to provide affordable housing for a wide-range of residents; low-income, young families, seniors, youth, etc.
<p>Caring, engaged community</p>	<p>Strengths</p> <ul style="list-style-type: none"> • City - Social Development Committee and contracted Social Development Coordinator; Age Friendly BC designation; Youth Initiative Committee and contracted Youth Liaison • Community – High level of volunteerism; school district is one of the highest rated in the province; new Early Learning, Literacy and Health Neighbourhood Learning Center at Begbie View Elementary with co-located child and family support services; extensive childcare spaces at Revelstoke Child Care Society and 11 family childcare centres; Early Childhood Development Committee initiatives support children so Revelstoke has one of the lowest vulnerable ratings provincially; breadth of family supports; growing and active Seniors Association; Community Response Network; Okanagan College immigrant settlement services and English as a second language (ESL) training; Multicultural Society events; Welcome to Revelstoke website, Newcomers’ Guide, Youth Survival Guide and Welcome Week.
	<p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • There are opportunities to bridge potential divides between long-time residents who are not part of the new resort scene, and new younger full-time residents and seasonal workers/visitors based on common interests, such as the spectacular local environment and a vibrant downtown business community. • The City is working to improve communications and focus planning activities to reduce “engagement fatigue,” address concerns about City operations and spending, and engage new residents and seasonal workers in community decision processes. Community organizations are encouraging volunteering as a way to engage new residents and seasonal workers. • Service providers have identified social isolation as an issue for some seniors, people with disabilities and people living on low incomes, particularly in the winter months. • There is an opportunity to promote the Age Friendly BC designation and continue to address accessibility and social participation challenges for seniors.
<p>Strong, vibrant creative identify</p>	<p>Strengths</p> <ul style="list-style-type: none"> • City - Revving UP: Revelstoke’s Cultural Strategy (2012); Heritage Commission and

	<p>designated downtown residential Heritage Conservation Area; Enhancement Committee; Public Art Committee; Grizzly Plaza expansion as iconic cultural location.</p> <ul style="list-style-type: none"> • Community - Parks Canada and four museums; celebrations of the local history and culture; Museums Collective; volunteer Revelstoke Arts Council, an umbrella organization for arts groups; many volunteer arts groups; new performance art spaces at Powder Springs Inn, RMR and the high school. <p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • Retaining the historic character of the community while achieving increased housing density and mixed use will require thoughtful design and strong commitment to the heritage element of the community identity. • Mechanisms are in place to continue to expand public art. • Not-for-profit volunteer groups lead the cultural sector, with the only paid staff at the Arts Council, Visual Arts Centre, Performing Arts Centre and three museums. The pool of volunteers is limited and burnout is a too common phenomenon. • Creative, market-based programming is needed to grow cultural activities to fully utilize the new performance spaces. • There is strong interest in re-purposing the historic Mountain View School as a downtown cultural focal point, with living and studio space for artists. • While the cultural community looks to the City to expand its support for this sector, residents don't place a high priority on funding this sector.
<p>Healthy, active, safe citizens</p>	<p>Strengths</p> <ul style="list-style-type: none"> • City - Social Development Committee and contracted Social Development Coordinator; Community Health Care Advisory Committee; Parks, Recreation and Culture Master Plan; fire, policing and emergency response services. • Interior Health – Provides a broad range of general health services. • Community – Private businesses and volunteer groups provide a wide range of health services; Poverty Reduction and Substance Use Strategies; Volunteer Search and Rescue and Highway Rescue Societies; many services for residents who are struggling to meet their basic needs; Health and Wellness Fairs for seniors and others; NCES Local Food initiative and community garden partnership with the United Church; expanding household gardening, hunting, fishing and preserving. <p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • The high cost of living makes it difficult for some residents to meet their basic needs. Implementing the 2012 Poverty Reduction Strategy should be a priority. • Substance abuse remains a concern. Full implementation of the 2010 Substance Use Strategy should be a priority. • Opportunities exist to expand local food production. • Partnerships to expand recreational infrastructure are developing. Keeping the

	<p>neighbourhood playgrounds and green spaces at the old school sites are a priority.</p> <ul style="list-style-type: none"> • Demands on emergency services are increasing, sometimes without resources to meet demands.
Local Economy	
Locally diverse economy	<p>Strengths</p> <ul style="list-style-type: none"> • City – Economic Development Commission; Revelstoke Community Forest Corporation and Revelstoke Community Energy Corporation are City-owned and cooperative businesses; partner with the Chamber of Commerce and Community Futures in a central Business Information Centre with “one stop” access to business supports; partners with the Chamber of Commerce and Accommodation Association to promote the City as a tourist destination and/or place to live or establish a business. • Community - Community Futures business loans, training, and other business services; Chamber of Commerce promotes and supports for local business.
	<p>Challenges and opportunities</p> <ul style="list-style-type: none"> • Most of the long term, larger employers are unlikely to expand significantly in the future. • For many businesses, improving transportation access to Revelstoke is important to their long term success. • Finding new owners for local business as current owners retire will be critical if current businesses and services are to be retained. • Commercial property taxation, costs and fees associated with commercial development and downtown parking requirements are perceived by business sector to be barriers to business success and growth. • More focus on small business by existing business service providers and improved entrepreneurial training will be required.
Global connections	<p>Strengths</p> <ul style="list-style-type: none"> • Community – Location next to National Parks attracts international visitors; global cooperative marketing as “Close to Heaven, Down to Earth” through several websites, brochures, other marketing strategies; Freeskiing World Tour at RMR; businesses hiring temporary and permanent foreign workers; WorkBC Employment Services Centre - Revelstoke provides services for temporary foreign workers; Welcome to Revelstoke website, Newcomers’ Guide, Youth Survival Guide and Welcome Week; partnership with Invest Kootenay for marketing for business succession nationally and internationally; digital communication is available throughout the community.
	<p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • Collaboration between marketing initiatives as well as targeted marketing will be

	<p>necessary to improve efficiency and effectiveness.</p> <ul style="list-style-type: none"> • Improved coordination and networking between the international community and business. • Continuing to develop and support services, events, education and information for both international guests and workers will be needed. • Continuing to advocate for improvements in road, air and rail transportation options will be important. However, improved accessibility could add to tourism visitation, but could also lead to more long distance commuting (e.g., to Fort McMurray.) • Public wireless access throughout the community would be an asset for tourism and improved digital communications capacity is required.
<p>Adequate, skilled workforce</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Community - WorkBC Employment Services Centre - Revelstoke; Community Futures self-employment support; Okanagan College training, trades and education programs.
	<p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • Baby boom generation retirements are and will continue to create labour force difficulties for businesses, and opportunities for local youth to fill gaps, or for foreign workers. • Integrating increasing numbers of full-time and seasonal international workers into the community creates both challenges and opportunities. • Providing in-town education and training that fits the scale of local demands is necessary, and difficult. Innovative approaches will be required.
<p>Community Capacity</p>	
<p>Community capacity</p>	<p>Strengths</p> <ul style="list-style-type: none"> • City – Significant precedent setting initiatives such as Community Forest Corporation, district energy system, resort municipality status, heritage conservation area, community housing society illustrating commitment and capacity to carry out complex initiatives; recently updated Official Community Plan; past Community Development Action Plans integrated City and community plans; active committees/commissions; regular updating of social development plans and some other plans; Comprehensive Community Survey updated every 5 years; no vacant positions. • Community – Community supported vision statement; several regularly updated community plans implemented via community groups; community organizations offer a breadth of programs and have strong fund-raising skills; extensive, strong volunteer organizations.
	<p>Challenges and Opportunities</p> <ul style="list-style-type: none"> • The strong capacity of the City and community organizations creates the potential to

	<p>be able to continue to address challenges.</p> <ul style="list-style-type: none"> • An ongoing process for reporting on movement towards sustainability is needed, which can be difficult to find time and resources to implement. • The ICSP creates an opportunity to reconsider membership, terms and responsibilities for City commissions/ committees to avoid “silo’ed” implementation. • Continued efforts to improve community engagement in City initiatives and communicate City activities is recognized and being explored. • Ongoing attention to City financial management is needed to face the fiscal challenges of resort development, and to build public confidence. • High personal and household debt loads may create future challenges. • Baby boom generation retirements from the City, agencies and community organizations is likely to require innovative human resource practices to successfully bridge this demographic and labour force change. • Important priorities for building community capacity will be collaborative implementation of the Substance Use Strategy and the Poverty Reduction Strategy. True, deep collaboration is needed to address these longstanding and embedded challenges. Swift implementation is essential to continue community support for social planning. • City and community plans will need to be aligned with the ICSP during regular updating. The draft Transportation Master Plan and updated zoning bylaw should be consistent with the ICSP before adoption. • The City and community organizations could support sustainability by reviewing their management processes, structures and systems to test consistency with the ICSP sustainability priorities and goals
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The first phase of this ICSP: The *Sustainability Framework* identified community priorities and integrating strategies for a Sustainable Revelstoke. This report summarizes the strengths, challenges and opportunities for achieving sustainability in Revelstoke.

The *Sustainability Framework*, this *State of Sustainability Report* and the *Sustainable Community Action Plan* will provide direction for the community to continue to move towards sustainability.

The next phase of this ICSP will create an *Action Plan* that updates the most recent version of the Community Development Action Plan with a focus on long-term sustainability. Starting with compilations of actions from existing plans, the project team will conduct interviews, focus groups and public input sessions to seek new ideas and then define priority actions to address the challenges and opportunities listed above for community sustainability priorities.

Part 1: Introduction

Through the Gas Tax Agreement, the BC government has funded many communities in recent years to complete Integrated Community Sustainability Plans (ICSPs). ICSPs encourage communities to take a fresh, long-term look at their future and focus on finding ways to become more sustainable.

Revelstoke's ICSP has the following characteristics:

- **Integrated** – Community members and the City have crafted many plans in recent years. The ICSP creates an 'umbrella' that integrates and links these plans for efficient action on community priorities.
- **Community** – Most of the plans the City initiates provide direction mainly to City operations. The ICSP is a community plan – not a City plan. This is another opportunity for Revelstoke to come together to solve problems and pursue its goals.
- **Sustainability** – Sustainability has long been a foundation for life in Revelstoke. Crafted in 1994, Revelstoke's Community Vision begins with '*Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.*' This ICSP provides a sustainability framework for prioritizing actions to meet our current needs while ensuring that the needs of future generations are also met.
- **Plan** – While this is a plan on paper, the ICSP Steering Committee and the project team are committed to ensuring this plan leads to community-wide actions to address priorities by community organizations, the City, businesses, households and individuals. It is a chance to focus, integrate, and strengthen activities community-wide, and galvanize implementation.

The Revelstoke ICSP is organized into a family of documents that include:

- **Part 1: Sustainability Framework** – This document outlines the purpose and context for the ICSP and identifies sustainability priorities and integrating strategies for achieving the community vision. Moving forward on sustainability is supported

through an implementation strategy.

Part I summarizes the main points of the plan and will require infrequent updating.

- **Part 2: State of Sustainability Report** – This document provides a current snapshot of the community's sustainability performance as well as challenges and opportunities.

Part II will require updating every 3-5 years.

- **Part 3: Sustainability Action Plan** – This document is based on the integrating strategies, which support implementation by community collaboration, Part III provides goal statements detailed actions, timeframes and roles.

Part III is a working document and will require updating on a frequent basis, at least generally every 1-2 years.

The following sources have been used to prepare this *State of Sustainability Report*:

- compilation of over 30 community plans and reports that have been completed since 2007;
- future scenarios developed for Revelstoke;
- 2012 Community Survey responses;
- interviews with staff from community organizations, the City and the business sector; and
- public input at community engagement events.

Readers can review most of the community plans that were used to prepare this report, and the 2012 Community survey at the ICSP project website (see info box below).

This report contains the following sections:

Part 2 Creating a Sustainable Future in Revelstoke - Outlines global and local sustainability challenges and provides an overview of the sustainability framework.

Part 3 Our Environment & Climate Sustainability – Assesses the state of sustainability for the strategic priorities: water responsibility; minimal waste; carbon neutral energy and emissions; and

climate resilience and healthy ecosystems.

Part 4 Our Social & Cultural Systems Sustainability – Assesses the state of sustainability for the strategic priorities: healthy, active, safe citizens; affordable, accessible housing; caring, engaged community; and strong, vibrant creative identity.

Part 5 Our Local Economy Sustainability - Assesses the state of sustainability for the strategic priorities: adequate, skilled workforce; diverse economy and global connections.

Part 6 Achieving Sustainability - Evaluates the community's capacity to implement sustainability.

Part 7 Moving to Action – Describes the linkage from this report to the *Sustainable Community Action Plan*.

This *State of Sustainability Report* provides the background for defining priority actions to achieve long-term sustainability in the *Sustainable Community Action Plan* phase of the ICSP.

For more information about Revelstoke's ICSP:

Project website: <http://www.cityofrevelstoke.com/index.aspx?nid=322>

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Part 2: Creating a Sustainable Future in Revelstoke

2.1 Global Context

What might the future hold for Revelstoke? Until recently, we were pretty safe predicting the future based on past trends. Today, global financial uncertainties, changing weather patterns, and global market places, for example, make it impossible to predict what the future holds with any certainty. There are many long term forces of change that most experts agree we will have to contend with over time – the following is a short list:

Economic

- The global financial system is in increasingly fragile and volatile, with high debt levels.
- Natural resource commodity prices, including fossil fuel prices are rising and/or are more volatile.
- Disposable incomes are declining as food, fuel and other commodity prices rise.

Social and demographic

- The population is aging and general health conditions are declining (rising obesity, diabetes, heart-related diseases and cancers), which is resulting in increased health care costs, changing housing needs and leisure preferences.
- Work structures are changing with employment becoming less secure while income inequality is rising and the middle income class is shrinking.

Environmental

- Weather events are becoming more severe, average long term temperatures are rising, and precipitation patterns are changing.

Technology

- The information technology revolution continues (cloud computing, artificial intelligence, digital media).
- Local energy supply technologies are expanding (district energy, solar, wind).

Political

- Security threats continue to increase due to rising

resource scarcity.

- Governments at all levels face increasing debt loads and increasing costs.

So how do we make decisions as individuals, households, businesses and communities to prepare and to ensure we remain resilient in the face of these changes? This new reality has been explored in creating this ICSP for Revelstoke.

2.2 Our Community Vision

In 1994 the Community Vision below was crafted through an extensive community process. This statement has been reaffirmed several times over the years. In 2009 the following additions were suggested: affordability, environmental protection, inclusive and supportive of all citizens and their diversity, architectural heritage conservation, act locally/think globally. This Vision provides our long-term aspirations for our community.

REVELSTOKE COMMUNITY VISION (1994)

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.

2.3 Our Sustainability Framework

Sustainability is a concept that has emerged over the past twenty years in response to these global trends, which impact quality of life. Revelstoke's sustainability definition emphasizes the mindset that is needed to make decisions as individuals and collectively to meet needs today without compromising opportunities for future generations.

Revelstoke's Sustainability Definition

Sustainability is a mindset – a philosophy and approach for decision-making that permeates everything we do and choose not to do – as individuals and collectively.

The core of sustainability is to:

- achieve a good life today, and
- create the potential for a quality future for the next generations.

A sustainable society depends upon the achievement of four conditions – not as isolated priorities, but as interconnected essentials:

- a vibrant, healthy and inclusive community,
- a healthy environment,
- a responsible and innovative economy, and
- a strong leadership collaboration in government and the community (at all levels).

A sustainable community depends on everyone working together - it cannot be achieved by any one party acting alone.

We do not know exactly how the future will unfold, but we know this:

- the future will be different from the past;
- in our community the future can be shaped by our choices and actions; and
- we can make better decision today by exploring what the future may hold.

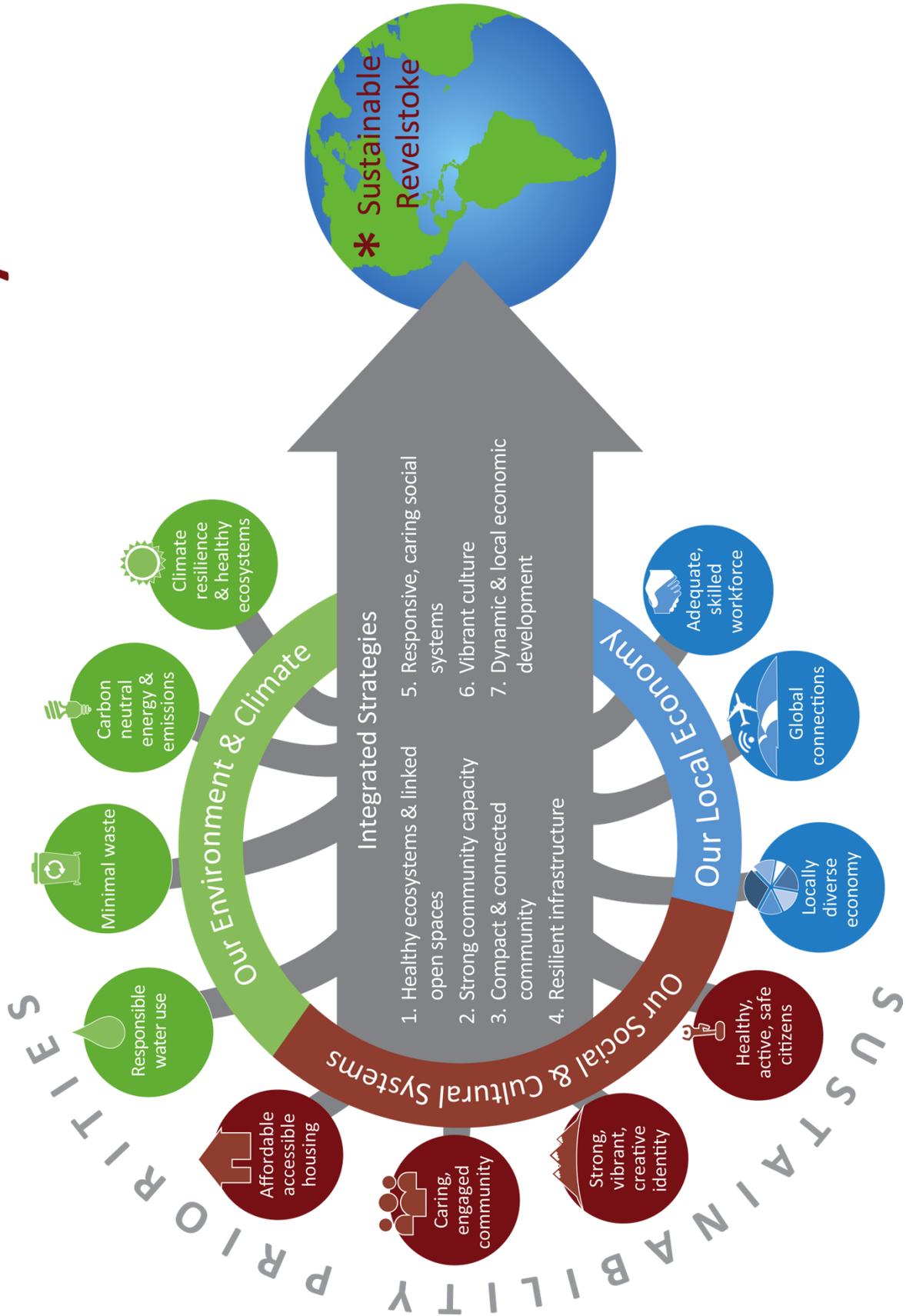
Considering the above forces of change, it is critical to define key priorities that we, as a community, will act on to ensure our long term resilience and sustainability. Accordingly, Sustainability Priorities have been identified to define the social, environmental and economic outcomes our city seeks to achieve over the long term. Together, these Sustainability Priorities define a “sustainable” Revelstoke. With our long-term vision well defined, Integrating Strategies were then developed to focus and coordinate our actions - to get more “bang for our buck” when it comes to time, energy and financial investments. The Framework diagram below illustrates our sustainable priorities and integrating strategies and the link to our future.

We haven't started from scratch creating totally new directions for Revelstoke – our Priorities and Integrated Strategies are consistent with current goals in existing plans. Through the ICSP process, we have added the perspective of a long term lens to plans the City and community organizations are already working on together.

This framework (see next page) provides the context for exploring Revelstoke's current state of sustainability in the remaining sections of this report.



Revelstoke Sustainability Framework



Part 3: Our Environment & Climate Sustainability



3.1 Climate Resilience and Healthy Ecosystems

3.1.1 Why is this important for a sustainable community?

Revelstoke is surrounded by nature; the richness of local ecosystems includes rare or endangered species such as the Western Painted Turtle, White Sturgeon, Short-eared Owl, Grizzly Bear, and Mountain Caribou. These and a myriad of other plants and creatures are supported by the forest, grassland, wetland, riparian areas and rivers in the area. Revelstoke is located in the world's only temperate inland rainforest. These moist to wet forests are naturally predominantly old growth and are similar to coastal rain forests.

Ecosystems provide opportunities for passive and active recreation, and more importantly, critical life sustaining environmental services. Natural areas clean our air, moderate our climate, provide us with food, absorb our wastes, and so much more. As a mountain town, Revelstoke's economy is dependent on local ecosystems for forestry products and tourism, and the well-being of local residents is closely related to the diverse ecosystems at our doorstep.

Population increases, ongoing development and carbon heavy lifestyles are creating significant environmental stressors across the planet. If unchecked, these stressors are expected to lead to massive changes in global and local weather patterns, ecosystem health and the survivability of plant and animal species the world over. In BC, there are more than 1,377 species at risk – plants, animals and insects that are in danger of becoming locally or globally extinct.

3.1.2 What does this mean in Revelstoke?

- Revelstoke has approximately 300 hectares (not including the golf course) designated within 12 parks and trails. Existing parks operated and managed by the City include three community parks (Centennial Park, Queen Elizabeth Park,

Williamson's Lake), six neighborhood parks (e.g. Big Eddy Park, Kovach Park, Moose Park), and thirteen other parks or undeveloped areas.

- The City is adjacent to Mount Revelstoke National Park, which includes extensive habitats as well as recreational infrastructure including trails and seasonal highway access to the alpine. On its other boundaries the City is surrounded by provincial crown forested land.
- The Illecillewaet Greenbelt Society manages the park between the Illecillewaet River and the River Trail as a green space on behalf of the community. BC Hydro manages much of the lands on the Columbia River floodplain, including the extensive 'drawdown zone' south of the community, which provides opportunities for recreation and important wetland wildlife habitats.
- Black bears, the occasional grizzly bear, cougars, deer, moose and coyotes traverse the community. Some of these animals become classified as problem wildlife as a result of damage to property (including trees and gardens) or wildlife-human interactions, sometimes resulting in the destruction or removal of the animal. Between 2005 and 2011, 55 black bears and three grizzly bear mortalities have occurred due to bear-human conflicts in Revelstoke.
- There are 18 threatened or endangered species that have been found in and around the City, including 8 birds, 4 mammals, 3 fish species, 2 amphibians, and 1 reptile.
- Mountain caribou, a threatened species provincially, inhabit forests adjacent to the community north of Highway 1. The local populations have declined substantially in recent years. Habitat changes through logging and other land uses, disturbance from motorized winter recreation, predation and possibly climate change are all possible causes of population declines.

- 85% of respondents to the 2012 community survey felt the condition of the natural environment around the community was very important to their quality of life. In the same survey, 76% felt the condition of the environment was very important to the state of the community's economy. This is a slight decline from the results received in the 2007 and 2000 community surveys (89% and 82%, respectively.)
- 27% and 30% of respondents to the 2012 community survey felt that biodiversity/wildlife and adapting to climate change impacts, respectively, were in the top 5 most important environmental issues needing attention.

3.1.3 What are we doing now?

- **Environmental Protection:** The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are recognized as environmentally sensitive areas in the OCP where development is controlled through a Development Permit Area.
- **Riparian Area Protection:** The City has adopted the Provincial Riparian Areas Regulation of the Fish Protection Act to protect aquatic areas. This is implemented through a Development Permit Area as well.
- **Environmental Sustainability Coordinator:** The City has a contracted coordinator to support movement forward on environmental priorities including energy management and water conservation. The City hired an arborist to develop and implement urban forestry practices.
- **Environment Advisory Committee:** The City committee was created in 2010 to provide overview and guidance on municipal environment-related initiatives.
- **Climate Adaptation:** In 2011 the City completed a Climate Adaptation Scanning and Planning Workshop where the following priorities were identified: community wildfire protection; bolster water conservation efforts; understanding the implications of the changing climate on tourism and recreation; adapting infrastructure including developing plans for stormwater management and Illecillewaet flooding, ensuring adequate water supplies for fire response, and considering future climate projections in new developments.
- **Bear Awareness Program:** The Bear Management Committee was initiated in 1996 and instituted the first Bear Awareness Program in the province. During the years the Bear Awareness program has been operating, there has been a substantial decline in the average number of bears destroyed each year. Bear proofing of garbage has been occurring at a modest rate. The City continues to pursue Bear Smart Community status. Revelstoke Bear Aware operates an annual gleaning project, collecting extra fruit and donating it to the food bank.
- **Mountain Caribou:** In terms of wildlife conservation, a group has formed to explore implementing a fenced calving area for 'rearing in the wild' as an option to recover local mountain caribou populations and a regional white sturgeon recovery committee is implementing actions to recover sturgeon populations.
- **Restoration:** BC Hydro has extensive research, monitoring and restoration initiatives underway in the Columbia River and Arrow and Revelstoke reservoirs through the Columbia Water Use Plan and the Fish and Wildlife Compensation Program.
- **Environmental Stewardship:** Citizen involvement opportunities are abundant. The North Columbia Environmental Society encourages environmental stewardship through education, a community garden and other activities and until recently, the Friends of Mt. Revelstoke and Glacier National Parks have promoted environmental care through their programs - the future of this group is currently uncertain.
- **Revelstoke Community Forest Corporation (RCFC):** RCFC was formed in April 1993 to regain some control over the local forest resources for social and economic reasons, and to improve forest management and environmental protection in the area.

- **Low Impact Recreation:** The Revelstoke Cycling Association is working to create and maintain low impact cycling trails.

3.1.4 Looking to the Future – Opportunities and Challenges

- **Expanding Recreational Development:** Ongoing development at RMR and other surrounding areas for recreational purposes (e.g. for cross-country or downhill trail riding) creates risks of changes to habitat areas and potentially other risks such as wildfires. Public access to natural areas is not always negative. People also learn more about natural systems as they engage with them and learn to respect natural processes. In this context, the city could consider coordinating how natural areas are used for recreational purposes that clearly identify areas for human access (and associated conditions) through to areas that have controlled or minimal human access.
- **Climate Change:** Perhaps our biggest threats relate to the impacts of climate change. The Columbia Basin Trust has identified the following trends of concern in our bioregion:³
 - **Temperature changes:** In the last century the average temperature in the Basin has increased by 1.5 degrees; most of this warming has happened in the last 30 to 50 years. Warming during all seasons is projected to continue over the next century, with the average annual temperature projected to be 1.6 to 3.2 degrees warmer by the 2050s compared to the average temperature for 1961 to 1990. One or two degrees of warming may not seem like much – until you consider that there is about a one degree difference in the average annual temperatures in Revelstoke and Salmon Arm.
 - **Melting glaciers:** Glaciers have shrunk on average 16 per cent based on a 15-year period ending in 2000. Most of BC’s glaciers are continuing to lose mass and many may disappear within the next 100 years.
 - **More rain, more snow, more extreme weather events:** Results from five Basin weather stations

indicate an increased rainfall of up to 45 per cent from 1913 to 2002 and reduced snowpack at lower elevations. Research has shown that between 1950 and 1997, snowpack declined by 20 to 40 per cent in the entire Columbia Basin. Future projections are for reduced summer rain and increased winter precipitation. Extreme precipitation events are projected to occur two to three times more frequently by the 2050s.

- **Changing stream and river flows:** We have experienced lower water levels in streams during the summer and higher levels in the winter. Between 1984 and 1995, spring runoff occurred 20 days earlier than it did between 1970 and 1983. These changes are likely to continue into the future, along with earlier spring peak flows and lower late-summer flows that continue into the fall, signaling increased potential for future water scarcity.

The city could consider practices for managing the impacts of climate change as it relates to changes in the city’s vegetative systems (e.g. urban forest). Assisted migration techniques have potential for supporting a transition to plant species that can be supported by the city’s future anticipated climate.

Resources

- 1) Old-growth Inland Rainforest Information Sheet. Columbia Mountains Institute for Applied Ecology:. 2004. <http://www.cmiae.org/Resources/old-growth-inland-info-sheet.php>
- 2) Millennium Ecosystem Assessment - Living beyond our means: natural assets and human well-being. Statement from the board. 2005.
- 3) City of Revelstoke Parks, Recreation and Culture Master Plan.2011. <http://www.cityofrevelstoke.com/DocumentCenter/Home/View/344>
- 4) From Dialogue to Action – A Summary Report: Preparing for a future climate that will be different from the past. 2012. http://www.cbt.org/uploads/pdf/DialoguetoAction_SummaryReport_Final_lo-res.pdf



3.2 Carbon Neutral Energy & Emissions

3.2.1 Why is this important for a sustainable community?

Scientists agree, global greenhouse gas emissions (GHG) must stop increasing by 2015 and be below 2000 levels by 2050 if we are to avoid potentially catastrophic climate change – change that will lead to uncertain and potentially severe collapse of agricultural production, droughts, global sea level rise, loss of species, and major human migration. What can communities do about this global issue? Communities are increasingly recognizing the benefit of taking action on energy consumption and local GHG emissions and they are finding their actions also support healthier, more sustainable, and economically secure communities.

Locally, energy efficiency also helps the wallet. Recent announcements by both Terasen Gas (Fortis) and BC Hydro indicate that energy rates are going to be increasing in Revelstoke. Reducing energy demand and examining options for renewable energy can help save money on bills, reduce vulnerability to energy price fluctuations and reduce GHG emissions. In addition, most renewable energy sector activities generate more jobs than conventional energy sector activities.

3.2.2 What does this mean in Revelstoke?

- 28% of respondents to the 2012 community survey indicated they felt that air quality was among the top 5 most important issues needing attention. This was a substantial decline from the 2007 survey, where 54% of respondents rated it as an important issue. This change may be related to the decommissioning of the two wood waste beehive burners at local sawmills since 2007.
- In 2007, GHG emissions from all sectors in Revelstoke were 62,824 tonnes of CO₂e. This is approximately 8.5 tonnes per capita, roughly one-half of the provincial per capita emissions in 2008.
- Energy use was 1,253,224 GJ - equivalent to almost \$26.9 million dollars in energy costs.

- Transportation made up over 65% of the emissions, and roughly half of the energy consumed. While buildings account for just over 50% of energy use, they create about 25% of emissions, due in large part to hydro-electricity used in both residential and commercial buildings.
- According to preliminary findings of the Transportation Master Plan, there are currently about 3,040 vehicle trips per hour within the community.
- Roughly 80% of people live less than 5 km from work/school and shopping/services which suggests active transportation options such as biking or walking are viable for many residents.
- 45% of respondents to the 2012 community survey felt that energy conservation and renewable sources was one of the top 5 most important environmental issues needing attention; it was the third most frequent response.
- 33% of respondents to the 2012 community survey felt that cycling/walking trails were among the top 5 most important social issues needing attention.

3.2.3 What are we doing now?

- **District Energy:** The Revelstoke Community Energy Corporation (RCEC) was created in 2005 to operate a wood-waste fueled district energy (DE) system. The current system provides DE steam for the dry kilns at the Downie Timber sawmill and hot water for heating at City buildings and several private buildings in the downtown core. This system reduces GHGs in Revelstoke by 4 – 5%. In 2011 the City completed a “District Energy Expansion Plan” which explored alternatives to grow the system. Plans are now in place to support expanding the system, including requiring large new residential or commercial developments to be designed for hook-up immediately, or over time.
- **Anti-Idling:** Revelstoke adopted an Anti-Idling Bylaw in 2008, and has signs posted throughout the community.

- **Climate Action Commitment:** The City has signed on to the BC Climate Action Charter with the provincial government and the Union of BC Municipalities, as well as the FCM Partners for Climate Protection program. The main goal of this project is for the City to become Carbon Neutral by 2012 – either by reducing emissions or by offsetting remaining emissions.
- **Energy and Emissions Plan:** In 2011 the City completed a “Community Energy and Emissions Plan” (CEEP) to define a GHG emissions reduction target and an action plan to achieve this target.
- **GHG Reduction Target:** The City of Revelstoke has amended the OCP according to provincial legislation that supports local governments to reduce greenhouse gas emissions, conserve energy and work towards creating more compact and sustainable communities. The current OCP emission reduction target is 8% by 2020 and 15% by 2030 compared with 2007 baseline levels.
- **Environmental Sustainability Coordinator:** Revelstoke contracted a coordinator in part to develop and support implementation of the City’s carbon neutral plan.
- **Smart Development:** “The City’s “Smart Growth Development Checklist” requires developers to indicate the walking distance from a planned development to bus stops, trails, greenways and cycling routes. It also includes criteria for energy efficiency of proposed structures, enhanced durability of construction materials, and design attempts to maximize exposure to natural light.
- **Clean Energy:** Reliable electricity is provided by BC Hydro from the provincial grid. The Mica, Revelstoke, and Arrow Lakes generating stations provide power

for use across the province.

- **Alternative Fuel Vehicles:** Vehicle fuels are primarily gasoline and diesel. There is an electric vehicle charging station but no bio-diesel or other alternative fuelling stations in Revelstoke. There are some very small quantities of mobile propane.
- **Car Sharing:** The Kootenay Car Share co-op currently offers 3 vehicles to members.
- **Local Transit:** Two public transit routes run Monday-Saturday during the daytime. In 2008, local Tourism Infrastructure funds were used to purchase 2 passenger buses, which transport residents and visitors to the ski hill – a third has been added in 2012/13.
- **Walkable Community:** Currently, about 20% of residents walk in the winter and 30% walk/20% cycle in summer.
- **Cycling:** In 2011, Revelstoke held its first Bike to Work Week. In 2012, there were a total of 58 teams registered, and a total of 427 cyclists participated – including 59 new cyclists.

3.2.4 Looking to the Future – Opportunities and Challenges

- **Energy Efficient Buildings:** The BC Government, through the BC Building Code, aims to gradually increase energy efficiency requirements for new construction to be in line with the province’s commitment to reduce GHG emissions. Changes to the code will benefit new local building owners through reduced energy spending. Without demonstrable market demand for energy efficient homes, there is little incentive for building energy



efficient homes that go beyond code requirements as most buyers tend to focus on other aspects of the home (e.g. interior design, appliances, etc.) and are very focused on housing costs. Currently, highly energy efficient technologies such as solar heating and geexchange systems are not required for meeting the building code as it relates to energy performance.

- **Low Carbon Transportation:** Past improvements to vehicle efficiency have been offset by increased size of vehicles. Trucks and SUVs use almost twice as much fuel as small cars so there is significant opportunity to reduce emissions by shifting to different vehicle types. In 2011 in Revelstoke, over 60% of personal vehicles are classified as trucks, vans, and SUVs.
- **Active Transportation:** Opportunities exist to reduce auto-dependence. Revelstoke has a large and active cycling community, and has relatively compact and flat geography. Cycling infrastructure could be expanded, complemented by an expanded car share and improved transit service.
- **District Energy Expansion:** The plans to expand the current district energy system should be a priority but this requires significant investment as well as substantial load demand (e.g. critical mass of heat customers to support the infrastructure investment). The city is supporting new, higher density development within the planned area of DE expansion to increase demand for heat and

efficiency of the system.

- **Mixed Use Community:** The new land use plan and upcoming zoning bylaw update, as well as the Transportation Master Plan should encourage energy efficiency by linking land use and transportation, and encouraging higher density around neighbourhood focal points and transportation routes. The repurposing of the three old school sites may create opportunities to implement these approaches.
- **Geothermal Energy:** Revelstoke has the potential for geothermal heating, with several residences in town using this technology. The technology has not been deployed on a larger neighbourhood scale in Revelstoke to date.

Resources

- 1) Fourth Assessment Report of the Intergovernmental Panel on Climate Change. 2007.
http://www.ipcc.ch/publications_and_data/ar4/syr/en/contents.html
- 2) City of Revelstoke Climate Action webpage.
<http://www.cityofrevelstoke.com/index.aspx?nid=324>
- 3) Comparative Analysis of Employment from Air Emission Reduction Measures. Pembina Institute. 1997.
<http://www.pembina.org/pub/1385>





3.3 Minimal Waste

3.3.1 Why is this important for a sustainable community?

On a daily basis we all deal with waste such as packaging and food scraps. On other occasions we need to figure out what to do with unwanted items such as outdated electronic equipment and furniture. Garbage that gets thrown out includes a lot of things that can be recycled, such as paper, metals, plastics and glass, as well as things that can be composted, such as food scraps and yard waste.

Garbage causes serious and often overlooked environmental and social issues on both the global and local scale. Local impacts of waste can include reduced water quality from disposal sites. To handle and move waste from our homes to the Revelstoke landfill, significant greenhouse gas emissions are generated from vehicles. Globally, the production of goods and materials, most of which eventually become garbage, is associated with excessive fossil fuel use, resource depletion and poor labour conditions. Solid waste disposal is also directly linked to the issue of climate change through the production and release of methane from landfills, which results from the decomposition of organic waste. The waste we generate is a significant contributor to our individual ecological footprint.

3.3.2 What does this mean in Revelstoke?

- The City is responsible for solid waste collection from residences throughout the community, via weekly collection. Most commercial properties use private waste management contractors for solid waste collection.
- The Revelstoke landfill is owned and operated by the Columbia Shuswap Regional District (CSRD). The first phase of the landfill will be capped in 2015.
- In 2011, 7,420 tonnes of waste, an 8% decrease from 2010, or 0.99 tonnes per capita were deposited at the Revelstoke Landfill.

- 91% of respondents to a survey in 2011 conducted as part of the city’s energy plan felt that more waste reduction initiatives would help residents reduce their household waste. 56% of respondents to the 2012 community survey felt that recycling/composting is one of the top 5 most important environmental issues needing attention; it was the most frequent response.

3.3.3 What are we doing now?

- **Smart Development:** The Smart Growth Development Checklist includes direction for waste management for new developments: “Does the project provide enhanced waste diversion facilities (e.g., on-site recycling, on-site composting, bear proof containers)?”
- **Waste Diversion Strategy:** The City of Revelstoke is currently coordinating with the Columbia-Shuswap Regional District (CSRD) to prepare a waste diversion strategy.
- **Curbside Recycling:** In 2012, the City began offering curbside recycling pickup within the city limits. Pickup occurs biweekly.
- **Recycling:** In addition to household curbside pick-up current recycling opportunities include:
 - CSRD contracts collection of newspaper, mixed paper, glass and tin food cans at two community depots;
 - at quarterly recycling events, CSRD contracts collection of batteries, paint, computers and other waste at one depot;
 - private contractors in the community recycle beverage containers, cardboard, electronic waste and metal; and
 - the City of Revelstoke has piloted a composting site for internal use.
- **Composting:** The City and CSRD are partnering to develop windrow wood waste/septage composting.
- **Construction Waste:** The CSRD recently released a Construction and Demolition Toolkit outlining a fee

structure to encourage the separation and recycling of construction and demolition materials asphalt shingles, concrete and asphalt pavement, bricks, refuse, gypsum/ drywall, metal, wood waste and yard and garden waste.

- **Awareness:** The North Columbia Environmental Society has developed a waste fact sheet, providing high-level information about waste and recycling in Revelstoke.
- **Waste Reduction:** Some local businesses are providing an incentive for consumers to reduce waste – the Modern café charges 25 cents extra for using disposable cups. The Stoke List, an online buy and sell classified, provides a means for local residents to sell items for reuse.

3.3.4 Looking to the Future – Opportunities and Challenges

- **Banned Bags:** Plastic shopping bags could be banned locally as other communities have done.
- **Education:** Trips to the local landfill would support awareness of issues related to waste management and would support reduced waste. The community would benefit from resources that support ‘waste free’ events or activities. For instance, resources that share ideas about how to achieve waste free holiday celebrations or birthdays would support greater citizen action.
- **Technology:** Increasingly, technologies and systems will change to support the reuse of waste products. For instance, the Vancouver has begun using ground plastic as a feedstock material for road surfacing.
- **Clothing/Gear Swap:** The success of the Stoke List could



be emulated in other ways. Organized clothing or gear swaps or free items could be posted online for increasing the reuse of materials that still have value. A day or two annually could be designated where residents could put useable things they want to give away at the front of their homes for others to pick up.

- **Composting:** It is estimated that after product packaging, organic kitchen waste makes up the largest component of household waste. Increasing opportunities for composting could provide large reductions in waste going to the landfill. There is potential to expand backyard composting with due attention to wildlife conflicts (e.g. coupled with Bear Aware program), and eventually transitioning to curbside organics recycling.
- **Methane:** Because of its size, there is no requirement to collect and flare landfill gas at the Revelstoke landfill. Doing so would significantly reduce GHG emissions. Collection of landfill gas could also be used for heating or power generation.
- **Dumping:** Illegal dumping still occurs outside of sanctioned landfill areas. Clear options for waste diversion, accompanied by an Illegal Dumping policy, could reduce the incidence of this occurring.
- **Producer Responsibility:** The province is working with industry, solid waste handlers and local governments to increase producer responsibility for waste. Multi-Materials BC, a non-profit organization that represents the interests of industry, is working with the province to develop solutions to significantly reduce solid waste generation in BC.

Resources

- 1) Revelstoke Community Energy and Emissions Plan. 5 <http://www.cityofrevelstoke.com/index.aspx?NID=327>
- 2) CSRD Solid Waste Management Planning webpage. <http://csrd.iwebez.com/siteengine/ActivePage.asp?PageID=438>



3.4 Responsible Water Use

3.4.1 Why is this important for a sustainable community?

Canada is rich in fresh water resources, and so too is Revelstoke. However, water quality and abundance can lead to a false sense of security and worse yet, over consumption of a precious and life-sustaining resource. When considering water resources, most communities, including Revelstoke, face high costs in delivering water from the source to the user. Infrastructure needs associated with water delivery include source protection, intake pipes, water treatment facilities, reservoirs, distribution pipes, pump stations, pressure reducing stations, system monitoring, maintenance and repair. As growth occurs in the community – either in number of water users or in the amount of water use per person or for business purposes – the need for new or updated infrastructure becomes more pressing, with associated financial consequences.

3.4.2 What does this mean in Revelstoke?

- Between 2009 and 2011 it cost between \$1.35 and \$1.65 million per year to treat and deliver water in Revelstoke. Per capita water use in Revelstoke in 2007 was approximately 910 litres per day; in comparison with other BC municipalities our average annual day unit water use is moderate with the peak day being moderate to high.
- Mid-summer water shortages in the main community reservoir have occurred when average daily consumption has as much as doubled due to heavy watering of lawns, gardens and other uses.
- The majority of the community gets its drinking water from the Greeley Creek watershed. Water quality meets or exceeds mandatory provincial safe drinking water standards in all categories. The watershed is designated as a Community Watershed which provides some protection from development. The City recently replaced its tank reservoir as a first step in upgrading the aging reservoir.
- A state-of-the-art water treatment plant operated by the City treats the water from Greeley Creek before distribution to the majority of City residents. Exceptions are the Big Eddy area, some properties along Highway 23 North and approximately 5 residential properties in Upper Arrow Heights - the majority of the properties in Upper Arrow Heights are now able to connect directly to the City service after a recent expansion of the water utility network.
- In the Big Eddy area, well-sourced water is not treated and is under permanent boil water advisory.
- There are small streams and springs that provide a potable water supply to residents adjacent to the resort lands. As part of the resort approvals, RMR has committed to ensuring adequate provision of potable water supply to these properties in the future. Recent disruptions in water supply to these residents are being addressed.
- There are approximately 2,916 residential and 298 industrial, commercial and institutional connections to the water system, with 289 fire hydrants. The City's water system can adequately supply a population equivalent of approximately 8,380 people. The Big Eddy Waterworks District has a further 285 hook-ups and 17 fire hydrants servicing about 500 users, with the capacity to expand to 2000 users with current infrastructure.
- The City's secondary wastewater treatment plant discharges treated water into the Illecillewaet River upstream of where it flows through the community. While water quality downstream of the site is compliant with Provincial Water Quality Guidelines, there are notable differences in water conditions between downstream and upstream locations of the treatment plant site. There is no sewer service in Arrow Heights, except to the resort, or the Big Eddy so wastewater is managed with septic tanks and fields, as in the regional district areas.
- City storm water catchment and disbursement is limited to the Farwell, downtown, south Revelstoke and a portion of Columbia Park neighbourhoods. This water is discharged directly into the Columbia River

without containment traps for oils or chemicals.

- 48% of respondents to the 2012 community survey felt that quality drinking water was one of the top 5 environmental issues needing attention; it was the second most frequent response. 22% of respondents felt that water conservation was one of the top 5 issues; only 9% of respondents felt that stormwater discharge was one of the top 5 issues.

3.4.3 What are we doing now?

- **Conservation:** The City has implemented a Water Conservation Strategy which includes irrigation water restrictions and monitoring, repair of water main leaks, a water metering trial/study and water conservation education activities, with free products. This has resulted in significant declines in water use, including irrigation use reduction of an estimated 30%.
- **Metering:** A water metering feasibility study is being implemented to aid in understanding the social, economic and environmental cost/benefits of water metering options.
- **Irrigation:** A back-up well has been drilled at the City golf course and provides irrigation water to the course. A reservoir has also been added in Arrow Heights.
- **WaterSmart:** The City joined the Columbia Basin Trust WaterSmart initiative in July 2012 and will update the Water Conservation Action Plan.
- **Source Protection:** The City has initiated a Source Protection Plan for the Greeley watershed to identify potential impacts to water quality and quantity from climate change and other factors, and define how to reduce these risks.
- **Liquid Waste Management Plan:** The City is completing the plan in order to ensure services meets future demand. Relocating the sewer treatment plant outfall to the Columbia River to achieve higher dilution rates is being investigated, along with other potential improvements.
- **Infrastructure Connectivity:** The sewer line to the resort development on Mt. MacKenzie is expected to eventually link the Arrow Heights neighbourhood to the treatment plant.

- **Responsible Snow Management:** The City separates “clean” snow from “contaminated” snow during snow removal operations and only clean snow is dumped in the Columbia River.
- **Pesticides:** The City adopted a pesticide use bylaw in 2011 that restricts cosmetic pesticide use. The North Columbia Environmental Society encourages pesticide-free gardening and water conservation through its environmental education programs.

3.4.4 Looking to the Future – Opportunities and Challenges

- **Climate Change:** Potential long-term impacts of climate change on the city’s water supply remain a concern.
- **Managing Growth:** Expansion and improvement to the City’s water treatment plant and liquid waste management is needed to accommodate growth in demand for services.
- **Illegal Dumping:** It is believed that residents regularly illegally dump substances into the storm sewer system. A public awareness program on the effects of disposing toxic substances could help reduce this.
- **Stormwater Management:** Retaining stormwater on site through the use of vegetation, bioswales, storage in cisterns for irrigation, would allow stormwater to re-enter the groundwater system.
- **Water Efficient Buildings:** Homes, offices and businesses could be encouraged to reduce water use through incentives for installing water-efficient devices, and offering courses in xeriscaping. The provincial building code could better support water efficiency for new construction.
- **Greywater:** Greywater, waste water most commonly from sinks, showers, bathtubs, washing machines, and dishwashers - can be used for irrigation or cleaning.

Resources

- 1) City of Revelstoke Water Conservation Study. 2007. <http://www.cityofrevelstoke.com/DocumentCenter/Home/View/669>

Part 4: Our Social & Cultural Systems

Background

People are the base of a sustainable community. Understanding the dynamic of full-time, part-time and visitor population numbers, ages and population flow in and out of the community is essential to meeting the demand for hard services such as water supply and sewage treatment, as well as for the adequate provision of housing and health, safety and support services over the long-term. Meeting those needs is a critical component of community sustainability.

Like many smaller rural communities, Revelstoke has experienced little growth in permanent population for many years, and has an ageing demographic. But, Revelstoke also has a strong tourism component to its economic base, including both summer and winter visitors and related seasonal and temporary labour demands.



There are two basic population “communities” in Revelstoke:

- **Permanent population** – Reside in Revelstoke.
- **Non-permanent community** - Made up of visitors, the temporary and seasonal labour force related primarily to tourism services and activities, and short term residents who have properties in Revelstoke who may visit on weekends, holidays or seasonally.

The permanent community has two components. One is tied to the core economic activities such as CPR and the forest sector, and business and services that serve the community. The second is a generally younger group of people who have been drawn to Revelstoke because of

the recreational amenities and lifestyle it offers. This group has generally either developed smaller businesses related to the tourism sector, or they are self-employed.

Impacts on sustainability

- The Revelstoke and area permanent population of approximately 7,924 is expected to grow only by approximately 200 by 2031 unless there is an unexpected driver for permanent population growth.
- Since 2006 the population aged 65 and older has increased and is expected to double to approximately 2,000 by 2031. As the population ages, attracting replacement workers to core business sectors such as forestry, will be necessary; business owners will retire, and business succession will have to be addressed; and the need for services and adequate housing for seniors will increase if those retirees remain in town.
- The 2006 to 2011 pattern of mobility shows net out migration of populations aged 15 to 24 years and 45 and older, with net in migration of the population aged 25 to 44 years.
- Based on the number of hotel beds, campsites, Band B’s, vacation rentals and non-resident owned homes, the peak non-permanent population in the summer and winter seasons is estimated to be close to the same size as the permanent population.
- Based on the limited growth in permanent population since Revelstoke Mountain Resort was established, additional tourism growth may not add significantly to the permanent population.
- If Revelstoke Mountain Resort grows as projected, there will be population growth, especially in the non-permanent population. The community is already experiencing demands on housing and services (e.g. highest rental rates in the region), and these will likely increase as non-permanent visitor and labour force populations expand.
- The responsibility for supporting community organizations and governance falls largely to the

permanent population. They are the people who sit on community committees and boards and who hold the values and perspectives that define what the community is and wants to become.

- The non-permanent residents are drawn to Revelstoke mainly by the tourism and recreation amenities Revelstoke and area has to offer, as well as to the community that has been created based on the values and perspectives of the longer term permanent residents. Many new permanent residents and small businesses have been drawn to the community for those same reasons, but to date, that in migration has been largely offset by folks leaving the community. This combination of in and out migration may eventually result in changes to the community values and perspectives.
- Most community services, especially water treatment, waste management and health and safety services must address the needs of both permanent and non-permanent population.

- In the recent community survey, 89% of respondents wanted to see additional permanent population growth in Revelstoke, with almost half wanting Revelstoke to grow to 10,000 or more, and 54% would like to see growth in the numbers of visitors from 7,000 to 15,000.

Resources

- 1) BC Stats Past population
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>
- 2) BC Stats Population Projections
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>
- 3) BC Stats Household Projections
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/Households.aspx>
- 4) Stats Canada Revelstoke Community Profile
<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>



Photo: www.revelstokecurrent.com



4.1 Affordable, Accessible Housing

4.1.1 Why is this important for a sustainable community?

Shelter is a basic human need, and the ability to be able to access adequate shelter that is affordable to a range of incomes, especially in the range from poverty to low incomes, is essential if the needs of all residents in the community are to be addressed. Younger people who are just starting their employment career, people who have disabilities or other challenges in obtaining or maintaining employment, those who are employed in lower paying jobs, or who are retired and living on a minimum pension are especially vulnerable.

If housing costs are too high, other aspects of quality of life such as basic health and nutrition can suffer, or in the extreme, people become homeless and dependent on shelter services and other support services, or are forced out of the community. If market housing prices are too high relative to incomes, it can be difficult for business and agencies to attract employees even in medium wage jobs, as those potential employees can choose to move to other locations where the cost of housing is lower. Providing higher wages to offset higher housing costs is an option, but that places local businesses at a competitive disadvantage.

4.1.2 What does this mean in Revelstoke?

- Historically housing prices have increased with employment drivers such as construction of dams and generating stations, and more recently with the development of Revelstoke Mountain Resort and the related housing demand for secondary vacation homes, accommodation for seasonal employment and tourist accommodations. The average sales price for Revelstoke homes was \$150,000 in 2003. By 2008 prices had skyrocketed to almost \$450,000, then declined to near \$350,000 in 2009, where they have remained.
- The market is not developing rental accommodations or low cost market housing that

can serve lower income employment households for a variety of reasons, including return on investment, rental accommodation management challenges, and other market opportunities.

- Six years ago rental for a bachelor apartment was \$364 a month; in 2011 it cost \$617, an increase of 69.5 per cent. A one bedroom that cost about \$441 in 2006 cost \$669 last year, a 52 per cent increase. A two-bedroom apartment that would have cost about \$529 in 2006, was \$867 in 2011, and increase of 64 per cent, and a three-bedroom unit that cost \$592 in 2006 cost between \$1,000 and \$1,500 in 2011, an increase of between 80 per cent and 150 per cent. Some rental rates have increased beyond these levels.
- In 2006, the proportion of renter households spending more than 30% of household income on shelter was about 33%. The number increased from 130 in 2001 to 245 in 2006.
- The proportion of owner households spending more 30% of household income on shelter in 2006 was about 16%. (Data from the 2011 Census is not yet available)
- Despite the construction of 24 new subsidized housing for seniors and people with disabilities in 2011, there are currently 15 households on the waiting list for social housing, including 8 with disabilities. In 2012 17 households with seniors and 8 low income, working families were receiving a rent subsidy.

4.1.3 What are we doing now?

- **Affordable Housing Strategy and Land Bank:** The City has completed the Revelstoke Affordable Housing Strategy and Policy Options report and has set aside approximately 16 acres of land for affordable housing initiatives.
- **Subsidized Housing:** Forty-one subsidized rental housing units are available for low income seniors (over 55) and residents with disabilities at Monashee Court, Moberly Manor and Mt. Begbie Manor and

Villas. From 12 to 17 households have been on the waiting list for these units annually over the past 3 years.

- **New Units:** The Revelstoke Community Housing Society has constructed a rental duplex on the City-owned Bridge Creek Properties. The City of Revelstoke, in partnership with the Governments of Canada and British Columbia, Columbia Basin Trust and the Revelstoke Seniors Citizens Housing Society recently constructed Mount Begbie Villas, two 8-plex townhome style cluster developments and an additional eight units at Moberly Manor to provide additional subsidized rental housing for seniors and the disabled, providing an additional 24 units.
- **Planned Construction:** The Community Housing Society is also one of four applicants that has approval to move to the next phase of the Columbia Basin Trust Affordable Rental Housing initiative, with plans to construct rental townhouse units at the City's Bridge Creek property. The Society has also recently agreed to partner on a pilot project to bring Habitat for Humanity programs to the community.
- **RMR Employee Housing:** The Revelstoke Mountain Resort Master Development Agreement requires the provision of employee housing in Phase 2. This is conditional on additional resort expansion which, at the current rate of development is unlikely to occur for many years.
- **Supportive City Bylaws/Procedures:** The City has approved bylaws to permit secondary suites and has established a Manufactured (Mobile) Home Redevelopment Procedure.
- **High Community Concern:** In the recent community survey, affordable housing was identified as the most important social issue by 75% of respondents.

4.1.4 Looking to the Future - Opportunities and Challenges

- **Local Solutions Needed:** Without substantial change in federal and provincial approaches to housing, it is unlikely there will be market based solutions for affordable, accessible housing.
- **Continued Collaboration Needed:** The Community

Housing Society, the City and employers, including Revelstoke Mountain Resort, are going to have to collaborate over the longer term to address affordable non-market housing needs for rental and low income households, seasonal workers and for people with challenges that limit their full participation in the labour force.

- **City's Bridge Creek Property:** As the demand for affordable housing increases, there is an opportunity to develop the City's Bridge Creek property with a range of housing options to provide affordable housing for a wide-range of residents; low-income, young families, seniors, youth, etc.
- **Secondary Suites and Carriage House/Cottages:** Market housing for medium income households will also have to be a priority. Planning and development policies, standards and agreements will be necessary to facilitate the development of lower priced market housing. The City could consider incentives to reduce barriers to construction of secondary suites and options to move forward swiftly to permit carriage houses.

Resources

- 1) Housing Statistics: <http://www.revelstokecurrent.com/wp-content/uploads/2012/05/HOUSING-%E2%80%93-RELATED-STATISTICS.pdf>
- 2) Revelstoke Community Poverty Reduction Strategy. 2012. [http://revelstokesocialdevelopment.org/assets/files/Rev%20Poverty%20Strategy\(2\).pdf](http://revelstokesocialdevelopment.org/assets/files/Rev%20Poverty%20Strategy(2).pdf)
- 3) Revelstoke Affordable Housing Strategy. 2006. http://www.revelstokesocialdevelopment.org/assets/docs/important_documents/Rev_Aff_Housing_Strategy.pdf
- 4) Revelstoke Residential Market Analysis. 2010





4.2 Caring, Engaged Community



4.2.1 Why is this important for a sustainable community?

In a caring community, residents have equal opportunities and rights regardless of age, gender, sexual orientation, religion, ethnicity, income level, health and physical or mental ability. Individuals or groups that require more support to realize their potential do receive community assistance. The social character of communities has been found to be directly related to their economic success and competitiveness. In particular, places that accommodate diversity enjoy the greatest success in attracting and retaining talent.

Citizens can be engaged in their community by supporting neighbours, volunteering in community organizations or participating in civic decision processes. Citizen participation fosters a sense of ownership in and support for sustainable community initiatives and decisions. As communities grow and change it is important to create opportunities for all residents to engage in community life to retain a strong sense of belonging.

4.2.2 What does this mean in Revelstoke?

- Citizens take an active role in community decisions – similar to 2000 and 2007, half of the 2012 survey respondents indicated they had provided input on a

major community decision in the past year. However, only 39% of respondents thought that public input influences major decisions – down from 52% in 2007.

- Revelstoke citizens are active volunteers - 65% of 2012 survey respondents indicated they volunteer their time and talents to the community, virtually the same as in 2007.
- Families are recognized as an essential foundation for the community - 97% of community survey respondents thought it was important to be, and close to 90% viewed Revelstoke as being, family oriented – results that have continued since 2000. Close to 45% of community survey respondents in 2007 and 2012 had family members living in Revelstoke other than in their home, illustrating the multi-generational family identity of the community.
- Children and youth receive special attention in Revelstoke, with education seen as essential to developing caring, engaged citizens.
- Approximately 1,000 seniors 65 years and older live here, representing 14% of the community population now, with the expectation that this will increase to 20% by 2021. In 2009, seniors' survey respondents indicated that most wanted to stay in Revelstoke for the rest of their lives; those who 'didn't know' cited insecurity regarding affordability and whether enough services would be available to meet their needs. Care for seniors was identified as one of the top five social issues that need attention in the 2012 community survey.
- People with disabilities are embraced and visible within the community, with some supports provided through government agencies and community organizations.
- In conjunction with the resort development, new immigrants and individuals with short-term work visas have joined the community as business and home owners, and as seasonal workers.

4.2.3 What are we doing now?

- **Public Input Options:** The City, CSRD and community organizations provide avenues and mechanisms for the public to provide input into key decisions. The City has identified the need for better communications to improve citizen engagement.
- **Volunteering:** Many volunteer groups take active roles in the economic, environmental, recreational and social dimensions of the community and have been responsible for key initiatives. Despite high participation levels, finding enough volunteers is limiting some groups. Community Futures Development Corporation has a committee to recognize and attract volunteers and this group is partnering with other organizations to host a volunteer fair.
- **Early Childhood Development Supports:** Establishment of the Early Learning, Literacy and Health Neighbourhood of Learning at Bebgie View Elementary In 2012 creates a focus for child and family oriented services, including the Revelstoke Child Care Society, which undertook an expansion to provide a total of 101 licensed child care spaces for infants to school age. In addition there are 11 family child care centres in the community. The Early Childhood Development Committee is a cross-sectoral volunteer committee that acknowledges, values and supports the shared responsibility of investing in young children (0-6 years). It coordinates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives. Through outstanding collaborative planning and actions, Revelstoke's children remain the least vulnerable in the province, based on research by the Human Early Learning Partnership.
- **School Goals:** The School District has set and achieved or exceeded goals for reading, math and social responsibility. The social responsibility initiatives have greatly increased students' sense of safety in schools. The number of students supported with behavioural challenges is at an all-time low, due to the proactive and preventative measures in place.
- **Literacy:** The Literacy Action Committee is the advisory body for several community organizations offering literacy supports and English as a second language training in Revelstoke. Strong community partnerships support and plan for literacy and learning opportunities for all.
- **Family Supports:** There are a variety of family supports in the community offered through the Ministry of Children and Family Development, Interior Health, School District 19, City of Revelstoke, Community Connections, Revelstoke Community Childcare Society as well as the Early Childhood Development Committee and Literacy Action Committee described above. 81% of 2012 community survey respondents indicated satisfaction with support for families and children, up from 65% in 2007. Citizens indicated a moderate to high priority for improvement in these services.
- **Youth Initiative:** A new cross-sectoral Revelstoke Youth Initiative Committee, with a contracted Youth Liaison, has resulted from the 2011 *Community Youth Assessment and Youth Action Plan*. This group meets quarterly to work collaboratively and actively to build community capacity to: value youth as citizens and masters of their own experience; strengthen the resilience of youth in the face of societal risk factors, and; enable all young people to meet the basic needs associated with a successful transition to adulthood. Community Futures Revelstoke is exploring the feasibility of developing a local youth social enterprise to provide opportunities for youth to develop skills while earning a reasonable living wage. 2012 community survey respondents ranked activities for youth as the second highest social issue that needs attention.
- **Seniors:** Revelstoke Senior Citizens Association Branch #83 is a volunteer organization that offers support, social and learning activities for seniors. A volunteer coordinator delivers a number of volunteer-based programs and the volunteer senior's counselor offers advocacy services. Seniors are also supported by Interior Health services. In 2009 the Social Development Committee completed an *Age-friendly Plan for Revelstoke and Area* which lead to a number of initiatives including a Seniors Resource Guide, support for initiatives at the Seniors' Centre, fall prevention program and other activities. 79% of 2012

community survey respondents indicated satisfaction with seniors supports, a significant increase from 60% in 2007. In 2012 Revelstoke was one of the first nine communities awarded 'Age Friendly BC' designation. Citizens indicated a moderate to high priority for improvement in these services.

- **Social Supports:** Interior Health (IH) offers some services for seniors, people with disabilities and others requiring social support. As well, the Seniors Citizens Association, IH funded Adult Day Program for seniors with certain needs, Community Connections Outreach Program and the Awareness and Outreach Program for people with mental disabilities are providing opportunities for socially isolated individuals to engage in activities. The Community Connections Social Justice Advocate serves as a point of contact for citizen concerns with local, provincial and federal social issues. The Community Response Network provides education around adult abuse, neglect and self-neglect.
- **Multiculturalism:** A local Multicultural Society has been re-created which leads a collaboration of community organizations to celebrate the annual "The Carousel of Nations" as well as film and other initiatives.
- **Welcoming Initiatives:** In 2011 "Welcome to Revelstoke – A Guide for Newcomers" was published and distributed throughout the community and a website for newcomers (www.welcometorevelstoke.org) was created to reduce confusion about how to find services and supports. A Welcome Week for seasonal workers and visitors kicked off the 2012/13 winter tourism season and the intention is to make this an annual event.

4.2.4 Looking to the Future – Opportunities and Challenges

- **Bridging Potential Divides:** As the community has grown and changed with the resort development, many residents who don't use the resort feel disengaged from planning processes and uncertain about the direction of community development. Concerns revolve around the rising cost of living and the impression that most of the new commercial ventures meet the needs of a younger generation of

resort and other outdoor recreation users. There are opportunities to bridge potential divides based on common interests, such as the spectacular local environment.

- **Improved City Communications:** There is a growing need for improved City communications, particularly regarding planning activities. The City has recognized this gap and is working to reconfigure its' communications and focus planning activities.
- **Broaden Community Engagement:** There is recognition that more can be done to engage new residents and seasonal workers in community life as volunteers and in community decision processes.
- **Social Isolation:** Service providers have identified social isolation as an issue for some seniors, people with disabilities and people living on low incomes, particularly in the winter months.
- **Age Friendliness:** The City could do more to promote its 2012 Age Friendly BC designation and continue to address accessibility and social participation challenges for many seniors. A key barrier to walking is the slippery condition of sidewalks and mounds of snow in the winter. More benches at bus stops, shopping areas, and at other downtown locations are also needed.

Resources

- 1) BC Stats Socio-Economic Profile for Local Health Area 19 – Revelstoke. 2011.
<http://www.bcstats.gov.bc.ca/statisticsbysubject/SocialStatistics/SocioEconomicProfilesIndices/Profiles.aspx>
- 2) An Age-Friendly Plan for Revelstoke and Area. 2009.
<http://www.revelstokesocialdevelopment.org/assets/files/Age%20Friendly%20Plan%20-%20Final.pdf>
- 3) Early Childhood Development Committee Strategic Plan Update. 2011.
<http://www.revelstokesocialdevelopment.org/assets/files/ECD%20Strategic%20Plan%20Update%20November%202011.pdf>



4.3 Strong, Vibrant, Creative Identity

4.3.1 Why is this important for a sustainable community?

A community's identity spans a number of aspects that make it a unique and desirable place to live. This includes the physical features of the community, from the natural environment to the built heritage as well as the designs of new public and private amenities (e.g. parks, streets, bridges, public buildings). Identity also includes less tangible aspects of a community character like reputation (accomplishments, track record) and sense of community (connections, neighbourliness, sense of belonging). Creative culture is also important and includes the artistic, musical, literary, culinary, political and social elements of a community.

A thriving community with a unique and attractive identity and vibrant cultural elements help attract residents, which is essential to a sustainable community over the long-term.

4.3.2 What does this mean in Revelstoke?

- Revelstoke has a strong identity based on its spectacular natural setting, historical buildings and authentic community character. The most common words respondents used to explain to other people what is most important to them about living in Revelstoke in the 2012 survey were: friendly, beautiful, community, skiing and mountains.
- Heritage is a valued element of the community, reflected in the turn-of-the-century theme of the downtown revitalization program, restoration of homes and business buildings and numerous public and private sector museums.
- The community is vibrant, with many ongoing social, cultural, economic and environmental activities. Volunteer groups host theatre, music, visual arts and speaker events throughout the year in a number of different venues. Private sector music offerings are growing. In summer, the evening music and Saturday morning Farmers' Markets in Grizzly Plaza are

popular gatherings. Early winter craft fairs and winter Farmers' Markets offer local and regional products.

- A high level of pride and optimism exists in the community – 72% of 2012 survey respondents were proud of Revelstoke and 91% were optimistic about the future of the community. Both results are very similar to the 2007 survey.

4.3.3 What are we doing now?

- **City Initiatives:** A City Heritage Commission is involved with the protection and enhancement of existing heritage buildings, residences and historical sites. A 'Heritage Conservation Area' in the downtown core has been identified and preserved through a specific bylaw recognizing the value of 'built form' and 'streetscape' in preserving community character. The City Enhancement Committee provides advice regarding new initiatives. The City also has a Public Art Committee and policy which has resulted in several public art installations in recent years.



- **Cultural Strategy:** *Revving UP: Revelstoke's Cultural Strategy* was updated in 2012 through a partnership between the City of Revelstoke, the Columbia Shuswap Regional District and the Revelstoke Arts Council. It is currently being reviewed and revised through an initiative of the City's Parks, Recreation and Culture Department. There are plans to create a

Parks, Recreation and Culture Advisory Committee to support implementation of this plan.

- **Public Installments:** The community's identity is illustrated in several locations around the community – for example at the recently expanded downtown Grizzly Plaza, the heritage information boards along the River Trail, and the new sternwheeler image at the Community Centre.
- **Parks Canada:** Parks Canada has taken the lead to celebrate and enhance the meaning of important, local historical events such as the 1910 Avalanche at the Rogers Pass, the driving of the Last Spike at Craigellachie, and development of the Tournament of Champions gateway to the park (in partnership with the City of Revelstoke).
- **Museums and Gallery Collective:** The Revelstoke Museums and Gallery Collective brings together the administrators of the museums and the Visual Arts Centre to encourage cooperation through joint marketing, programming and sharing of expertise and resources.
- **Arts Council:** The Revelstoke Arts Council is a volunteer umbrella organization with membership from the majority of arts groups in the community, which include theatre and visual arts.
- **Performance Spaces:** Inadequate performance space has limited the arts in the past, however the addition of the 275-seat theatre at the high school and the smaller theater at Powder Springs, along with the renovated day lodge at RMR create a variety of venues for expanded cultural activities.

4.3.4 Looking to the Future – Opportunities and Challenges

- **Design to Retain Heritage:** Retaining the historic character of the community while achieving increased housing density and mixed use will require thoughtful design and strong commitment to the heritage element of the community identity.
- **Human Resources:** Not-for-profit volunteer groups lead the cultural sector, with the only paid staff at the Arts Council, Visual Arts Centre, Performing Arts Centre and three museums. The pool of volunteers is

limited and many people wear multiple hats with burnout being too common a phenomenon.

- **Programming Challenges:** While there is interest in expanded music and film offerings, there are risks of low attendance and financial losses for organizers. Creative, market-based programming is needed to grow cultural activities to fully utilize the new performance spaces, possibly by partnering with the Accommodation Association, the Chamber of Commerce and the City.
- **Historic Mountain View School:** There has been interest in re-purposing the historic Mountain View School as a downtown cultural focal point, with living and studio space for artists and perhaps the location for a ski museum.
- **City Support:** While the cultural community looks to the City to expand its support for this sector, when asked how important it was for the City to take leadership to address the range of issues facing the community, 32% of the 2012 survey respondents deemed “cultural” to be very important and 48% somewhat important – a lower response than in 2007. While significant, this was lower than responses for environmental, economic or social issues, creating challenges for the City to expand its support, particularly in light of the financial pressures on the City.
- **Forest Harvesting Impacts on Natural Environment:** Some are concerned that forest harvesting within rural residential areas, in community viewscales and within close-in recreation areas around the City may compromise the spectacular natural environment which is part of the community identity.

Resources

- 1) Revving UP: Revelstoke's Cultural Strategy. 2012. <http://bc-revelstoke.civicplus.com/DocumentCenter/Home/View/349>



4.4 Healthy, Active, Safe Citizens

4.4.1 Why is this important for a sustainable community?

Citizens are the foundation of a sustainable community. Healthy, safe citizens can use their resources to better their lives and contribute to community life in ways that build a sustainable community. When health or safety is threatened, individuals and communities must focus on these basic aspects of life leaving them less able to address the often complex challenges of nurturing a sustainable community.

4.4.2 What does this mean in Revelstoke?

- Revelstoke residents are generally physically healthy, with lifespans equal to provincial averages and chronic disease levels below Interior Health Area averages; the one exception being asthma where the level is slightly higher in Revelstoke. Compared to other areas in BC, Revelstoke ranks in the top 10 in terms of health. 93% of respondents to the 2012 survey consider the general well-being of the people in their households to be stable or improving, almost the same result as in the 2007 and 2000 surveys.
 - Local food security is a growing concern, in part because of the high cost of food in the community, which was identified as one of the most significant barriers to meeting basic needs in Revelstoke based on the 2012 *Revelstoke Poverty Reduction Strategy*, and also because of the potential for disruptions in global food distribution due to environmental or political upheavals, energy shortages or health related issues.
 - Residents see problem substance use as less of a community issue than in the past. Fewer respondents to the 2012 community survey cited problems with substance use as negatively affecting them, their family, friends or co-workers; fewer identified problem substance use as a reason for unemployment; and over 15% fewer ranked it as a social priority. Alcohol and non-cannabis drugs are the greatest concerns. This does not mean it is no longer an issue – in the 2010 *Substance Use Strategy* service providers identify alcohol as posing the greatest harm, and define many barriers to effective prevention, treatment and enforcement in Revelstoke.
- The serious crime rate in Revelstoke is lower than the provincial average, however it increased from 2005-2007 to 2008-2010, reversing a past trend, while the provincial rate dropped. Non-cannabis drug offenses are higher than the provincial average, including for youth.
 - 91% of the 2012 community survey respondents felt safe in the community, and almost 100% felt safe in their homes - similar to the 2007 survey. Theft and vandalism continue to be the most frequent crimes respondents experienced, followed by physical assault and substance related crimes.
 - Over the past decade residents have repeatedly expressed the highest satisfaction with emergency services. However, in the 2012 survey 34% of respondents ranked these services as a high priority to improve.

4.4.3 What are we doing now?

- **Social Development Committee:** In 2008 the City appointed a Social Development Committee and contracted a Social Development Coordinator to facilitate proactive planning for positive social change. Through the Committee, community social organizations are working together on identified community priorities. Their most recent substantial projects include completing substance use and poverty reduction strategies, establishing a community-wide youth initiative and creating a newcomers' guide.
- **Health Services:** Interior Health, private businesses and volunteer groups provide a broad range of general health services. Residents have to travel to larger centres for specialized health care. IHA has recently adopted a focus on health promotion and prevention through their Healthy Communities Initiative. The City maintains a Community Health Care Advisory Committee that promotes open communication and active partnerships to address the needs of residents and visitors.
- **Health Fairs:** Approximately every second year the community holds a Seniors Health Fair, which attracted over 500 people in 2010. An annual community-wide Health and Wellness Fair is hosted by Community

Connections.

- **Community Supports:** Residents who struggle to meet their basic needs are supported through social housing; programs and services offered through community-based organizations (such as by the food bank, Social Justice Advocate and housing/tenant workers at Community Connections; the Womens' Shelter Society; and the Childcare Society); government agencies including Interior Health, Ministry of Children and Families, School District and Emergency Social Services and churches.
- **Local Food Security:** Some citizens garden, hunt, fish and preserve foods, thus supplying a portion their own food needs. Local foods (from within 100 mile radius) are available at the Farmers market, which now continues through the winter. The North Columbia Environmental Society hosts a number of educational activities promoting local food security and has partnered with the United Church to create a Community Garden and plan to create a community food charter.
- **City Services:** The City has adopted a *Parks, Recreation and Culture Master Plan* which guides the operation and development of City recreation facilities, including the aquatic centre, golf course and curling/skating Forum, with extensive programming.
- **Recreational Activities:** In addition to the wide range of City facilities, private sector enterprises provide downhill skiing/boarding, bowling gyms and yoga, volunteer recreational sports groups offer a range of activities for children and adults and the provincial government and Parks Canada maintain outdoor recreation facilities around the community. The volunteer Screensmart program continues to encourage active recreation. Affordability limits participation for some residents.
- **Emergency Services:** Emergency services are provided by the City Fire Department, RCMP, Revelstoke Search and Rescue and BC Ambulance Services. All services report increased calls, often related to the increased seasonal population. As in most rural areas of BC, ambulance services have become inadequate, prompting the Fire Department to implement the First Responder Program, in part to address this gap.

4.4.4 Looking to the Future – Opportunities and Challenges

- **Food Bank Use:** In recent years the number of food bank users has escalated and residents living with low incomes have had great difficulty finding suitable housing. The 2012 *Poverty Reduction Strategy* estimates that 32% of Revelstoke households are living with incomes below the level required to meet basic needs based on the actual cost of housing, food and other essentials in Revelstoke. High rent and food costs are the main concerns.
- **Substance Use:** The expansion of winter and summer adventure-based recreation is expected to engender a 'party atmosphere' with high risk activities like problem substance use. Implementing the 2010 *Substance Use Strategy* has been impeded by limited community resources being focused on other community priorities.
- **Support for Local Food Security:** Local food security could be supported through a BearSmart backyard chicken bylaw in the City, expanded community gardens (perhaps including a specific 'food bank' garden), retaining suitable lands in the Agricultural Land Reserve, identifying then reserving City properties that have the potential to grow food and supporting local agriculture businesses.
- **Expanded Recreational Facilities:** Recreational facilities that are identified priorities include an expanded skateboard park, a biking pump track, improved boat launches and keeping the neighbourhood playgrounds and green spaces at the old school sites. A continuous waterfront multi-use trail along the Columbia remains a desire for some.
- **Growing Demands on Emergency Services:** Emergency services all express concerns about the increase in incidents and costs related to seasonal tourism. These are expected to increase as tourism grows.

Resources

- 1) Revelstoke Local Health Area Profile. 2012.
<http://www.interiorhealth.ca/AboutUs/QuickFacts/PopulationLocalAreaProfiles/Documents/Revelstoke.pdf>
- 2) BC Stats Socio-Economic Profile for Local Health Area 19 – Revelstoke. 2011.
<http://www.bcstats.gov.bc.ca/statisticsbysubject/SocialStatistics/SocioEconomicProfilesIndices/Profiles.aspx>.

Part 5: The Local Economy



5.1 Locally Diverse Economy

5.1.1 Why is this important for a sustainable community?

Diversity is the foundation of resiliency and adaptability, both ecologically and in business. The greater the diversity in type and scale of businesses, the less vulnerability there is to a downturn in a specific sector, or failure of one business. Diversity in business types and scale also leads to increased opportunities to create “value chains” of businesses that support each other, and to broaden the employment skills and entrepreneurial base that can provide better opportunities for businesses to evolve with changing market demands.

5.1.2 What does this mean in Revelstoke?

- Revelstoke has a relatively diverse economy compared to many other rural communities. It has businesses and employment related to forestry, Canadian Pacific, government services including Parks Canada, BC Hydro, and a significant hospitality and services sector related to tourism and many other small businesses.
- Major project construction related to BC Hydro development has been significant in Revelstoke. Mica generating units 5 and 6 are currently being installed, and the 6th generating unit at Revelstoke dam is still a possible future project.
- The development of Revelstoke Mountain Resort has provided both construction jobs and permanent and seasonal employment related to resort operations. Future expansion will provide additional opportunities in both those employment areas.
- Development of the Resort, and the enhancement of other outdoor recreation opportunities such as biking, hiking and snowmobiling have been instrumental in attracting a number of new

businesses related to the tourism sector, as well as a number of small and home based businesses that have located here because of the outdoor recreation and small town lifestyle that Revelstoke offers.

- The number of business licenses issued increased from 680 in 2003 to 920 in 2012. All of that increase (net) has happened since 2007 and 2008, the same time period that the Revelstoke Mountain Resort was established.
- Many businesses in Revelstoke are small businesses. In a recent Business Retention and Expansion Survey, 68% of the 98 businesses that responded had 5 or fewer full time employees.

5.1.3 What are we doing now?

- **Community and Cooperative Businesses:** Revelstoke has established several community and cooperative businesses including, for example, the Community Forest Corporation, the Community Energy Corporation, the Community Housing Society, North Columbia Artists Co-operative, and the Revelstoke Farmers Market all of which try to help local businesses and create employment or income.
- **Business Information Centre:** The City has a central Business Information Centre that provides access to a “one stop” access to the Chamber of Commerce, the Economic Development Department, and Community Futures Revelstoke.
- **City Services:** The Revelstoke Community Economic Development Department provides a range of services including promoting Revelstoke as a place to live and do business and providing services to assist with business retention and expansion, including a Business Retention and Expansion Survey 2011.
- **Chamber of Commerce:** The Revelstoke Chamber of Commerce provides a broad range of services to member businesses. The Chamber has initiated a small business group, and has applied for micro

business training pilot project through the BC Chamber of Commerce. The Chamber is also championing the '10% switch' initiative to increase local purchasing.

- **Community Futures:** Community Futures Revelstoke provides a wide range of services for new and established businesses including business loans, self-employment training and business services.
- **Community Views:** In the recent community survey, the priority economic sectors respondents indicated the community should focus on developing were tourism and recreation, education and training, forestry value added, and agriculture. The lowest priorities were mining, technology, government services and agriculture. Improved business support was identified as a high priority by 43% of respondents. Leadership by the City related to the economy was identified by 84% of respondents as very important.

5.1.4 Looking to the Future - Opportunities and Challenges

- **Limited Expansion:** Most of the long term, larger employers are unlikely to expand significantly in the future.
- **Transportation access:** For many businesses, improving transportation access to Revelstoke is important to their long term success. Improved access includes more reliable road access through the winter and spring seasons, scheduled air services

and scheduled ground transportation to major centres such as Kamloops, Kelowna and Calgary.

- **Labour Force:** Maintaining and attracting an adequately skilled labour force for both replacement workers and for business expansion will be increasingly difficult due to competition from other regions of BC and Alberta, highlighting the importance of the new labour market committee.
- **Succession:** Finding new owners for local business as current owners retire will be critical if current businesses and services are to be retained.
- **Taxation and Fees:** Commercial property taxation and costs and fees associated with commercial development are perceived by the businesses to be a barrier to business development.
- **Focus on Small Business:** Based on community and business input, more focus on small business by existing business service providers and improved entrepreneurial training will be required. There may be opportunities to provide common office and services space, networking, sharing resources, collaboration, connecting digitally.

Resources

- 1) Revelstoke Business Information Center
<http://www.cityofrevelstoke.com/index.aspx?NID=116>
- 2) Revelstoke Community Profile. 2011.
<http://www.cityofrevelstoke.com/DocumentCenter/Home/View/384>





5.2 Global Connections

5.2.1 Why is this important for a sustainable community?

Revelstoke has a diverse local economy, but it is directly tied to the global economy. Maintaining and enhancing both physical connections such as road, rail and air, communication and marketing connections, and business and personal relationships to the rest of Canada and the world are essential to the long-term sustainability of the economy and community.

5.2.2 What does this mean in Revelstoke?

- The forestry sector, Canadian Pacific, and the tourism sector all depend on international markets and increasingly, those businesses are looking internationally to fill labour supply needs.
- Managing some of those connections is outside of Revelstokes' mandate. For example, the Province recently announced \$506 million to widen the the Trans-Canada Highway from Kamloops to the Alberta border to four lanes. No federal funding has been committed, and the commitment by the current government may not survive a provincial election. It is unlikely that level of financial commitment would be sufficient to complete that project.
- Decisions about scheduled air services and passenger rail, or a stop by the Rocky Mountaineer are also made by businesses outside of Revelstoke.
- Revelstoke can and does inform and advocate for improvements in those connections.
- Improving or managing communications and marketing and building and maintaining global relationships can be addressed by Revelstoke.

5.2.3 What are we doing now?

- **Marketing:** The Chamber of Commerce, The Revelstoke Accommodation Association, the City Community Economic Development Department and

Revelstoke Mountain Resort all promote Revelstoke through web sites, brochures and other marketing strategies such as trade shows.

- Businesses, either independently or in partnership with the provincial government are attracting both temporary and permanent labour from international sources. The “Close to Heaven, Down to Earth” community marketing theme has been developed. Revelstoke Mountain Resort in partnership with the Revelstoke Accommodation Association is hosting the Freeskiing World Tour in 2013. Revelstoke has been used as a set for movies that had an international market.
- **National Parks:** Glacier National Park, and Mount Revelstoke National Park, as part of the National Parks system, also provides links to international markets, and are connected to the community in a variety of ways, including the Revelstoke Chamber of Commerce web site.
- **Supports for International Workers:** The Revelstoke Employment Services Centre provides services for temporary foreign workers. The Welcome to Revelstoke website provides information in four languages for international guests and temporary and permanent international employees.
- **Welcoming Community:** An “Attracting and Welcoming Immigrants to Revelstoke BC - Scanning the Opportunities” (2005) report has been developed. Many of the recommendations from this report were incorporated and implemented through a “Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke” which was led by Okanagan College. A Multicultural Society has been re-created in the community.
- **Invest Kootenay:** A partnership with Invest Kootenay has been developed to assist with marketing for business succession both nationally and internationally.
- **Digital Connections:** Digital communication capacity appears to be adequate at present, but may need to

be enhanced in the future.

5.2.4 Looking to the Future - Opportunities and Challenges

- **Marketing Collaboration:** Collaboration between marketing initiatives and business initiatives to create efficiency in international marketing will be necessary. For example, cross linkage on web sites, referral lists and cross referrals, and trade show collaboration could be improved. A Revelstoke and area web portal has been suggested.
- **Targeted Marketing:** Targeted marketing for visitors, for investment, entrepreneurs and labour supply will be necessary to help create improved efficiency and effectiveness.
- **International Focus:** Revelstoke will have to continue to develop and support services, events, education and information initiatives that focus on both international guests and international workers.
- **Transportation Improvements:** Revelstoke will have to continue to advocate for improvements in road,

air and rail transportation options, being mindful that improved accessibility could add to tourism visitation, but could also lead to more long distance commuting (e.g., to Fort McMurray).

- **Digital Communications Improvements:** Improving digital communications capacity may be required in the future. Public wireless access throughout the community could be an asset for tourism.

Resources

- 1) Revelstoke Chamber of Commerce
<http://www.revelstokechamber.com/>
- 2) Revelstoke Accommodation Association
<http://stayinrevelstoke.com/>
- 3) Revelstoke Economic Development
<http://www.cityofrevelstoke.com/index.aspx?nid=115>
- 4) Revelstoke Mountain Resort
<http://www.revelstokemountainresort.com/>
- 5) Parks Canada
<http://www.pc.gc.ca/eng/pn-np/bc/revelstoke/index.aspx>





5.3 Adequate, Skilled Workforce

5.3.1 Why is this important for a sustainable community?

Maintaining an adequate skilled labour force is important to the success of local businesses and agencies, and subsequently to the long term sustainability of the community. A skilled labour force creates a wider range of opportunities for new businesses and related employment. Looking forward, it is projected that over 60 percent of employment demand between 2007 and 2017 in B.C. will be accounted for by replacement demand due to permanent attrition (retirements and deaths), and that only 24% of the demand for employment for that period will require high school or lesser education.

5.3.2 What does this mean in Revelstoke?

- The work force in Revelstoke has two components, the permanent workforce associated with employers such as Downie Timber, Canadian Pacific, public services and other businesses that need a permanent labour force, and the temporary and seasonal labour force associated mainly with the tourism sector and related service businesses.
- In 2006 (data from the 2012 Census is not yet available) there were 3,720 people employed in Revelstoke, and an additional 435 people were self-employed. At that time unemployment was approximately 10%. Of all those aged 25 to 64 years in 2006, the potential labour force, 45% had high school or lesser education, a significant positive decrease

from 52% in 2001. Eighteen percent had trades or apprenticeship qualifications in 2006.

- In the 2011 census approximately 23% (1,065) of the local labour force was age 55 to 64 so many of these workers will be retiring over the next 10 years.
- Temporary foreign workers are increasingly being relied on for labour supply in the accommodation and food sectors.
- There is no reliable "total number" for seasonal or temporary workers in Revelstoke. BC Stats reports 163 temporary workers in 2010, with 88% of those (143) being foreign temporary workers. The number of temporary Canadian workers (20) seems low.
- As the B.C. and Canadian economy recovers, labour demand from other regions and from oil sands and natural gas development will make it more difficult to attract labour.
- A recent survey of employers identified a current difficulty in attracting mid-career professional and technical employees and also some difficulty finding people for seasonal retail and hospitality, and other lower paying (minimum wage) positions. Cost of living and housing were cited as challenges.
- In a recent survey related to business retention and expansion, 60% of businesses reported that their employees needed training or skills improvement.
- The high proportion of the current labour force with high school or less education means that the current economy in Revelstoke doesn't provide adequate career opportunities for young people with advanced education and training.



- In the recent community survey, 63% of respondents felt Revelstoke is welcoming to people of all cultures. They also felt that the main reasons for unemployment was lack of jobs and people don't want to work, and that the key factors that could draw labour to Revelstoke are higher wages and jobs that match education and training.
- There are perceptions that businesses do not generally invest in their workers in terms of education and skills development.

5.3.3 What are we doing now?

- **Labour market:** A labour market study was undertaken in 2006. Currently, employers are responsible for attracting and retaining labour.
- **WorkBC-** Revelstoke is organizing a labour market committee, including employers, agencies, and training organizations to focus on labour market issues and solutions.
- **Promotion:** The City, Chamber of Commerce and the Accommodation Association are actively promoting the City as a place to visit and/or as a place to live or establish a business.
- **Employment Services:** The WorkBC programs at Employment Services Centre provide workshops related to employment and case management for individuals who have had difficulty remaining employed. They can also provide a wage subsidy for folks who have an attachment to EI (employer training based) for 24 weeks and up to 50% of wages. The Centre also provides services for temporary foreign workers. The Chamber of Commerce provides an employer guide for hiring foreign workers.
- **Self-employment:** Self-employment support is provided by Community Futures.
- **Education/Training:** Okanagan College Revelstoke campus provides a range of continuing studies, part time vocational and first aid training opportunities including a rotating trades program as well as adult upgrading courses and tutoring. The College also does contract initiatives with government e.g., employment skills access, Youth Skills Link program. Due to the relatively

small scale of employment training needs, some courses can't be delivered. The College needs a minimum of 9 students in a class.

5.3.4 Looking to the Future - Opportunities and Challenges

- **Retiring Workers and Youth Opportunities:** If the retiring labour force cannot be adequately replaced, current businesses may face challenges in remaining profitable and/or competitive. Opportunities in the employment chain may be available for local youth with the right skills and training as these positions open up if they are filled internally.
- **Skilled Workers:** If new skilled employees are not available, businesses that wish to expand or locate in Revelstoke may not be successful. Businesses are increasingly looking at foreign workers, especially in lower paying positions, to address those needs.
- **Seasonal Workers:** Integrating increasing numbers of full time and seasonal international labour into the labour force and into the community will become more important.
- **Skills, Education and Training:** Developing skills, education and training opportunities that fit the scale of demand is both necessary and difficult. On-line education, mentoring, tutoring and other locally developed and supported options may be required.

Resources

- 1) *BC Stats Community Facts – Revelstoke.*
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/SocialStatistics/CommunityFacts.aspx>
- 2) *Ten Year Employment Outlook for BC 2007-2017.*
http://www.aved.gov.bc.ca/labourmarketinfo/reports/COPS_BC_Unique_Scenario_2007-2017%20.pdf
- 3) *WorkBC Employment Services Centre - Revelstoke*
<http://www.workbc-revelstoke.com/>
- 4) *Revelstoke Business Retention and Expansion Survey Results. 2011.*

Part 6: Achieving Sustainability

Background

Since sustainability emerged as a call to action in the 1987 Brundtland Report, municipal governments have taken the lead in Canada and abroad. In BC, Revelstoke was an early leader in both carrying out the necessary planning and analytical work, and taking action. The Community Vision (1994), Community Development Action Plans (CDAPs) (created in 2001 and updated in 2006 and partially in 2009 and 2011), Water Conservation Strategy, Official Community Plan (OCP), Community Energy and Emissions Plan, Early Childhood Development Strategy, Age Friendly Plan and Community Housing Society to name only a few, all signal Revelstoke's commitment to collaboratively integrating environmental, social and economic values into plans and actions in order to secure its long-term well-being.

The city has also moved forward on projects that are unprecedented for a community of its size; Revelstoke Community Forest Corporation, Revelstoke Community Energy Corporation, a cosmetic pesticide bylaw, the Children's Charter and curbside recycling are just a few examples of the community's commitment to positive, sustainable change.

While Revelstoke has made substantial progress in terms of sustainability planning and collaboration, there is a shared recognition that it's time to focus on action. Translating ICSPs into 'on the ground' action is not an easy undertaking. The City is facing increasing demand for services along with growing expectations for fiscal restraint while community organizations face cyclical funding and human resource challenges.

The context for this ICSP is mainly defined by the two following conditions:

- **The ICSP is a "community" plan:** Revelstoke's ICSP is a community-owned plan, which means the City will work collaboratively with government agencies, and community organizations to coordinate the implementation of actions defined in the plan. Regular monitoring, reporting and community engagement will also be a shared responsibility.

While it is a community-owned plan, the City has jurisdiction and resources to operate critical infrastructure and manage many community services. The City also enjoys delegated power from the Province to regulate the location and quality of private development and businesses. For these reasons, the City will assume a primary role in facilitating implementation; how and where City resources are deployed will greatly influence implementation.

- **The ICSP is an overarching plan:** The ICSP will act as the highest-level planning document that sets direction for City and community plans, policies and operations. It recognizes what Revelstoke is doing well, providing guidance on how to build on these strengths while identifying gaps and possible solutions. The sustainability framework will guide the medium-term process of integrating sustainability considerations into current operations, community development and community engagement activities, as Community Development Action Plans have done in the past.

The plan will support an ongoing focus on achieving the desired long-term social, economic and environmental outcomes through regular monitoring, reporting and continuous improvement. As well, the plan will provide critical direction for how to integrate sustainability into decision-making and how the community can work together to achieve its vision.

To prepare for and support implementation over the long term, understanding the readiness of local organizations to work collaboratively is of critical importance. Using common implementation practices as measures for analysis, the following section seeks to answer the fundamental question: ***Are community partners positioned to support implementation of the ICSP?***

6.1 Capacity Evaluation Approach

There can often be a gap between what a community commits to do in plans and what it actually delivers. While the size of the gap can vary from issue to issue, the gap is most often caused by a lack of alignment and integration in six key areas: **visioning, engagement,**

resourcing, planning, implementation, and management. These practice areas can operate independently with competing and sometimes conflicting priorities. The table below defines the practice areas and highlights common practices.

Practice Area for Implementation	Overview of Common Practices
Clarity of VISION: The ICSP itself, which defines what the community wants to achieve over the long-term	<ul style="list-style-type: none"> • Complete, comprehensive ICSP • Broadly supported vision statement • Compelling priorities and goals • Strategic Framework • Specific, measurable, achievable, realistic and time-bound objectives (SMART), targets and indicators • Public reporting
ENGAGE to Collaborate and Communicate: Effective mechanisms for collaboration, engagement and communication amongst local governments, community groups, government agencies and citizens	<ul style="list-style-type: none"> • Clear governance roles with formal partnerships • Collaboration activities • Education and training • State of sustainability reporting • Celebration • Communications activities
RESOURCE Adequately: The City and community organizations have access to adequate resources over the long-term to implement the ICSP	<ul style="list-style-type: none"> • Finance, budgeting and debt management • Human resource management • Asset management • Maximizing external funding opportunities
PLAN Alignment and Integration: City, community organization and collaboration plans define short-, and medium-term approaches to achieve long-term priorities defined in the ICSP	<ul style="list-style-type: none"> • Planning process integrates ICSP Vision, and goals into development of specific plans • Plans complement one another
ACTIONS that Demonstrate Commitments: Programs, services, projects, legal requirements and advocacy aligned with the ICSP so that what the community actually does reinforces and demonstrates its sustainability commitment - including making hard, potentially unpopular decisions which maximize integrated opportunities	<ul style="list-style-type: none"> • Early, collaborative action • Operations, programs, services and projects aligned with community plans • City and agency regulations and standards aligned with community plans/ICSP
MANAGE Processes, Structures and Systems: Embed sustainability in day to day decision-making through organization structures, processes, policies and management systems	<ul style="list-style-type: none"> • Organization structure and teams • Organization culture • Management systems, administrative policies, decision-making tools • Monitoring, evaluation and continuous improvement

6.2 Evaluation of Revelstoke Community Capacity for ICSP Implementation

The following table uses the common practices identified above to evaluate Revelstoke’s capacity to implement an ICSP.

	What are we doing now?	Future Opportunities and Challenges
Clarity of VISION	<ul style="list-style-type: none"> Revelstoke has a well-crafted vision statement that has been continuously supported since 1994. This vision was the starting point for the ICSP. The ICSP will identify sustainability priorities that define ‘what’ the community seeks to achieve, with clear goal statements and integrated strategies that define ‘how’ it will get there. The ICSP will also define how the community will work together to implement the plan and report back to the community on a regular basis. 	<ul style="list-style-type: none"> For many communities who have created ICSPs, ongoing reporting is a major challenge. It is often difficult to find time and resources to complete regular progress reports and evaluate the need for changes in community activities to more effectively address priorities. The ICSP will define how and who will implement this important aspect of achieving sustainability.
ENGAGE to Collaborate and Communicate	<ul style="list-style-type: none"> The City has established committees and commissions who provide critical direction and support for addressing issues of community interest. In particular the Social Development Committee has strengthened collaboration in this sector. As well, community and volunteer organizations work collaboratively to plan and take action to improve community life. A comprehensive community survey, completed approximately every 5 years, monitors satisfaction levels and identifies emerging concerns and priorities. The City maintains an extensive website that posts critical community work and programs and provides an ongoing mechanism for input. An intense period of City planning over recent years has resulted in engagement burnout and concerns about City processes. Recently the City has tested Town Hall meetings as an engagement/communication tool to respond to community concerns about existing approaches. The City and community partners have worked hard to ensure strong public participation in the ICSP. This investment in 	<ul style="list-style-type: none"> Maintaining community interest in sustainability and collaboration during implementation can be difficult if roles are not well defined and there are no clear leaders or champions. The ICSP will build on the success of ongoing collaboration in the community to support CDAP implementation by reframing current action plan sections around the ICSP integrated strategies. This creates an opportunity to reconsider membership, terms and responsibilities for City commissions/ committees. To avoid “silo’ed” implementation, an overarching ICSP committee with membership from current committees/commissions might be appropriate. The ICSP will recommend a framework for community collaboration and governance to support ICSP implementation. A Community Engagement Master Plan that is developed through effective collaboration that reflects the preferences of residents may help address the City’s communication challenges.

	<p>community capacity building will support ongoing implementation over time.</p>	<ul style="list-style-type: none"> • Persistently communicating the need for sustainability, the vision and priorities will be necessary. A dedicated ICSP webpage for posting the ICSP and regular progress reports is suggested.
<p>RESOURCE adequately</p>	<ul style="list-style-type: none"> • The City relies on property tax revenue (\$10.3 million in 2012) as a significant component of its income (\$18.6 million in 2012), making it necessary to balance taxation, services and related operating and capital costs, and long-term debt (currently \$19 million – projected to increase to \$26.6M by 2016) in a way that allows Revelstoke to respond to community needs. As a resort community, the scale of municipal services necessary to support visitors is much larger than is required for the permanent population - those additional costs have to be funded by the City's tax paying residents and businesses. • Since 2011 the City has annually established a Financial Focus Group made up of local business owners and professionals to advise council on budget proposals. In their 2012 report, the group identified a number of areas for improving financial management. Council has several plans to review and independently audit City financial processes and decisions. • The City has a total of 105 staff in management, administration, planning, engineering, public works, parks and recreation, community economic development and finance. Three year contracts are now in place for research, coordination and action support for environment and social development initiatives, • In addition to the approximately 14 government agencies providing services in the community, approximately 15 community organizations (not including recreation groups) provide a range of programs and services, with most of these resources being in the social sector, which 	<ul style="list-style-type: none"> • In 2012, Revelstoke ranked fourth among the eight resort communities in the Columbia Basin in terms of municipal expenses per capita and third in taxation per capita, with the highest business tax multiplier and rate. Balancing the costs of services, property taxation rates, commercial and industrial multipliers and long-term debt is, and will continue to be an ongoing challenge. • Continuing the Financial Focus Group, perhaps as a standing City Committee; Implementing the City's plans for improved financial management, including independent audits should ensure the City is making best use of resources. Prompt reporting will allow residents to better understand the City's financial processes, decisions and status. • Continuing to offer grant writing training and when appropriate, guidance from City personnel on funding opportunities will further strengthen the success of community organizations to access funding. • The upcoming large scale retirement of baby boom generation staff can be expected to challenge organizations to meet human resource needs. Innovative practices such as mentoring, supported training, and flexible work arrangements may be needed to bridge transitions. • Focused attention and resources will be needed to implement the Substance Use and Poverty Reduction Strategies. These are both complex issues requiring sustained collaborative action. There is a risk that ongoing delay in implementation will dampen community support for social

	<p>was estimated to contribute about \$34 million to the local economy in 2008. Most community organizations have strong fund raising skills. Implementation of the 2010 Substance Use Strategy and the 2012 Poverty Reduction Strategy has been delayed due to resource constraints.</p> <ul style="list-style-type: none"> • According to financial service providers, household debt loads are high, consistent with national trends. The high cost of living in Revelstoke challenges many households. 	<p>planning.</p> <ul style="list-style-type: none"> • Expanded financial management advice services might help individuals and households to better manage their debt levels. Implementing the 2012 Poverty Reduction Strategy will assist all residents to meet their needs.
<p>PLAN Alignment and Integration</p>	<ul style="list-style-type: none"> • Past Community Development Action Plans have integrated existing City and community plans, fostering this practice in the community. The Community Development Action Plan also provided guidance for new plans, encouraging alignment in community planning. • The OCP lays out a system of nested plans that align broader strategic plans, topic specific master plans and operational planning. • The Social Development Committee has updated the relevant Community Development Action Plan sections every two years, integrating any revisions in relevant community plans, and informing updates to these plans. The Community Economic Development Department coordinates the integration of City and community economic planning. Until recently, the City hosted an annual public update of the Community Development Action Plan. • The ICSP was informed by many recently adopted plans and strategies completed by the City and community partners, which again supports an integrated, aligned approach. • Many, but not all of the existing City and community plans are updated on an ongoing basis, creating opportunities for continuing alignment and integration. 	<ul style="list-style-type: none"> • The City OCP, Parks and Recreation Master Plan, and land use/development bylaw(s) will need to be revised to reflect the ICSP when regular updating is scheduled (i.e. every 5 to 10 years). The city has not adopted important draft plans / bylaws which should be a priority going forward as they influence community sustainability in many areas. The following draft plans should be updated to reflect ICSP priorities before they are approved: <ul style="list-style-type: none"> ○ Zoning and related bylaws ○ Draft Transportation Master Plan • The City does not currently maintain a strategic plan (e.g. 3 year plan for priority projects and spending). Should the city develop one, a strategic plan is an ideal opportunity to clearly and regularly establish sustainability as a corporate priority with Council and the community. • The ICSP will recommend a framework for ongoing plan alignment and integration, building on successful community practices and identifying approaches to strengthen updating of all plans.

<p>ACTIONS that Demonstrate Commitments</p>	<ul style="list-style-type: none"> • The City has already moved on significant precedent setting initiatives such as implementing a district energy system, resort municipality status, heritage conservation area, community housing society and numerous programs for water conservation, solid waste management, and others, illustrating its commitment and capacity to carry out complex initiatives. • The community is a recognized provincial leader in early childhood development, school education, age friendliness and social development planning. • Within each sector and for specific initiatives, organizations have, for the most part, collaborated effectively to implement actions successfully. 	<ul style="list-style-type: none"> • The community has been actively completing plans in a number of areas which served to set the community on a path towards sustainability. Noticeably shifting the focus to priorities for collaborative action that is consistent with these plans will be important going forward to maintain trust and confidence with community partners and residents. • The loss of the Friends of Mount Revelstoke and Glacier National Parks will create a large gap in community outdoor recreation and environment related activities which may be difficult for existing organizations to fill. • It must be remembered that while the City and community organizations have many of the right tools in place to move forward on sustainability, in many cases visible action depends on many external forces beyond the community's control such as available funding, the pace of private development or provincial policies, which can stall or accelerate action.
<p>MANAGE Processes, Structures and Systems</p>	<ul style="list-style-type: none"> • The City has management structures and a corporate culture that encourages integrated sustainability. The City uses a Smart Growth Development Checklist to guide decision making for development projects. The City's annual report highlights department achievements and financial indicator performance. • Community organizations generally function effectively with appropriate processes, structures and systems. Smooth transitions during leadership changes in key organizations illustrate their management strength. 	<ul style="list-style-type: none"> • The City might consider establishing a credible home for sustainability within the municipality as a combined group and/or with new reporting relationships. • The City could build momentum and trust through transparent and accountable decision-making and regularly measuring performance and reporting progress. Structured processes, criteria and tools for evaluating municipal decisions and progress on sustainability should be considered. The following principles are offered for consideration: <ul style="list-style-type: none"> ○ Integrate rather than initiate: Do not invent new tools if sustainability criteria can be added to an existing tool. For instance, the Smart Growth Development Checklist might be updated to reflect emerging ICSP

		<p>priorities.</p> <ul style="list-style-type: none"> ○ Use the full range of tools at your disposal: The City is a regulator, operator and holds influence with other governments, community organizations and citizens. ○ Do a few things well: focused action in a few areas, leaving other priorities for future dates ● The City and community organizations could support sustainability by reviewing their management processes, structures and systems using the ICSP sustainability priorities and goals. For example: does the organization generate minimal waste; does it support healthy active citizens? ● The ICSP will provide a framework for monitoring, evaluation and continuous improvement.
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The above evaluation illustrates that the City, community organizations and citizens have significant capacity to implement sustainability to address community priorities, including complex initiatives, largely through a solid track record of collaboration. There are challenges ahead in terms of effectively engaging citizens and ensuring adequate financial and human resources. Opportunities exist to expand community collaboration to make further, deeper progress in areas of common interest such as poverty reduction, substance use and water conservation. The ICSP Action Plan will identify

specific opportunities to improve capacity to implement sustainability.

A significant challenge and opportunity is implementing a practical framework for efficiently evaluating and reporting on progress over time to support continuous improvement. The ICSP will provide a framework for tracking progress over time and using the practice areas listed above to support critical evaluation of community capacity.



Part 7: Moving to Action

7.1 Next Steps

The first phase of this ICSP: The Sustainability Framework identified community priorities and integrating strategies for a Sustainable Revelstoke. The second phase: The State of Sustainability Report summarizes the strengths, challenges and opportunities of sustainability within the Sustainability Framework.

The next phase of this ICSP will create an Action Plan that updates the most recent version of the Community Development Action Plan with a focus on long-term

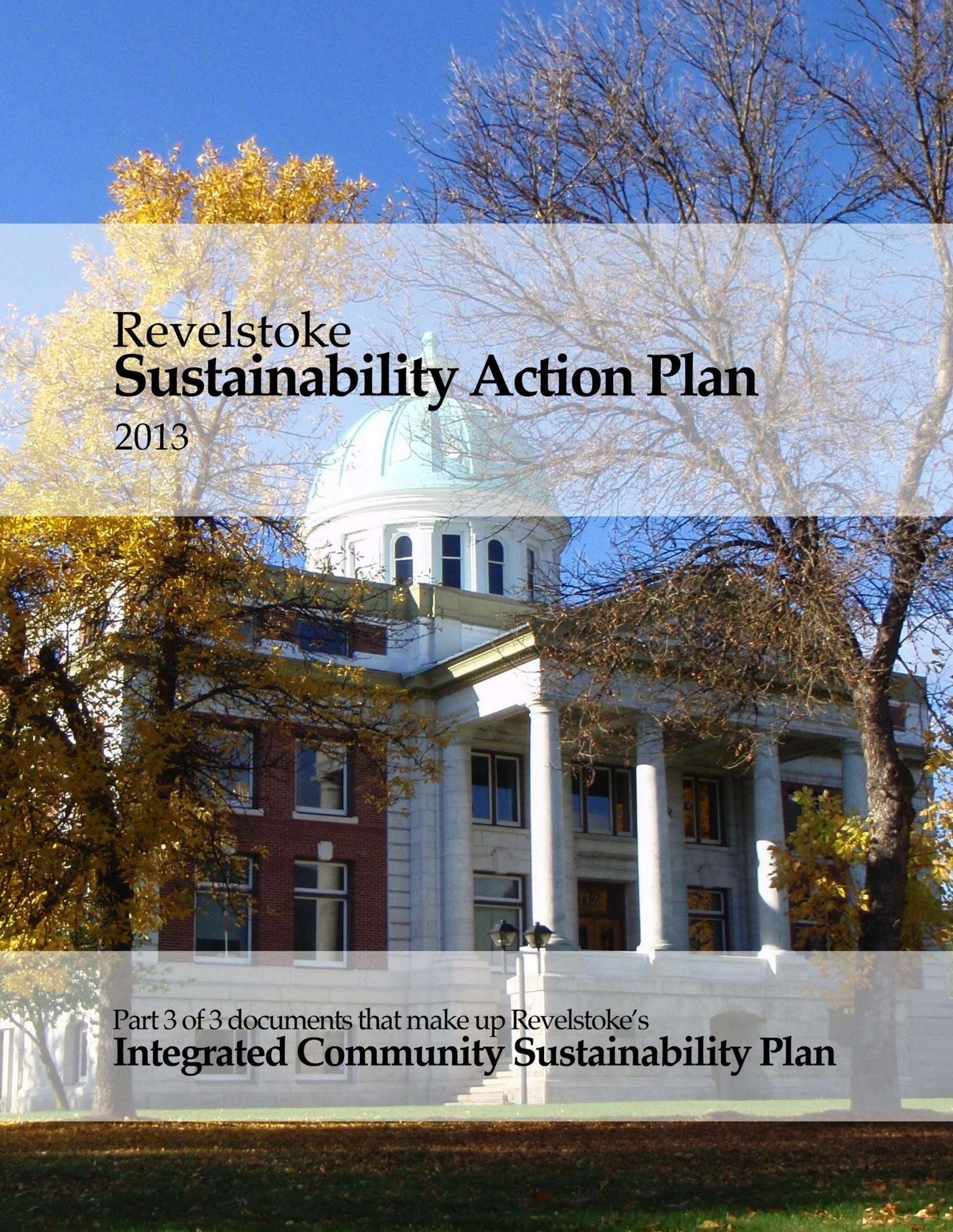
sustainability. Starting with compilations of actions from existing plans, the project team will conduct interviews, focus groups and public input sessions to seek new ideas and then define priority actions to address the challenges and opportunities listed above for community sustainability priorities.

The *Sustainability Framework*, this *State of Sustainability Report* and the Action Plan will provide direction for the community to continue to move towards sustainability.

7.1.1 More Information

Readers are encouraged to review the full family of ICSP documents at:

<http://www.cityofrevelstoke.com/index.aspx?NID=322>



Revelstoke Sustainability Action Plan

2013

Part 3 of 3 documents that make up Revelstoke's
Integrated Community Sustainability Plan

REVELSTOKE COMMUNITY VISION

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.

Revelstoke's ICSP is organized into a family of documents that include:



Part 1:
Sustainability Framework

Outlines the purpose and context for the ICSP and identifies sustainability priorities and integrating strategies for achieving the community vision. Moving forward on sustainability is supported through an implementation strategy.

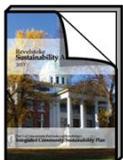
Part I summarizes the main points of the plan and will require infrequent updating.



Part 2:
State of Sustainability Report

A current snapshot of the community's sustainability performance as well as challenges and opportunities.

Part II will require updating every 3-5 years.



Part 3:
Sustainability Action Plan

Based on the integrating strategies, which support implementation by community collaboration, Part III provides goal statements detailed actions, timeframes and roles.

Part III is a working document and will require updating on a frequent basis, at least generally every 1-2 years.

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Appreciation

This report has been prepared under the direction of the Integrated Community Sustainability Plan Steering Committee and direct feedback from residents. The project team thanks the committee members, community members and City staff for their commitment to community sustainability, their thoughtful observations and their wise guidance.

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Revelstoke's Sustainable Community Action Plan 2013

Revelstoke has already taken significant steps towards sustainability, particularly for a city of its size. The community's ongoing success in collaboratively identifying issues and opportunities, then planning and taking effective action, signal strong community capacity to continue to move towards long term sustainability.

The first phase of this Integrated Community Sustainability Plan (ICSP) - the *Sustainability Framework* - identified community priorities and integrating strategies for a sustainable Revelstoke. The *State of Sustainability* report summarized the strengths, challenges and opportunities for achieving sustainability in Revelstoke

This *Sustainability Action Plan* both addresses the challenges and opportunities identified in the *State of Sustainability* report, and updates the most recent version of the *Community Development Action Plan*. This was accomplished by compiling actions from the over 30 City and community plans and reports that have been completed since 2007 then setting priorities for action, based on the following information,:

- future scenarios developed for Revelstoke;
- 2012 Community Survey responses;
- interviews with staff from community organizations, the City and the business sector;
- public input at community engagement events; and
- technical analysis of actions based on defined criteria.

For each Sustainability Integrating Strategy this plan provides long-term sustainability goal statements, linkages to our sustainability priorities, summaries of initiatives and actions that should be continued, and lists of the highest priority actions, with an indication of timing and leadership. The complete list of actions that were considered to prepare this plan, and detailed background information is available in the *Action Plan Appendices* for each Integrating Strategy which are available on the project website (see below).

Revelstoke's Sustainability Definition

Sustainability is a mindset – a philosophy and approach for decision-making that permeates everything we do and choose not to do – as individuals and collectively.

The core of sustainability is to:

- achieve a good life today, and
- create the potential for a quality future for the next generations.

A sustainable society depends upon the achievement of four conditions – not as isolated priorities, but as interconnected essentials:

- a vibrant, healthy and inclusive community,
- a healthy environment,
- a responsible and innovative economy, and
- a strong leadership collaboration in government and the community (at all levels).

A sustainable community depends on everyone working together - it cannot be achieved by any one party acting alone.

This summary provides a list of the recommended very high and high priority actions and the overarching recommendations in the *Action Plan* to further community sustainability in Revelstoke. Existing initiatives and actions that should be continued are listed for each goal area in the report – these are not included in this summary but are essential for Revelstoke's sustainability.

The ICSP *Sustainability Framework*, the *State of Sustainability Report* and this *Sustainable Community Action Plan* will provide direction for the community to continue to move towards sustainability.

For more information about Revelstoke's ICSP:

Project website: <http://www.cityofrevelstoke.com/index.aspx?nid=322>

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Priority Actions

Integrating Strategy/Goal Area	Priority Actions
Healthy Ecosystems & Linked Open Spaces	
Open Space & Urban Vegetation	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Implement recommendations in the Parks, Recreation and Culture Master Plan (2011) and monitor progress toward plan objectives. • Pursue opportunities for parks/green space associated with schools, including school ground greening programs. <p>HIGH</p> <ul style="list-style-type: none"> • Develop and implement a Sustainable Trail Strategy to minimize trail conflict, habitat loss or damage, while supporting access to nature and safe trail usage. • Develop and implement climate adaptive landscaping via bylaws (for private development) and for municipally managed landscaping and trees.
Watershed Management	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Consider options to protect the Greeley Creek Watershed. <p>HIGH</p> <ul style="list-style-type: none"> • Develop and implement policies and bylaws to promote healthy functioning of watercourses/bodies in new development. • Provide the public with education on protecting water resources including wells and surface water throughout the community and area.
Biodiversity & Wildlife Management	<p>HIGH</p> <ul style="list-style-type: none"> • Evaluate the potential for using land conservation tools to protect rare ecosystems and high value habitats within the City and regional area.
Environmental Nuisances	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Complete an inventory (location, contamination extent) of old solid waste sites. <p>HIGH</p> <ul style="list-style-type: none"> • Develop and implement a Dark Night Sky bylaw/policy.
Strong Community Capacity	
Healthy Living	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Explore and support options to expand local gardening and agriculture activities <p>HIGH</p> <ul style="list-style-type: none"> • Implement the Poverty Reduction Strategy (perhaps concurrently with the Substance Use Strategy) through a broad community coalition. • Fully implement the Substance Use Strategy (perhaps concurrently with the Substance Use Strategy).

	<ul style="list-style-type: none"> • Expand the Social Justice Advocate position to full-time. • Encourage employers to work with staff to initiate comprehensive health and wellness programs.
Affordable Housing	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Enable affordable housing developments through City bylaws and policies, • Act on opportunities to construct subsidized rental housing that meets the needs of a variety of residents. • Require any development of the surplus school lands to include affordable housing.
Lifelong Learning	<p>HIGH</p> <ul style="list-style-type: none"> • Examine employment related educational and training needs to prioritize and agree on implementation.
Financial Well-Being/Security	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Enhance household financial literacy through educational events. • Prepare and implement a long term City Infrastructure and Asset Management Plan. • Enhance community understanding of City costs and budgeting and the roles of reserves and debt • Complete City program audits, perhaps via the new Municipal Auditor.
Sense of Belonging	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Seek community input about incorporating community uses in decisions about repurposing the surplus school facilities. • Enhance communications, education, and understanding of City operations and decisions, and increase input to City decisions <p>HIGH</p> <ul style="list-style-type: none"> • Sustain school-based anti-bullying interventions. • Update <i>A Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke</i>.
Compact & Connected Community	
Land Use	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Update the Official Community Plan. • Update zoning and associated bylaws including addressing vacation rental properties within residential neighbourhoods.
Transportation	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Improve cycling facilities throughout the community. • Update and present DRAFT Master Transportation Plan to Council for adoption consideration; then implement the approved Plan.

	<ul style="list-style-type: none"> • Support reduced vehicle use as outlined in the final Transportation Master Plan. <p>HIGH</p> <ul style="list-style-type: none"> • Improve the street network to support pedestrian safety, enjoyment and convenience. • Improve quality and quantity of taxi service options.
Resilient Infrastructure	
Solid Waste	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Participate in developing a 5-year Implementation Strategy for the CSRD Solid Waste Management Plan. • Participate in implementation of the BC Recycling Regulation and Multi-Materials BC stewardship planning process.
Water Services	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Develop and implement an integrated storm water management plan and/or drainage bylaw. • Complete a watershed management plan for Greeley Community Watershed. • Complete updated Liquid Waste Management Plan Stage 3 and continue to implement. • Update the Emergency Response Plan for a failure at the water treatment plant or convert the existing backup chlorination system from gas to sodium hypochlorite. <p>HIGH</p> <ul style="list-style-type: none"> • Fully implement the Water Conservation Strategy. • Complete a water metering study.
Energy Systems	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Implement priority actions in the Community Energy and Emissions Plan. • Fully implement recommendations in the City's Corporate Energy and Greenhouse Gas Emissions Reduction Strategy. <p>HIGH</p> <ul style="list-style-type: none"> • Develop and implement a Green Building bylaw for public, and if feasible, private buildings. • Develop and adopt specific bylaws/policies for district energy that relate to ownership and service area.
Responsive, Caring Social Systems	
Safety & Emergency Services	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Monitor population growth, visitor levels, and related incidents in cooperation with all levels of government to identify and secure additional resources for needed service expansion as population and visitations grow. • Explore and implement feasible options to reduce risk of interruption in services from essential community, provincial and national infrastructure due to wildfires, storms, etc..

	<ul style="list-style-type: none"> • Implement priorities in the Community Wildfire Protection Plan update. <p>HIGH</p> <ul style="list-style-type: none"> • Enhance emergency preparedness. • Stabilize paramedic staffing.
Health	<p>HIGH</p> <ul style="list-style-type: none"> • Establish expanded hours to Selkirk Medical Clinic. • Complete the establishment the hospital heli-pad. • Improve community awareness of the number of people experiencing mental health challenges, the support services available, and advocate for improved accessibility.
Recreation	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Implement the City Parks, Recreation and Culture Master Plan with an Advisory Committee.
Families & Children	<p>HIGH</p> <ul style="list-style-type: none"> • Implement 'safe routes to schools'. • Act on opportunities to enhance resources and support services for all families.
Youth	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Fully implement the Youth Action Plan. <p>HIGH</p> <ul style="list-style-type: none"> • Secure access to existing public and private locations and funds. for youth-friendly programing and activities. • Seek funding for more youth programming. • Support partnerships that improve accessibility for all youth by subsidizing fees and providing equipment for sports and recreation.
Seniors	<p>HIGH</p> <ul style="list-style-type: none"> • Increase the number of assisted living and residential care beds in the community. • Expand Home and Community Care services as needed. • Develop supports for seniors to purchase medical supplies and services at a lower cost when necessary.
Vibrant Culture	
Heritage Conservation	<p>HIGH</p> <ul style="list-style-type: none"> • Explore heritage conservation area designation for appropriate portions of the community including the downtown commercial core.
Arts	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Re-assess the feasibility of repurposing historic Mountain View school as a community cultural/interdisciplinary arts centre. • Enhance City support for the cultural sector through the establishment of the Parks,

	<p>Recreation and Culture Advisory Committee, with a semi-annual idea exchange amongst cultural organizations.</p> <p>HIGH</p> <ul style="list-style-type: none"> • Work collaboratively to maximize the use of the new Performing Arts Centre.
Dynamic & Local Community Economy	
Diverse Community Economy	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Improve communication between the City and business and development clients to give them a clear picture of what will be required in terms of plans, costs, processes etc. for property improvement and development initiatives. • Develop a strategy and related businesses to support seniors staying in their homes and/or in Revelstoke. • Develop a better understanding of the built assets that could be repurposed (e.g., hospital grounds, old schools, older downtown buildings). <p>HIGH</p> <ul style="list-style-type: none"> • Support small/home-based businesses.
Workforce	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Expedite the involvement of youth (14- 29 year olds) in local employment • Explore options to increase household incomes (i.e. living wage) to address affordability issues.
Retail & Services	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Prioritize and designate responsibility for the recommendations included in the Retail Strategy (2006).
Forest Sector	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Investigate ways to use more of the wood by-product from the Downie Timber/Selkirk Specialty for additional heat or energy production.
Tourism	<p>VERY HIGH</p> <ul style="list-style-type: none"> • Improve the coordination of both destination tourism and economic development related marketing. • Improve marketing of general recreation such as biking, water/paddling, rock climbing, hiking etc. for summer and shoulder seasons, as well as the whole range of opportunities available in Revelstoke e.g., recreation center, restaurants etc. • Consider the opportunity of historic Mountain View School as arts center and conference center, and/or a condo conversion. <p>HIGH</p> <ul style="list-style-type: none"> • Encourage more soft “age appropriate” tourism experiences to tap older market. • Work with accommodation providers and other service providers to develop incentive travel packages and conference opportunities in the “shoulder seasons.”

Out-of-Town Transportation	<p>HIGH</p> <ul style="list-style-type: none"> • Work with transportation service providers to strengthen ground transport shuttles from Kelowna and Calgary airports.
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Overarching Recommendations

These recommendations span the implementation of the ICSP or are fundamental to achieving sustainability in Revelstoke over the long-term:

1. ICSP Implementation Framework

The *Sustainability Framework* outlines an Implementation Strategy for integrated community sustainability in Revelstoke. An important first step in continuing to move forward on sustainability will be for the City to put in place the key aspects of the Implementation Strategy, particularly by:

- ensuring all new or updated plans incorporate the ICSP approaches,;
- designating groups to monitor progress on priority ICSP actions within the structure to facilitate collaboration;
- confirming priorities within City plans and with the groups designated above;
- implementing the supporting tools/processes, especially the Sustainability Evaluation for all projects; and
- planning for the annual ICSP implementation review.

Community organizations can support ICSP implementation by adopting the relevant recommendations.

2. Implementing the Poverty Reduction and Substance Use Strategies

Revelstoke’s Social Development Committee have completed and partially implemented a *Substance Use Strategy* (2010) and are poised to implement a new *Poverty Reduction Strategy* (2012) after this ICSP is completed. To build community capacity to collaboratively implement these important strategies, it is recommended that the social development advisor to the ICSP project team be

engaged by the City to assist the Social Development Committee to foster the essential collaborative networks, including reaching out to the business sector, and to agree on priorities. The merits of co-implementing the *Substance Use Strategy* and the *Poverty Reduction Strategy* should be assessed. It is also suggested that there be consideration given to reframing the *Poverty Reduction Strategy* as an ‘Affordable Revelstoke’ initiative to bring a broader range of community interests into the discussion.

3. Community Vision Statement

Revelstoke’s Community Vision Statement has guided the community towards sustainability since it was crafted through a broad-based community process in 1994. The ICSP Steering Committee recommends that the Community Vision Statement be revisited, particularly to reconcile the ‘community priorities’ within the Statement with the new community Sustainability Priorities in this ICSP. The Committee emphasizes that this must be conducted through a broad, community-led (not City –led) process.

Part 1: Introduction

Communities are always planning and implementing actions to address their current and anticipated needs.

Through the Gas Tax Agreement, the BC government has funded many communities in recent years to complete Integrated Community Sustainability Plans (ICSPs). ICSPs encourage communities to take a fresh, long-term look at their future to define forces of change that will affect the community and focus on finding ways to become more sustainable.

Revelstoke's ICSP has the following characteristics:

- **Integrated** – Community members and the City have crafted many plans in recent years. The ICSP creates an 'umbrella' that integrates and links these plans for efficient action on community priorities.
- **Community** – Most of the plans the City initiates provide direction mainly to City operations. The ICSP is a community plan – not a City plan. This is another opportunity for Revelstoke to come together to solve problems and pursue its goals.
- **Sustainability** – Sustainability has long been a foundation for life in Revelstoke. Crafted in 1994, Revelstoke's Community Vision begins with '*Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.*' This ICSP provides a sustainability framework for prioritizing actions to meet our current needs while ensuring that the needs of future generations are also met.
- **Plan** – While this is a plan on paper, the ICSP Steering Committee and the project team are committed to ensuring this plan leads to community-wide actions to address priorities by community organizations, the City, businesses, households and individuals. It is a chance to focus, integrate, and strengthen activities community-wide, and galvanize implementation.

The following sources have been used to prepare this *Sustainability Action Plan*:

- compilation of over 30 community plans and reports that have been completed since 2007;
- future scenarios developed for Revelstoke;
- 2012 Community Survey responses;
- interviews with staff from community organizations, the City and the business sector; and
- public input at community engagement events.

Readers can review most of the community plans that were used to prepare this report, and the 2012 Community survey at the ICSP project website (see info box below).

This *Action Plan* is in three parts:

Part 2 Sustainability Vision, Framework and Implementation - Provides background information on the community's sustainability vision, priorities and broad-scale implementation.

Part 3 Action on Integrating Strategies - Organized around the seven integrating strategies, this section provides goal statements, linkages to the sustainability priorities, summaries of initiatives and actions that should be continued, and lists of the highest priority actions, with an indication of timing and leadership.

Part 4 Overarching Recommendations - Describes broad-scale recommendations regarding the implementation of this *Action Plan* and the *Sustainability Framework*.

The complete list of actions that were considered in this process, and background information is available in the *Integrating Strategy Appendices* which are available on the project website (see below).

For more information about Revelstoke's ICSP:

Project website: <http://www.cityofrevelstoke.com/index.aspx?nid=322>

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Part 2: Sustainability Vision, Framework and Implementation

2.1 Community Vision Statement

Revelstoke's Vision Statement is a positive and inspirational description of the community's aspirations for what Revelstoke will be like in the future. The Vision acts as the overarching guide for the community - it is referred to when making decisions, as the community continues to change and evolve.

In 1994 the Community Vision on the right was crafted through an extensive community process. This statement has been reaffirmed several times over the years. In 2009 the following additions were suggested: affordability, environmental protection, inclusive and supportive of all citizens and their diversity, architectural heritage conservation, act locally/think globally. This Vision provides our long-term aspirations for our community.

Revelstoke Community Vision (1994)

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence.

Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.



2.2 Our Sustainability Framework

Revelstoke's Sustainability Framework includes a definition of sustainability, eleven Sustainability Priorities and seven Integrating Strategies.

Sustainability is a concept that has emerged over the past twenty years in response to global trends, which impact quality of life. Revelstoke's sustainability definition emphasizes the mindset that is needed to make decisions as individuals and collectively to meet needs today without compromising opportunities for future generations.

To ensure ongoing community resilience in the face of anticipated forces of change and to deliver on Revelstoke's community's vision, long-term Sustainability Priorities were developed. The priorities act as desired performance outcomes for important social, economic and environmental aspects of Revelstoke and, as such, will be integrated into all community actions and initiatives.

To working towards achieving its sustainability priorities, Integrated Strategies were developed to focus and coordinate community actions. The Integrated Strategies ensure that the community maximizes time, energy and financial investments.

The diagram on the following page illustrates our Sustainability Priorities and Integrated Strategies.

Revelstoke's Sustainability Definition

Sustainability is a mindset – a philosophy and approach for decision-making that permeates everything we do and choose not to do – as individuals and collectively.

The core of sustainability is to:

- achieve a good life today, and
- create the potential for a quality future for the next generations.

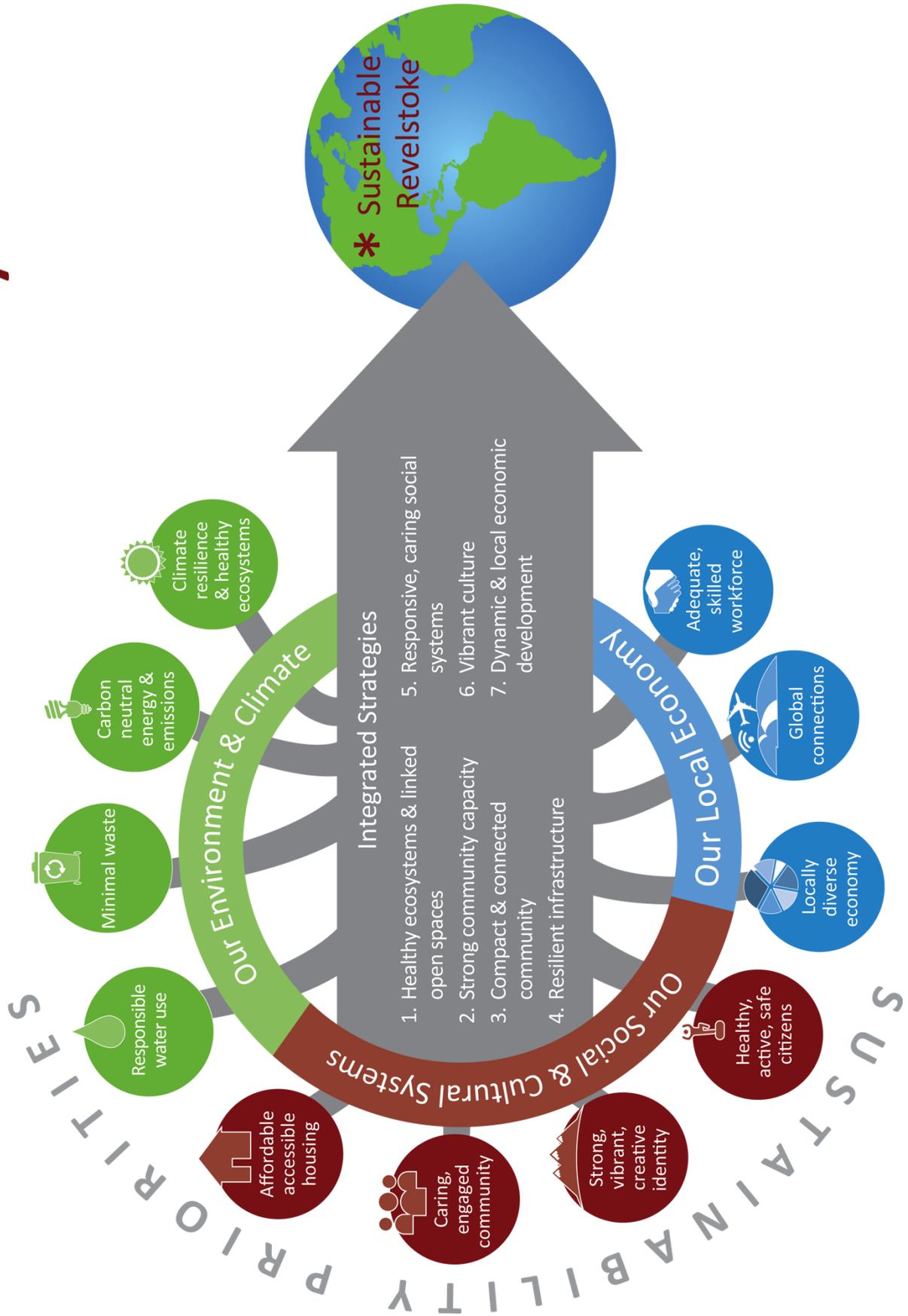
A sustainable society depends upon the achievement of four conditions – not as isolated priorities, but as interconnected essentials:

- a vibrant, healthy and inclusive community,
- a healthy environment,
- a responsible and innovative economy, and
- a strong leadership collaboration in government and the community (at all levels).

A sustainable community depends on everyone working together - it cannot be achieved by any one party acting alone.



Revelstoke Sustainability Framework



2.2 Integrating Strategies and Goals

Rather than treating sustainability as a discrete task, a community can make quicker and more effective progress if every action pursued achieves as many environmental, social and economic priorities as possible. Making progress on sustainability is achieved when sustainability priorities are strategically integrated

into all actions, whether actions are part of regular business or major initiatives.

The table below describes the Integrated Strategies developed primarily during the scenarios workshop, with the associated strategy statement and goal topics which are included in the *Action Plan*.

Integrating Strategy	Strategy Statement	Goal Topics
1. Healthy ecosystems & linked open spaces	Develop a network of linked natural areas and open spaces that support habitat, ecosystem services, active transportation and recreation.	<ul style="list-style-type: none"> • Open space & urban vegetation • Watershed management • Wildlife management • Environmental nuisances
2. Strong community capacity	Enrich the knowledge, skills, participation, networks, leadership and other resources of the community to enhance the capacity to address issues and act on opportunities.	<ul style="list-style-type: none"> • Healthy living • Affordable housing • Lifelong learning • Financial well-being/security • Sense of belonging
3. Compact & connected community	Maintain a compact community, defined by a vibrant downtown and mixed use neighbourhoods, supporting diverse mobility choices including safe, convenient and active options for all residents.	<ul style="list-style-type: none"> • Land use • Community transportation
4. Resilient infrastructure	Develop green and integrated community infrastructure & services.	<ul style="list-style-type: none"> • Solid Waste • Water systems • Energy systems
5. Responsive, caring social systems	Enhance community social systems to support all residents to enjoy a high quality of life.	<ul style="list-style-type: none"> • Safety & emergency services • Health services • Recreation • Families & children • Youth • Seniors
6. Vibrant culture	Strengthen Revelstoke's position as a cultural community for both residents and visitors by enriching and celebrating our unique, authentic arts and heritage.	<ul style="list-style-type: none"> • Heritage conservation • Arts
7. Dynamic & local economic development	Support a diverse, resilient economy through enhanced business development services, retaining and attracting a skilled workforce, and improved global transportation and communications links.	<ul style="list-style-type: none"> • Community economy • Workforce • Retail & services • Forest sector • Tourism • Out-of-town transportation

2.3 Towards Sustainability: Implementation Strategy

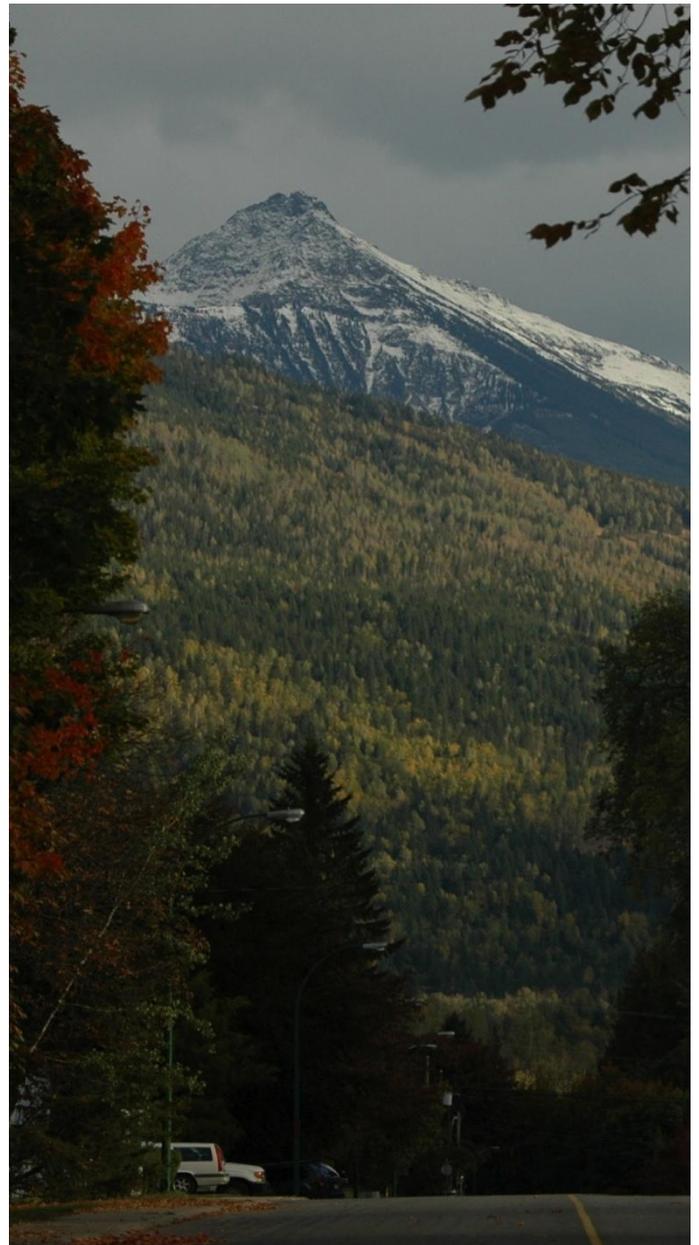
Perhaps the greatest challenge to achieving community sustainability is implementing innovative, cross-cutting actions through collaborative and sustained efforts. Revelstoke has a long history of taking collaborative, local, innovative actions to improve the community. This community capacity will need to be expanded to all sectors to fully and successfully implement this ICSP.

Revelstoke's Sustainability Framework details an implementation strategy to achieve this enhanced community capacity that includes:

- **Integration of community and City plans with the ICSP** being the over-arching highest level plan which other plans will be consistent with over time.
- **Supportive tools and processes** including a sustainability evaluation of recommendations and decisions that are integrated into decision processes for the city and community organizations; including sustainability indicators and metrics in City budgeting; carbon neutral, green/local procurement and minimal waste practices that the City and community organizations could take leadership on to move the community towards its sustainability goals and continued use of the City's SmartGrowth Checklist in planning decisions.
- **Enhanced collaboration** amongst designated City Committees/Commissions, City staff and Council to monitor implementation of priority sustainability actions and problem-solve to move forward on lagging actions.
- **Annual public Community Sustainability Action Plan update/celebration** to review progress on implementing the *Action Plan* and related community plans and regularly reprioritize and confirm leadership.
- **State of Sustainability Check-in Reports** every 3-5 years to provide an up to date overview of recent initiatives, report on indicator results and identify new opportunities and challenges to inform the reprioritization of actions.

It is essential to clarify that this ICSP is not an operational plan for the City of Revelstoke or any other community

organization. Operational plans and budgets are more detailed, guide staff deployment and are developed annually and approved by City Council and the governing boards of community organizations. Sustainability Priorities and Integrating Strategies in this ICSP are intended to guide future decision making by the City and community organizations, and as such, City and community organization programs will be aligned with ICSP directions.



Part 3: Action on Integrating Strategies

This section contains information for each of the seven Integrating Strategies including:

- a goal statement;
- spheres of influence for the City, community organizations and agencies in planning, taking action and encouraging collaboration for this strategy; and
- how implementing this strategy supports each of the community sustainability priorities.

Within each Integrating Strategy there are several topic areas (e.g. Compact & Connected Community includes Land Use and Transportation). For each of these topic areas the following information is provided:

- existing initiatives and actions that should be continued are summarized,
- lists of the highest priority actions (with the short-term priorities for the next 1-2 years ranked and priorities in future years indicated by and X), with an indication of timing and leadership (see list of organization abbreviations on the back page).

Only the very high, high and medium-high (med-high) priorities are listed in this plan. The full list of actions and background information is available in the *Sustainable Community Action Plan Appendices* on the ICSP website.

The priorities in these lists are based on:

- priorities set in the existing City and community plans that were compiled at the beginning of the ICSP process;
- community input during the ICSP process; and
- evaluation of the highest priority actions in each Integrating Strategy by the project team.

The factors used in the evaluation by the project team are listed in the table below. The relative weighting of these factors in the evaluation were provided by the Steering Committee. It is expected that the designated group for each Integrating Strategy will reconsider these priorities and may make changes.

Evaluation Factor (Steering Committee Weighting)	Considerations
Cost (25%)	<ul style="list-style-type: none"> • Capital cost • Operating cost • External funding available to offset costs
Ease of implementation (10%)	<ul style="list-style-type: none"> • Clearly defined, actionable priority • Availability and willingness of an organization to be project champion/leader • complexity of implementation
Support (20%)	<ul style="list-style-type: none"> • Existing community support • Potential to garner commitment from many people
Impact (20%)	<ul style="list-style-type: none"> • Efficiency – addressing many goals at once • Effectiveness –has a high impact on the sustainability priorities • It is crucial for the future
Multiplier potential (15%)	<ul style="list-style-type: none"> • Foundation – supportive steps that must be in place before other projects can happen • Catalyst for other actions, partnerships and/or funding • Part of a more comprehensive plan or strategy
Reduces risks (10%)	<ul style="list-style-type: none"> • Legal, environmental, financial, reputation, etc. • Both immediate and long-term

3.1 Healthy Ecosystems & Linked Open Spaces

Healthy Ecosystems & Linked Open Spaces

Develop a network of linked natural areas and open spaces that support habitat, ecosystem services, active transportation and recreation.

Goals

- **Open Space & Urban Vegetation:** Support access to nature, recreational outdoor space and a healthy urban forest.
- **Watershed Management:** Protect local watersheds and the community water system.
- **Biodiversity & Wildlife Management:** Manage biodiversity and human-wildlife interactions to reduce the impacts of humans on wildlife and retain natural ecosystems.
- **Environmental Nuisances:** Reduce air, light, and noise pollution and eliminate use of toxic substances.

Spheres of Influence



The City regulates development to minimize impact on the environment, and can adopt bylaws and policies to protect the environment.



The City maintains parks and open spaces and plays a role in maintaining environmentally sensitive areas.



The city, community groups, senior government agencies and the utilities collaborate to maintain natural open spaces.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Natural vegetation and soils help to moderate local temperature and climate. The combination of plant and animal biodiversity that make up ecosystems provide the life support systems of the Earth. Connected natural areas provide habitat and corridors for wildlife.</p>
	<p>Carbon Neutral Energy and Emissions Natural vegetation and soils sequester CO2 emissions thus storing carbon.</p>
	<p>Minimal Waste Effective, efficient use and re-use of natural resources into durable, well-made products can reduce the amount of waste generated.</p>
	<p>Responsible Water Use Managed and protected natural areas help to protect water quality and quantity. A well-managed waste water system reduces potential environmental impact.</p>
	<p>Affordable, Accessible Housing Recreation amenities such as parks close to housing help to create more complete community.</p>
	<p>Caring, Engaged Community Parks create opportunities for formal and informal gathering and recreation. Local stewardship of streams and other natural areas can bring people together to care for their local landscape.</p>
	<p>Strong, Vibrant, Creative Identity Revelstoke and surroundings have distinct natural areas, in particular the mountains, waterfront, rivers, and creeks that contribute to the community's overall unique sense of place.</p>
	<p>Healthy, Active, Safe Citizens Parks and natural areas support a variety of opportunities for passive and active recreation, spiritual reflection and education. Edible landscaping and foraging opportunities also exist in open spaces.</p>
	<p>Locally Diverse Economy Job opportunities exist in natural resource management and eco-tourism.</p>
	<p>Global Connections Parks and natural areas attract tourists and employees who are looking for a high quality of life with natural amenities to fit their lifestyle.</p>
	<p>Adequate, Skilled Workforce Job opportunities exist in natural resource management and eco-tourism.</p>

Healthy Ecosystems & Linked Open Spaces Action Areas

3.1.1 Open Space & Urban Vegetation

Integrating Goal: Support access to nature and recreational outdoor space and a healthy urban forest.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • The City Parks, Recreation and Culture Department manages community parks and green space consistent with the 2011 Parks, Recreation and Culture Master Plan, the Official Community Plan and annual budgets. CSRD has a cost sharing arrangement with the City for parks and recreation services. • City Environment Advisory Committee was created in 2010 to provide overview and guidance on municipal environment- related initiatives. • Illecillewaet Greenbelt Society manages the park north of the Illecillewaet River to the River Trail as a green space on behalf of the community. • BC Hydro manages much of the lands on the Columbia River floodplain, including the extensive 'drawdown zone' south of the community, which provides opportunities for recreation and important wetland wildlife habitats. • Parks Canada manages Mount Revelstoke National Park based on their Parks Management Plan (2010).
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are recognized as environmentally sensitive areas in the OCP (2008) where development is controlled through a Development Permit Area. • City arborist, tree preservation policy and bylaw are established to implement urban forestry practices. • Management of Provincial Crown forests is based on the Revelstoke and Area Higher Level Plan Orders. • The Revelstoke Community Forest Corporation (RCFC) was formed in April 1993 to regain some control over the local forest resources.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Implement recommendations in the Parks, Recreation and Culture Master Plan (2011) (54 recommendations total) and	Very High	X	X	City, 10 year plan

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
monitor progress toward plan objectives.				
2. Pursue opportunities for parks/green space associated with schools, including school ground greening programs.	Very High	X		City
3. Develop and implement a Sustainable Trail Strategy to minimize trail conflict, habitat loss or damage, while supporting access to nature and safe trail usage.	High	X		City
4. Develop and implement climate adaptive landscaping via bylaws (for private development) and for municipally managed landscaping and trees.	High Best Practices Review	X Amend OCP and Development Standards		City
5. Complete and implement a Revelstoke Urban Forestry/Tree Preservation Strategy. Consider the inclusion of: <ul style="list-style-type: none"> • food trees species that are consistent with Bear Aware practices (mainly nuts) • a memorial/commemorative tree program • a heritage tree program 	Med-High			City
<p>Note: Sustainable Resource Development is integrated into the Open Space & Urban Vegetation</p> <p>See Also: Biodiversity & Wildlife Management</p>				

3.1.2 Watershed Management

Integrating Goal: Protect local watersheds and the community water system.

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> • City Environment Advisory Committee provides overview and guidance on municipal environment- related initiatives. • BC Hydro has extensive research, monitoring and restoration initiatives underway in the Columbia River and Arrow and Revelstoke reservoirs through the Columbia Water Use Plan.
Specific tools or programs	<ul style="list-style-type: none"> • The City has adopted the Provincial Riparian Areas Regulation of the Fish Protection Act to protect aquatic areas. This is implemented through a

	<p>Development Permit Area as well.</p> <ul style="list-style-type: none"> • The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are recognized as environmentally sensitive areas in the OCP where development is controlled through a Development Permit Area. • Greeley Creek watershed, the main City water supply source, is designated as a Community Watershed, as well as the TumTum watershed, which provides some protection from development. A Source Protection Plan is being completed for the Greeley watershed which will identify potential impacts to water quality and quantity from risks and hazards including potential climate change risks, and define how to reduce these risks. • The City has a Pesticide Use bylaw • The City separates “clean” snow from “contaminated” snow during snow removal operations and only clean snow is dumped in the Columbia River. • BC Hydro manages much of the lands on the Columbia River floodplain, including the extensive ‘drawdown zone’ south of the community, which provides opportunities for recreation and important wetland wildlife habitats.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Consider options to protect the Greeley Creek Watershed, such as including the area within the City of Revelstoke city limits, or enhancing land-use management practices in these drainages to ensure surface water quality and quantity is protected	Very high			City
2. Develop and implement policies and bylaws to promote healthy functioning of watercourses/bodies in new development, including: <ul style="list-style-type: none"> • Maintaining natural stream morphology • Utilizing green infrastructure to protect storm water system • Restricting the placement of fill or debris in natural watercourses or on lands that could lead to the discharge of deleterious materials into waterways etc. • Protecting riparian areas 	High	X		City
3. Provide the public with education on protecting water resources including wells and surface water throughout the community and area.	High			City NCES

3.1.3 Biodiversity & Wildlife Management

Integrating Goal: Manage biodiversity and human-wildlife interactions to reduce the impacts of humans on wildlife and retain natural ecosystems.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • The provincial government manages the provincial Crown lands adjacent to the City and from Mica to Shelter Bay in accordance with Revelstoke Higher Level Plan orders. • Parks Canada and the City are developing a close working relationship to cooperate on management of the lands along the City border with Mt. Revelstoke National Park. • As the landowner in the reservoir drawdown zone along the Columbia River and the operator of the Arrow and Revelstoke hydroelectric dams, BC Hydro manages much of the lands on the drawdown zone through the Columbia River Water Use Plan (2007) and the Upper Arrow Drawdown Zone Management Plan (2005) which were created through planning processes with interested groups. • City Environment Advisory Committee provides overview and guidance on municipal environment- related initiatives. • Revelstoke’s Bear Aware program began in 1996 under the guidance of a multi-sectoral Committee; the City and Bear Aware are working together to achieve BC Bear Smart Community status. • City, forest sector, Parks Canada and snowmobiling organizations participate in provincial caribou recovery planning and a collaborative group has formed to explore implementing a fenced calving area for ‘rearing in the wild’ as an option to recover local mountain caribou populations. • A regional multi-sectoral White Sturgeon Recovery Committee is implementing actions to recover sturgeon populations.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Parks Canada’s Mount Revelstoke and Glacier National Parks Management Plan (2010) provides strategic direction for the delivery of Parks Canada’s mandate for resource protection, visitor experience and public appreciation and understanding. • The Fish and Wildlife Compensation Program - Columbia funds research and mitigation activities to address the footprint impacts of BC Hydro’s dams and reservoirs throughout the Columbia Basin. • To minimize impact of development and disturbances that degrade the water quality and quantity in fish-bearing streams, the City has adopted the Provincial Riparian Areas Regulation of the Fish Protection Act to protect aquatic areas by implementing a Development Permit Area • The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are

	<p>recognized as environmentally sensitive areas in the OCP where development is controlled through a Development Permit Area. New mapping of environmentally sensitive areas is being completed.</p> <ul style="list-style-type: none"> The provincial Conservation Data Centre tracks and reports on the status of species at risk.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Evaluate the potential for using land conservation tools such as conservation covenants and land donations to land conservation organizations (e.g. The Land Conservancy, The Nature Trust, etc.) to protect rare ecosystems and high value habitats within the City and in the regional area. Implement appropriate tools.	High Complete review	Implement as appropriate		City possibly in partnership with Environmental groups or students
2. Maintain marsh habitats along the Arrow and Revelstoke reservoirs.	Med-high	x	x	BC Hydro
3. Assess the need for backcountry recreation plans for high use areas from Mica to Shelter Bay. Develop and implement plans where needed.	Med-high	X Assess	X Plan	City MFLNRO
4. Identify and implement feasible re-vegetation and wildlife habitat rehabilitation projects in the drawdown zone of the Arrow Lakes Reservoir and mid-Columbia River to support nesting and migratory bird habitat and wildlife. This will require a full review of the Columbia River Water Use Plan, and monitoring recommended changes.	Med-high Complete review	Implement X		BC Hydro
5. Develop and implement a management plan for the Illecillewaet Greenbelt area.	Med-high	x		IGS
6. Implement bear-proof garbage cans.	Med-high	x		City CSRD Bear-Aware
<p>Note: Sustainable Resource Development is integrated into the Open Space & Urban Vegetation See Also: Biodiversity & Wildlife Management</p>				

3.1.4 Environmental Nuisances

Integrating Goal: Reduce air, light, and noise pollution and eliminate use of toxic substances.

Initiatives and Supportive Actions to Continue	
<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City Environment Advisory Committee provides overview and guidance on municipal environment- related initiatives. • Criteria Air Contaminants and Greenhouse Gases and Emissions Inventory (CAC and GHGEI) • The City and CP Rail have reduced the noise from train whistles by installing gates at the railways crossings at downtown locations.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The North Columbia Environmental Society encourages environmental stewardship through education, information on pesticide-free gardening and other activities. • The City supports the provincial Air Quality Monitoring Program. The City passed an Anti-Idling bylaw In 2008. Burning of waste materials is regulated through the City’s Open Burning Bylaw and the Provincial Open Burning Smoke Control Regulation. • The City has undertaken an anti-icing program which uses calcium or magnesium chloride to reduce the amount of salt and sand needed on the road. This should help in reducing road dust emissions. • In some years ‘Clean Air Day’ in June and ‘Car-free Day’ in September are celebrated with local events and challenges. • The City has a Pesticide Use Bylaw. • The City has implemented a Turf Management Plan to improve the condition of community fields and parks by building up the soil base and has reduced pesticide use by 75%. • The City website provides public information and education about toxic substances, alternatives, and disposal options. • Some toxic materials can be disposed at the landfill site and the private sector recycling depot. Other toxic substances are collected during seasonal recycling fairs. • The City has a Noise Bylaw. • The City has reduced the wattage of decorative city entrance lights to reduce the amount of light cast skyward at night.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Complete an inventory (location, contamination extent) of old solid waste sites.	Very high			City Plan
2. Develop and implement a Dark Night Sky bylaw/policy that: <ul style="list-style-type: none"> • defines "light pollution". • outlines responsibilities of citizens and organizations. • encourages/requires, where appropriate, municipal usage of lighting that minimizes light pollution. 	High	x		City Plan
3. Provide public education, incentives and controls to reduce air pollution and negative impacts on air quality. Possibilities currently being worked on include: <ul style="list-style-type: none"> • Accessing federal and provincial incentives to retro-fit and/or upgrade to more efficient furnaces and woodstoves. • instituting a "Clean Air" bylaw (furthering the "Anti-idling" bylaw) to reduce the amount of particulate and CO2 emissions from industry, wood burning stoves/furnaces, and vehicles 	Med-high			City Plan
4. Survey the community on air quality and emissions such as space heating and vehicle use to improve the data used for emission calculations from residential and commercial heating, residential small engine use, and Vehicle Kilometers Traveled on local roads.	Med-high			City Eng &PW
5. Replace or convert fleet vehicles to alternative fuel powered engines where feasible.	Med-high Cost & Benefit Analysis			City, Businesses. Community organizations
6. Measure local silt loading along all types of roadways and use the data to evaluate the efficacy of the street sweeping program and to develop future mitigation strategies.	Med-high			City

3.2 Strong Community Capacity

Strong Community Capacity

Enrich the knowledge, skills, participation, networks, leadership and other resources of the community to enhance the capacity to address issues and act on opportunities.

Goals

- **Healthy Living:** Promote and encourage healthy lifestyles choices for all residents and support individuals who are challenged to meet their basic needs.
- **Affordable Housing:** Increase the availability of affordable, suitable, adequate and safe housing that shelters our workforce and enables citizens to choose to live their entire lives in the community.
- **Lifelong Learning:** Support and celebrate the current high quality formal education for children and youth, and facilitate both formal and informal lifelong learning.
- **Financial Well-being/Security:** Strengthen the capacity of individuals, households, community organizations and the City to have adequate financial resources to meet needs and to deal with unexpected challenges.
- **Sense of Belonging:** Retain the friendly, safe, small-town character in this distinct, diverse community where residents, families, seasonal workers and visitors feel welcome and respected, and enjoy a high quality of life.

Spheres of Influence



Provincial and federal agencies regulate health and many social supports. The City regulates housing development. Many strategic plans exist to enhance community capacity.



Community organizations, government agencies and the City deliver community services.



Community organizations, the City and government agencies collaborate and work individually to strengthen community capacity.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Healthy, secure, informed residents and visitors who feel a strong sense of belonging and connection to place put a higher priority on and have resources to protect ecosystems and adapt to climate changes. Strong collective community capacity is needed to become climate resilient.</p>
	<p>Carbon Neutral Energy and Emissions Community, household and individual resources are needed to shift to low carbon alternatives.</p>
	<p>Minimal Waste Successful implementation of programs to minimize waste requires residents and visitors who understand and support these approaches to improve sustainability.</p>
	<p>Responsible Water Use Residents and visitors who are informed and feel connected to the community are more willing to change their behaviours to manage water more responsibly.</p>
	<p>Affordable, Accessible Housing Creating affordable housing requires collaborative, innovative actions that require strong community capacity to plan and implement.</p>
	<p>Caring, Engaged Community Individuals who are healthy, secure and informed are more able to reach out to understand and support others, and to engage in community activities.</p>
	<p>Strong, Vibrant, Creative Identity The already strong community capacity of Revelstoke is part of its authentic small-town identity. Enhancing community capacity will increase the potential to retain this identity as newcomers and more visitors come to the community.</p>
	<p>Healthy, Active, Safe Citizens Collaborative, strong community capacity is needed maintain and enhance the health and safety of the community.</p>
	<p>Locally Diverse Economy Community organizations that are able to work together are better able to promote and support a diverse local economy.</p>
	<p>Global Connections Networking both within and beyond the community will strengthen capacity.</p>
	<p>Adequate, Skilled Workforce Workers who are healthy, secure and knowledgeable are more successful and productive. Addressing current workforce challenges requires community collaboration achieved through strong community capacity.</p>

Strong Community Capacity Action Areas

3.2.1 Healthy Living

Integrating Goal: Support individuals who are challenged to meet their basic needs, and promote and encourage healthy lifestyles choices for all residents.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>Substance Use Strategy</i> (2011) – Implementation underway facilitated the Social Development Committee in collaboration with a number of organizations including: formation of the Youth Initiative Committee and implementation of the Youth Action Plan; training for service providers on delivering services to clients with mental health and/or problem substance use issues; bar shuttles; formal community-wide prescription drug misuse protocol; used needle disposal options; fetal-alcohol syndrome education for youth; support for alcohol free community events; and ongoing review of Special Occasion Licenses • <i>Poverty Reduction Strategy</i> (2012) – To be implemented in 2013 • <i>City Active Transportation Plan</i> (2010) – Implemented by the City • Social Development Committee facilitates communications and collaboration, implements planning and advises the City • Seniors Health Fair hosted by the Senior Citizens Association and Health & Wellness Fair hosted by Community Connections, in collaboration with other community organizations
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Interior Health services and programs in public health, mental health – including substance use counseling and Queen Victoria Hospital promote healthy lifestyles through pre- and post-natal services, counseling and nutrition advice; private sector physicians, chiropractors, dentists, optometrist, physiotherapists, massage therapists, yoga studios and others. • School District expanded healthy foods at the high school cafeteria and eliminated non-healthy choices in vending machines. • Screen Smart Committee hosts annual Screen Smart Week encouraging alternative, usually physical, family activities • City healthy food policy for Community Centre vending machines and annually sponsors 'Bike to Work' week. • Farmers' markets occur weekly during the summer and twice a month in winter. • North Columbia Environmental Society Local Food Initiative supports a community garden and education events • Community Connections Social Justice Advocate, Homeless Outreach Worker ,

	<p>Tenant Support Worker and Food Bank Manager positions and Outreach Programs including the Food Bank, food share program, a community garden and community kitchen, and baby bundles</p> <ul style="list-style-type: none"> • Community Connections programs and services for developmentally disabled citizens • Churches actively support those in need; hot lunch program at the United Church. • Women’s Shelter Society services including Forsythe House providing temporary, confidential shelter for women and children fleeing abuse, crisis line and links to community services • Revelstoke Awareness and Outreach Program supports for people living with mental health disabilities; sponsored by the Canadian Mental Health Association and runs primarily with volunteers • Seniors Association Helping Hands grocery shopping, and Volunteer Transportation to medical appointments • The PALS Hospice program does home visits to isolated seniors/residents • City, in partnership with Community Connections, provides subsidies to individuals/families with low incomes for City recreation programs and Aquatic Centre passes • Two thrift stores operated by the Hospital Auxiliary and a church collaboration • Subsidized housing for seniors and individuals with disabilities (see Housing section below) • Bear Aware gleaning program with food processing and donations to the Food Bank • Transit, Handi-dart and resort shuttle • Community Connections Family Support Services and Ministry of Children and Families programs that address dating and family violence and protect children from associated harms • Collaborative case management to support children experiencing barriers to success at school and their families • High School Youth Drug Survey which will be redone in 3-5 years with comparative analysis • Training for service providers of clients with problem substance use issues
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Explore and support options to expand local gardening and	Very	x	x	NCES

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
agriculture activities such as backyard chickens and bees; school gardens/greenhouses/expand' Field to Table' program; community gardens on City lands, edible landscaping on City lands, greenhouse attached to district energy system, etc. (See Appendix for full list)	high			City CC SD
<p>2. Implement the Poverty Reduction Strategy (perhaps concurrently with the Substance Use Strategy) through a broad community coalition with a focus on addressing:</p> <ul style="list-style-type: none"> • Expand school breakfast/lunch and emergency food stores programs for elementary schools where needed • Long-term stability for the Food Bank • Increasing the frequency and distribution points for free or low-cost hot lunches. • Exploring the feasibility of establishing a food coop • Supporting women leaving the Shelter with second-stage housing and starter kits • Promoting knowledge of school grants, programs and and supports for families • Working with all levels of government and PovNet to ensure all citizens (including seniors) maintain incomes above the poverty line 	High	x	x	SDC City IH CC MCFD OC WORK BC Churches SD
<p>3. Fully implement the Substance Use Strategy (perhaps concurrently with the Poverty Reduction Strategy) with a focus on addressing:</p> <ul style="list-style-type: none"> • Critically reviewing services related to substance use to identify gaps and supports for existing services • Expand capacity to offer the DARE educations program in all elementary schools every year • Re-establishing school-based substance use counseling • Educating and supporting families of residents who are receiving substance use and addictions counseling or are returning from detox treatment to promote better understanding of the issues and how to be supportive • Engaging and educating parents about problem substance use • Provide positive, clear information about substance use and healthy alternatives, particularly through opportunities to use positive role models (e.g., athletes, artists, etc.) • 'Safe bar' program 	High	x	x	SDC City IH CC YIC RCMP
4. Expand the Social Justice Advocate position to full-time as a primary	High	x	x	CC

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
point of contact to assist residents to access government subsidies.				SDC
5. Encourage employers to work with staff to initiate comprehensive health and wellness programs.	High	x	x	CoC IH
6. Develop and implement a Food Security Charter for individuals and the community.	Med-high	x	x	NCES CC City
7. Coordinate the Seniors Health Fair and the Health and Wellness Fair in conjunction with flu vaccinations, highlighting prevention options for the highest preventable sources of mortality.	Med-high	x	x	SCA CC IH
8. Develop community partnerships to enhance sexual health education in all schools by a trained sexual health educator.	Med-high	x	x	SD SAFER
9. Prepare and implement a Healthy Living Plan based on this Action Plan in conjunction with Interior Health's program.	Med-high	x	x	HSAC SDC IH

NOTE: Also see Affordable Housing section

3.2.2 Affordable Housing

Integrating Goal: Increase the availability of affordable, suitable, adequate and safe housing that shelters our workforce and enables citizens to choose to live their entire lives in the community.

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> • Revelstoke Community Housing Society, created in 2007, has the mandate to address a broad range of housing needs and has constructed units as funding permits • Revelstoke Affordable Housing Strategy and Policy Options (2006)
Specific tools or programs	<ul style="list-style-type: none"> • Social housing supported by the provincial government: <ul style="list-style-type: none"> ○ Monashee Court with 45 units for low income seniors over 55 and disabled residents; ○ Mt. Begbie Manor & Villas has 24 units for low income seniors over 55, 1 unit for disabled and 16 new units for both)

	<ul style="list-style-type: none"> ○ Moberly Manor with 11 assisted living units and 8 new rental housing units for seniors and people with disabilities; ○ Mt. Cartier Cottages at Queen Victoria Hospital with 45 residential care beds including 1 respite bed and 1 palliative care bed ○ three Community Living residential group homes for adults with developmental disabilities. ● Womens Shelter Society operates Forsythe House providing temporary, confidential shelter for women and children fleeing abuse. ● Community Connections Housing Outreach Coordinator providing client focused, community-based housing services to at risk or homeless adults and Tenant Support Worker for residents of one BC Housing complex , funded by BC Housing in 2009 ● City has provided City-owned lands at low or no cost for affordable rental housing projects ● City bylaw and enforcement restricting short-term vacation rentals in neighbourhoods ● City affordable housing fund created with the implementation of the inclusionary zoning bylaw which permits developers to contribute to this fund in lieu of constructing non-market housing units
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Enable affordable housing developments through City bylaws and policies that encourage higher density development, density bonusing, smaller unit and lot sizes, mixed use, reduced parking, infill development, accessory dwelling units/carriage cottages, secondary suites, amenity contributions , development cost charge and/or property taxes reductions and improved public transportation	Very high			City RCHS
2. Act on opportunities to construct subsidized rental housing that meets the needs of a variety of residents, including working with employers to develop staff accommodations for seasonal workers	Very high	x	x	RCHS City SSA Employers
3. Require any development of the surplus school lands to include affordable housing	Very High			City RCHS SD
4. Support homeowners to develop affordable new suites/carriage cottages by demonstrating best practices and providing information through workshops	Med-high	x		City RCHS

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
5. Support the pilot project of Habitat for Humanity programs and implement an ongoing program.	Med-high	x	x	RCHS City
6. Establish and operate second stage housing for women leaving the Shelter.	Med-High Funding	X Create	X Operate	WS City SSA RCHS
7. Establish an emergency shelter and implement via a lead organization to provide supportive services	Med-high	X Funding	X Create	RCHS CC

3.2.3 Lifelong Learning

Integrating Goal: Support the current high quality formal education for children and youth, and facilitate both formal and informal lifelong learning.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>Early Childhood Development Strategy</i> (updated annually) - Implemented by the EDC Committee, a cross-sectoral volunteer committee which coordinates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives. Facilitates the Revelstoke Children’s Charter. • <i>Community/District Literacy Action Plan</i> (updated annually) - Implemented through the Literacy Action Committee which is the advisory body for the Columbia Basin Alliance for Literacy, the Okanagan College volunteer adult literacy tutoring program, the English as a Second Language Settlement Assistance program (ELSAP), Columbia Basin Alliance for Literacy, a non-profit organization that promotes literacy and lifelong learning including supporting parents to guide their children in learning. • <i>Youth Initiative Action Plan (2010)</i> implemented through the Youth Initiative Committee and part-time Youth Liaison • Partnership between Okanagan College, Thompson River University (TRU) & the City to offer TRU’s Adventure Tourism Course in Revelstoke beginning in 2014.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • School District 19 operates three elementary schools with full day kindergarten, and one high school with a broad range of programs – all have social responsibility (anti-bullying) initiatives; participates in community early childhood, literacy and social development initiatives; early learning initiatives - StrongStart program, a free

	<p>parent and child drop-in program for children 5 years and under; Ready, Set, Learn, Leap Land and support to the Revelstoke Child Care Society to assist with additional child care and pre-school spaces; retains Farwell School as a centre for learning support. School Planning Councils, Parent Advisory Councils and the District Parent Advisory Council all operate with high levels of collaboration.</p> <ul style="list-style-type: none"> • Two Neighbourhood Learning Centres in new schools: the Performing Arts Centre and Youth Liaison and coordinated health services aimed at vulnerable teens at the new high school and an Early Learning, Literacy and Health Centre with co-located family support services, extensive childcare spaces and Revelstoke Child Care Society offices, as well as an acrobatic centre at the new Begbie View Elementary School. • Okanagan College runs basic adult education, certificate programs, employment training, English as a second language, literacy tutoring and general interest courses through classroom sessions, online and distance learning, and a Centre of Learning which includes exam supervision, study space, computer/internet use, learning supports and one-on-one activities. An Advisory Committee communicates local educational/training needs. • WorkBC Employment Centre offers employment and pre-employment support services for workers and recruitment support for employers including assistance with training. • Seniors Association computer, fall protection and other training. • ScreenSmart Initiative promoting alternative family activities • Columbia Mountain Institute hosts ecology based scientific training and education. • Canadian Avalanche Centre provides avalanche safety and management training. • City Park, Recreation and Culture Department programs general interest learning opportunities. • Various private sector programs.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Examine employment related educational and training needs to prioritize and agree on implementation.	High			WorkBC

3.2.4 Financial Well-being

Integrating Goal: Strengthen the capacity of individuals, households, community organizations and the City to access adequate financial resources to their meet needs and to deal with unexpected challenges.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • City and CSRD 5 –year Financial Plans; • City Budget Focus Group recruited annually • <i>Poverty Reduction Strategy (2012)</i>
Specific tools or programs	<ul style="list-style-type: none"> • City infrastructure reserves • The Revelstoke Credit Union offers banking, lending and insurance services, and provides generous annual donations to various groups in the community. • Three banks and three private sector businesses offer financial services • Income tax completion by volunteers • Columbia Basin Trust Community Initiatives and Affected Areas funding administered by the City in partnership with the CSRD currently \$1,757,691 over five years until 2015

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Enhance household financial literacy through educational events on household financial management, including how to reduce household debt, and high school programs on personal financial literacy.	Very high			CFDC OC SD Financial Orgs.
2. Prepare and implement a long term Infrastructure and Asset Management Plan to assess, document and schedule capital investments.	Very high Complete	x Implement	X Implement	City
3. Enhance community understanding of City costs and budgeting and the roles of reserves and debt.	Very high			City
4. Complete program audits, perhaps via the new Municipal Auditor.	Very high	X	x	City
5. Establish the Financial Focus Group as a continuous group to provide feedback to the City on annual budgeting and other major financial decisions.	Med-high	X	x	City

3.2.5 Sense of Belonging

Integrating Goal: Retain the friendly, safe, small-town community character in this distinct, diverse community where residents, families, seasonal workers and visitors feel welcome and respected, and enjoy a high quality of life.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>Early Childhood Development Strategy</i> (updated 2012) – implemented via a Committee with activities to highlight our ‘family friendly’ atmosphere that makes Revelstoke ‘the best place to raise a child’ and Roots of Empathy program in schools • <i>Age Friendly Plan</i> (2009) – implemented via the Seniors Association and Social Development Committee • <i>A Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke</i> (2010 – to be updated in 2013) - implemented via Okanagan College, the Multicultural Society and others • <i>Youth Action Plan</i> (2011) - implemented via the Youth Initiative Committee • Welcoming activities lead by the Social Development Committee, including the <i>Guide for Newcomers</i>, website, <i>Revelstoke Survival Guide</i> and Welcome Week • Carousel of Nations celebration hosted by the Multicultural Society in collaboration with a number of community organizations
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • City and Columbia-Shuswap Regional District public input opportunities to key decisions, plans and programs; City neighbourhood groups, newsletters/pamphlets, website comment portal and comprehensive survey every 5 years • Senior’s Association programs, Interior Health Adult Day Program, Community Connections Outreach program and the Awareness & Outreach programs engage socially isolated individuals • Museum Society celebrations of cultural dates and displays showcasing Revelstoke’s cultures • Parks Canada celebrations of local historical multicultural events • Community Futures Development Corporations Volunteer Revelstoke Committee activities to recognize and attract volunteers • Multicultural Society showcases community cultures • Many volunteer groups that create opportunities for residents to make connections and contribute to the community • Okanagan College English as a Second Language and English courses, Second Language Settlement Assistance Program provides support for new immigrants, and anti-discrimination training for professionals

	<ul style="list-style-type: none"> • School District, Child Care Society and Early Childhood Development Society supports for families for whom English is a Second Language • Columbia Basin Alliance for Literacy clear language workshops • Provincial multilingual Provincial Nurse hotline
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Seek community input about incorporating community uses in decisions to repurpose the surplus school facilities.	Very high			City SD
2. Enhance communications, education, and understanding of City operations and decisions, and increase input to City decisions, perhaps through a community outreach/participation master plan.	Very high	x	x	City
3. Sustain school-based anti-bullying interventions	High	x	x	SD
4. Update <i>A Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke</i> , with priorities based on defined criteria as well as leadership roles.	High			OC MCS
5. Sustain the Carousel of Nations as an annual event	Med-high	x	x	MCS
6. Link long-time residents, particularly those who are not involved in the adventure tourism or resort sectors, with newcomers, possibly via: <ul style="list-style-type: none"> • ambassador program • showcasing long-term residents in welcoming events • RMR “familiarization” tours • community pot luck highlighting cultural connections • event organizers including activities that engage and reflect the full range of community diversity and cultures 	Med-high	x	x	SDC RMR
7. Expand multicultural activities such as: <ul style="list-style-type: none"> • multicultural movie night • undertake another Community Haiki project • multicultural potluck • family dances • Black History month celebrations • Elimination of Racism Day (March 21) 	Med-high	x		RMS RM

3.3 Compact & Connected Community

Compact & Connected Community

Maintain a compact community, defined by a vibrant downtown and mixed use neighbourhoods, supporting diverse mobility choices including safe, convenient and active options for all residents.

Goals

- **Land Use:** Promote a compact, complete community with a strong sense of identity, with compatible land uses along City boundaries, consistent with City, Regional District, Parks Canada, BC Hydro, RMR and provincial values
- **Transportation:** Improve transportation options as a means to support more active modes of transport and support increased community connectivity.

Spheres of Influence



The City regulates growth related land use and development in the community. The City also develops roads.



The City maintains critical infrastructure that serves residents, businesses and institutions. The City also maintains roads and transportation management facilities such as traffic signals, signage and bus stops.



The City works collaboratively with other governments, developers, community groups and the public to achieve community goals.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems</p> <p>Compact community design helps reduce development pressure on undeveloped land. Transportation options can reduce the need for road expansion which in turn minimizes infringement on green spaces and reduces contaminants from vehicles such as oil and other residues.</p>
	<p>Carbon Neutral Energy and Emissions</p> <p>Compact design creates shorter distances between destinations enabling more walking and convenient transit use and reduces GHGs and energy use. Higher density homes are more energy efficient than single detached homes.</p>
	<p>Minimal Waste</p> <p>Sufficient density allows for services such as curbside recycling, and provides opportunities for goods to be passed along to multiple owners through second-hand stores or other mechanisms.</p>
	<p>Responsible Water Use</p> <p>Compact community design supports a healthy watershed and reduces water consumption through smaller irrigated spaces, significantly reducing peak demand. Land use planning ensures the protection of the watershed.</p>
	<p>Affordable, Accessible Housing</p> <p>Compact community design leads to greater housing diversity which allows for “aging in place” and more affordable housing options.</p>
	<p>Caring, Engaged Community</p> <p>Compact communities bring people into closer proximity, allowing people to meet neighbours and fellow residents while shopping or accessing services and amenities.</p>
	<p>Strong, Vibrant, Creative Identity</p> <p>Compact community design creates more opportunity for identifiable architecture, high quality public parks and plazas and well-defined streets.</p>
	<p>Healthy, Active, Safe Citizens</p> <p>Cycling, walking paths and transit networks throughout the community promote multi-modal transportation. More walking and cycling in compact neighbourhoods leads to healthier citizens.</p>
	<p>Locally Diverse Economy</p> <p>Compact communities place more residents in close proximity to stores thus creating more viable businesses.</p>
	<p>Global Connections</p> <p>A compact, liveable community creates a unique identity that brings in visitors from around the world. Sufficient density also allows for more telecommunications options to stay connected with the world. Efficient transportation systems support goods and services movement.</p>
	<p>Adequate, Skilled Workforce</p> <p>Compact communities provide a variety of options for the workforce, and opportunities to offer education and training.</p>

Compact & Connected Community Action Areas

3.3.1 Land Use

Integrating Goal: Promote a compact, complete community with a strong sense of identity, with compatible land uses along City boundaries consistent with City, Regional District, Parks Canada, BC Hydro, RMR and provincial values.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>City of Revelstoke Official Community Plan (2008/updated 2011 & 2012).</i> • myRevelstoke 2030 (UBC) (2012) planning research project results. • Advisory Planning Commission provides commentary on development applications. • <i>Community Energy and Emissions Plan (2011)</i> includes land use-related recommendations.
Specific tools or programs	<ul style="list-style-type: none"> • Zoning Bylaw • Building Bylaw • Development Cost Charges Bylaw • Sign Bylaw • Subdivision, Development and Servicing Bylaw • City Smart Growth Development Checklist

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Update the OCP: <ul style="list-style-type: none"> • to be consistent with ICSP sustainability priorities and integrated strategies. • to incorporate updated Environmentally Sensitive Areas, Environmental Hazard Lands, and Natural Feature View Maps and associated revisions to objectives and policies developed as part of ICSP planning process. • to position the ICSP as the overarching planning documents for the City in the Implementation Section of the OCP, and remove action items addressed as part of the ICSP process (e.g. updated mapping (see #2) and indicators). 	Very high	X		City
2. Update zoning and associated bylaws including addressing vacation	Very	x		City Plan

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
rental properties within residential neighbourhoods.	high			
3. Improve the linkages between engineering and planning when dealing with planning for strategic infrastructure investment.	Med-high			City Plan DE&PW

3.3.2 Transportation

Integrating Goal: Improve transportation options as a means to support more active modes of transport and support increased community connectivity, including for people with disabilities.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>City of Revelstoke Official Community Plan (2008/ updated 2011 & 2012),</i> • <i>City of Revelstoke DRAFT Comprehensive Transportation Master Plan</i> to guide resolution of transportation issues and transportation capital expenditures. • <i>Revelstoke DRAFT Active Transportation Plan</i> which provides guidance for non-vehicular facilities and policies. • myRevelstoke 2030 (UBC) (2012) planning research results. • City sponsored Bike to Work Week. • NCES annual bike give-away in cooperation with the RCMP. • Shuttle buses to RMR supported by the City, Tourism Infrastructure Funds and RMR. • City expanding disabled parking spaces and identified 'Seniors Walking Routes' in consultation with the Seniors Association and through the <i>Age Friendly Plan</i>. • <i>Community Energy and Emissions Plan (2011)</i> includes transportation-related recommendations • Revelstoke constructed its first dedicated bike lanes in 2012 and there are plans to expand the route from the Illecillewaet Bridge to the Big Eddy Bridge.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The City develops and maintains the road networks within City limits and monitors the safety and efficiency of key routes throughout the community. • The Ministry of Transportation develops and maintains highways and main access roads outside the City limits. • The City's "Smart Growth Development Checklist" requires developers to indicate the walking distance from a planned development to bus stops, trails, greenways and cycling routes.

	<ul style="list-style-type: none"> • Kootenay Car Share Co-op has 3 vehicles for members. • Revelstoke Cycling Association creates and maintain low impact cycling trails. • Conceptual Planning and Geotechnical Feasibility Assessment for the Revelstoke River Trail (2000) • Electric vehicle charging station. • Two public BC Transit routes run Monday-Saturday during the daytime. • Provincial bus pass program is accessible to eligible individuals via Community Connections and social sector agencies. • The City is working to expand the wheelchair accessible “HandyDart” service and improving the accessibility of the Handi-pass program by moving it from the hospital to a downtown location.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Improve cycling facilities and safety throughout the community, including: <ul style="list-style-type: none"> • Provide end-point bicycle facilities, such as covered bicycle parking and shower/locker facilities, in public facilities, and include requirements in new development • Improve the cycling environment, including: bicycle detection at traffic signals, railway crossings, multi-use trail crossings, and short and long term bicycle parking at commercial, institutional and residential locations. • Develop safe, convenient, and comfortable bicycle routes in accordance with the final Transportation Master Plan, which includes designated bike lanes, on-road bike routes, recreational routes, and multiuse trails. Encourage biking by making it fun, with jumps etc. • Education and enforcement of biking road rules 	Very high Identify needed improvements	X Imple- ment		City DE & PW
2. Update and present DRAFT Master Transportation Plan to Council for adoption consideration; then implement. Plan should address: <ul style="list-style-type: none"> • improving community connectivity such as a second crossing of the Illecillewaet River, left turn lanes and traffic signals along the route to all southern aspects of Revelstoke and improving access across CPR tracks; • developing a truck route bylaw to designate truck routes throughout the community. 	Very high Complete Plan	X Funding	X Imple- ment	City DE & PW

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<p>3. Support reduced vehicle use as outlined in the final Transportation Master Plan, including:</p> <ul style="list-style-type: none"> • Addressing safety issues including the western access • Improve greenway, paths, and trails around the City and to the Resort • expanding use of the car share co-op • expanding carpooling including using the ride share (carpooling) website • encouraging the provision of transportation demand management programs to help reduce reliance on automobiles, such as incentives and resources to encourage transit use, walking and cycling • celebrating Bike to Work Week • adopting reduced parking requirements • adopting roundabout and traffic calming policies 	Very high Identify Priorities	X Imple- ment		City Car Share Coop
4. Improve the street network to support pedestrian safety, , enjoyment and convenience, including seniors' walking routes as detailed in the Transportation Master Plan.	High Priority Areas	X Imple- ment	x	City DE & PW
5. Improve quality and quantity of taxi service options.	High			
6. Improve eastern highway access to the city.	Med-high			City
<p>7. Improve transit service delivery by:</p> <ul style="list-style-type: none"> • preparing bus stop guidelines for consistency, safety, accessibility and easy recognition of existing and new transit stops • Improving bus stops incrementally with benches, covers, snow removal consistent with the guidelines • providing evening service • post the bus schedule at each transit stop. 	Med-high Guide- lines	X Imple- ment	x	City CED BCT
8. Develop guidelines for all public and private infrastructure to accommodate universal access, recognizing the varying physical capabilities of community members.	Med-high	x	x	City DE & PW City Plan

3.4 Resilient Infrastructure

Resilient Infrastructure

Develop green and integrated community infrastructure & services.

Goals

- **Solid Waste:** Reduce waste production and maximize waste diversion
- **Water Systems:** Improve water quality and encourage efficient water use.
- **Energy Systems:** Encourage responsible energy use.

Spheres of Influence



The City regulates private development that is supported by city infrastructure and regulates fees for services.



The city owns and operates significant community infrastructure assets and utilities that support services and community development.



The City works collaboratively with other governments, developers and operators to support services.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Landfills and illegally dumped waste can negatively impact natural areas.</p>
	<p>Carbon Neutral Energy and Emissions Water distribution and treatment is energy intensive. Solid waste generates greenhouse gas emissions, in particular methane – the most potent GHG, and has the potential to be a source of energy.</p>
	<p>Minimal Waste Local landfill capacity has neared capacity, greatly increasing the need to find alternative waste management strategies.</p>
	<p>Responsible Water Usage Local water resources are abundant, but not during summer months, when most in need. Effective waste and materials management keeps toxins out of the water system.</p>
	<p>Affordable, Accessible Housing Multifamily homes can be designed to include recycling facilities and support efficient waste stream separation. Homes can be designed with materials that minimize waste generation.</p>
	<p>Caring, Engaged Community Major infrastructure projects can offer low barrier employment opportunities for disabled residents or residents re-entering the work force.</p>
	<p>Strong, Vibrant, Creative Identity Infrastructure projects are ideal opportunities for place-making or showcasing local artists by infusing public art into major capital projects.</p>
	<p>Healthy, Active, Safe Citizens Lower emissions and environmental waste reduce local emissions and air quality.</p>
	<p>Locally Diverse Economy Water supports local industry, and commercial businesses. Waste, recyclable, and compost collection and processing can lead to job opportunities.</p>
	<p>Global Connections Community infrastructure supports ongoing investment and connectivity to regional communications and transportation systems.</p>
	<p>Adequate, Skilled Workforce Waste diversion, infrastructure maintenance, localized energy supply support local jobs.</p>

Resilient Infrastructure Action Areas

3.4.1 Solid Waste

Integrating Goal: Reduce waste production and maximize waste diversion.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • The Columbia Shuswap Regional District's Solid Waste Management Plan (2009) 5-year implementation program is nearing completion. The City is a participant in developing implementation strategies and is coordinating with the CSRD to prepare a waste diversion strategy. • The CSRD operates the Revelstoke landfill, with the City providing weekly household garbage collection and bi-weekly curbside recycling pick-up (on contract). City and CSRD are partnering to develop windrow wood waste/septage composting. • The Province enacted the Recycling Regulation in 2004 which transitions responsibilities for managing end-of-life products from government and its taxpayers to industry and its consumers. The regulation was amended in 2011 to include a packaging and printed paper product (PPP) category. With this inclusion, the producers of PPP became obligated to submit a stewardship program plan to the government; an industry stewardship group, Multi-Materials BC (MMBC), has been working in collaboration with local governments to develop a strategy to assume management of these products.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • CSRD has two depots in Revelstoke for recycling of newspaper, mixed paper, glass, tin and cardboard. CSRD contracts collection of batteries, paint, computers and other waste at one depot and hosts Recycle Fairs in spring, summer and fall. • Recycle Fairs allow for the CSRD to partner with EPR Stewardship groups that do not have a permanent collection depot within the municipality to collect items for which they are responsible in a round-up format. In Revelstoke, EPR facilities are lacking or non-existent for oil, solvents, and flammable liquids; tires; pesticides; and gasoline. During the Fall Recycling Fair, the CSRD also collects Household Hazardous Wastes which are not covered under an EPR program. • Mandatory separation of building materials as part of the building / demolition permit system is in place. CSRD recently released a Construction and Demolition Toolkit outlining a fee structure to encourage the separation and recycling of construction and demolition materials. • Residential yard waste is accepted at the Revelstoke Landfill free of charge for periods during the spring and fall, and metal wastes are accepted for free during a weekend in the spring. • A Resource Exchange Centre was constructed at the Revelstoke Landfill to facilitate

	<p>the exchange of ‘garage sale’ items.</p> <ul style="list-style-type: none"> • The CSRD provides promotion and education programs, including “the loop” newsletter, local Recycling Directory (updated annually), information on City websites and the Revelstoke Recycle Fairs. • The City maintains a solid waste bylaw, policies and management practices as new solid waste programs are implemented to ensure compliance. Currently the City offers biweekly curbside recycling pickup . • The City’s “Smart Growth Development Checklist” includes criteria for energy efficiency of proposed structures, enhanced durability of construction materials, and direction for waste management for new developments. • The Revelstoke Community Energy Corporation (RCEC) was created in 2005 to operate a wood-waste fueled district energy (DE) system. • Stoke List, an online buy and sell classified, provides a means for local residents to sell items for reuse. RevySell Facebook page is another online buy and sell option. • Some local businesses are providing an incentive for consumers to reduce waste (i.e. extra charges incurred for disposal coffee cups and plastic bags). • NCES has developed a waste fact sheet, providing high-level information about waste and recycling in Revelstoke.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Participate in developing a 5-year Implementation Strategy for the Region’s Solid Waste Management Plan.	Very high			City CSRD
2. Participate in the implementation of the BC Recycling Regulation and Multi-Materials BC stewardship planning process for packaging and printed paper products. Prepare a response to the market clearing price established by MMBC and develop a corresponding financial and delivery strategy for the City.	Very high Participate	X Funding and Delivery Strategy		City CSRD
3. Grow composting/organics collection and disposal opportunities in the community, including: <ul style="list-style-type: none"> • Support the development of a community composting facility at the CSRD landfill site • Curb-side pick-up and composting of kitchen organics • Encourage Bear–Aware household composting (e.g. vermiculture). 	Med-high			City CSRD Bear Aware

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
4. Implement eco-procurement policies to reduce the amount of raw material that enters into the waste stream through selecting purchased materials that have less packaging and are more environmentally friendly.	Med-high			City Businesses Community orgs.

3.4.2 Water Services

Integrating Goal: Improve water quality and encourage efficient water use.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City Water Conservation Strategy (2007) and Action Plan has been partially implemented via water use restrictions, water pipe leak detection and repairs, a water metering trial and training a staff member to support household water conservation, including distributing water saving kits. The City joined the Columbia Basin Trust WaterSmart initiative in July 2012 with plans to update the Water Conservation Action Plan. • Golf course Wellhead Protection Plan. • Liquid Waste Management Plan (2012) which is yet to be completed to Stage 3. • Updated Provincial Building Codes require mandatory water conservation in new buildings via use of water efficient devices as part of Building Permit Issuance and Inspection (use of water efficient devices).
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • City gravity based water system includes Greeley Creek watershed, Greeley water treatment plan, Trans-Canada Highway reservoir, Arrow Heights reservoir, water mains and golf course well serve all neighbourhoods except Big Eddy. • City water source maintenance and construction projects are ongoing, such as completing the Trans-Canada highway reservoir replacement project, upgrading the Greeley Creek reservoir and tank, water main replacements, Arrow Heights reservoir access road, valve exercising/repair, cross-connection control program and residential and business service upgrades. • Big Eddy Waterworks District oversees the Big Eddy ground well water system. • Rural properties are served by wells or streams. • The City implements water efficient landscape planning and maintenance programs and general water management practices including monitoring use, leak detection and low flow retrofits.

	<ul style="list-style-type: none"> • The City maintains storm water mains in the Central and South Revelstoke neighbourhoods and part of Columbia Park. • City contracts services to regularly remove oil/chemical from storm drains, especially in high use parking areas. • A central secondary treatment facility processes domestic sewer from all but Arrow Heights, West Side Road, Big Eddy and portions of Clearview Heights and South Revelstoke neighbourhoods. • The City has several educational tools and programs like a bi-annual Water Works newsletter and attending the farmers market to provide education on water conservation. • Water conservation module for K to 7 classes • Know Your Watershed offered by Wildsight in Grade 8
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Develop and implement an integrated storm water management plan and/or drainage bylaw, including: <ul style="list-style-type: none"> • strategies to retain storm water on site • increase tree and vegetative cover to increase capture of rain above ground, and to increase evaporation • Look at options for treating all storm water discharge in natural ways, e.g. absorb rainfall back into the ground • Encourage roof runoff to be collected and stored in cisterns for later use for toilet flushing, laundry or garden irrigation. • Preserving natural drainage features throughout the City's drainage planning and development planning process • Separating the storm water and sewage lines to reduce costs of treating storm water that inadvertently enters treatment plant 	Very high Plan	X Imple- ment		City
2. Complete a watershed management plan for Greeley Community Watershed.	Very high			City DE & PW
3. Complete updated Liquid Waste Management Plan Stage 3 and continue to implement.	Very high			City
4. Update the Emergency Response Plan for a failure at the water treatment plant or convert the existing backup chlorination system from gas system to sodium hypochlorite.	Very high			City DE & PW
5. Fully implement the Water Conservation Strategy	High	X	x	City

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
including: <ul style="list-style-type: none"> Public education (such as at events, through newsletter, website, demonstration projects, and other resources) Financial incentives, in conjunction with provincial and federal governments, to encourage the installation of water efficient devices in homes, offices and businesses. This could include a rebate program for retrofit kits and rain barrels. 	Update Action Plan	Implement		DE & PW
6. Complete a water metering study that will: <ul style="list-style-type: none"> make recommendations regarding the type of meters and data collection the City should be considering, provide an estimate of the cost to implement a metered delivery system, make recommendations regarding billing rates to customers, and consider implementation tools such as a water metering bylaw. 	High Study	X Implement		City DE & PW
7. Amend the Building Bylaw to require ultra low flush toilets and reduced water use fixtures for all new buildings.	Med-high			City
8. Relocate the current sewage discharge from the Illecillewaet River to a location along the Columbia River.	Med-high Design	X Funding Strategy	X Construction	City

Note: Long-term Infrastructure Asset Management and Replacement Plan is included in the Financial Well-Being section in the Strong Community Capacity Integrating Strategy.

3.4.3 Energy Systems

Integrating Goal: Encourage responsible energy use.

Initiatives and Supportive Actions to Continue

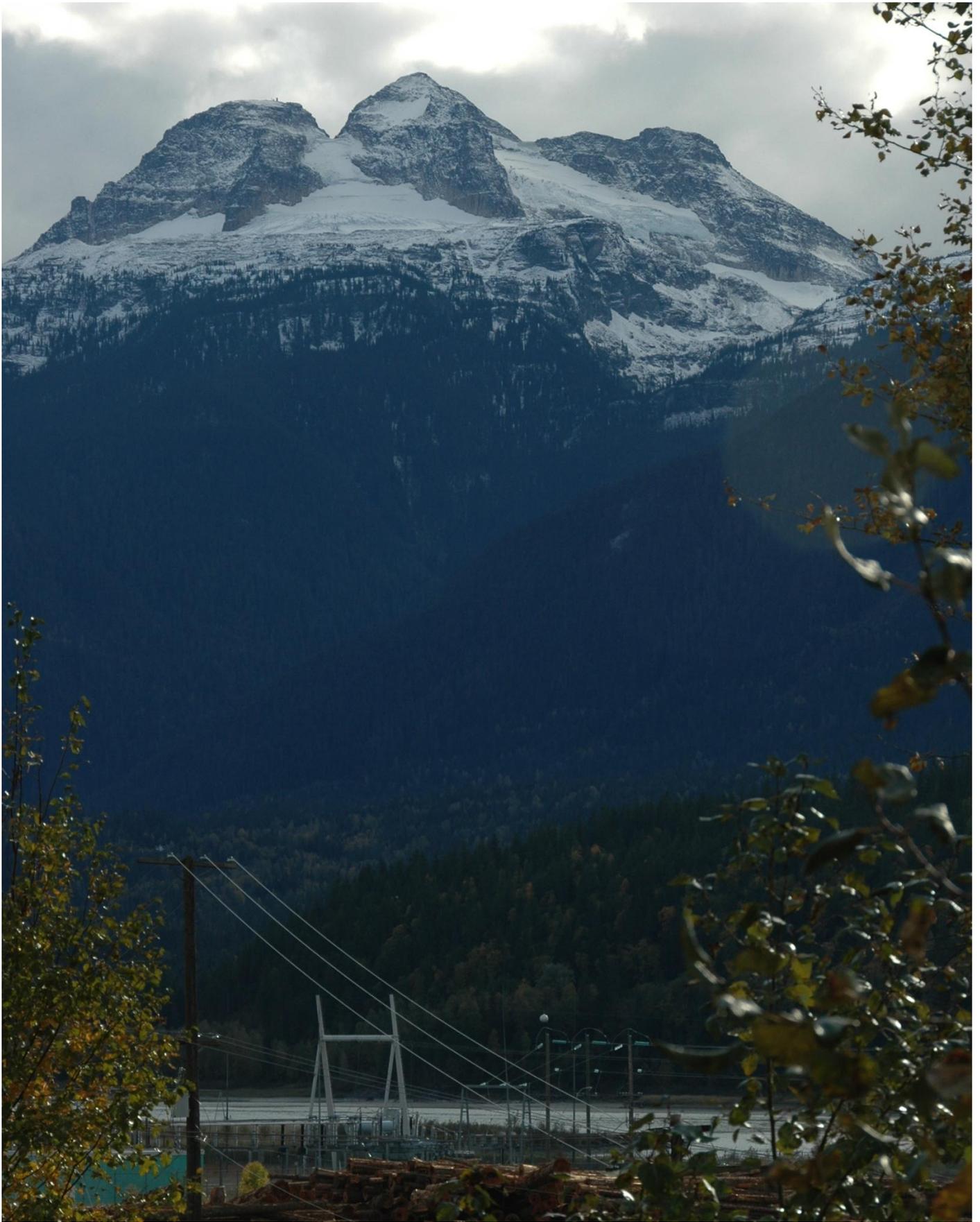
Strategic plans and collaborative action	<ul style="list-style-type: none"> Official Community Plan amendments that included community emission reduction target of 6% by 2020 based on 2007 levels. Corporate Energy and Greenhouse Gas Emission Inventory and Reduction Strategy (2011) being implemented by the City Engineering Department in collaboration with all departments Community Energy and Emissions Plan (2011)
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	<ul style="list-style-type: none"> • City of Revelstoke District Energy Expansion Pre-feasibility Study - FINAL REPORT (2011) being implemented with the Revelstoke Community Energy Corporation. • City Climate Change Adaptation Action Plan (2012) • City has signed on to the BC Climate Change Charter with the provincial government and the Union of BC Municipalities, as well as the FCM Partners for Climate Protection program.
Specific tools or programs	<ul style="list-style-type: none"> • Revelstoke Community Energy Corporation (RCEC) was created in 2005 to operate a wood-waste fueled district energy (DE) system. The system provides heat to ten downtown buildings both private and City-owned, as well as heat for kilns at the Downie sawmill and heated water for the Aquatic Centre. • City Anti-Idling Bylaw and signs posted throughout the community. • The City's "Smart Growth Development Checklist" includes criteria for energy efficiency of proposed structures, enhanced durability of construction materials, and direction for waste management for new developments. • Comprehensive energy audits and opportunity assessments on all municipal buildings and the water treatment plant, with plans to convert heating, ventilation and lighting systems over to power smart devices and fixtures. • Information sessions for builders, developers, contractors and the general public to educate on energy efficiency measures and financial incentives available for existing and new buildings • Vehicle fleet emission reduction training for City employees and private sector fleet managers.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Implement priority actions in the Community Energy and Emissions Plan.	Very high	X		City
2. Fully implement recommendations in the City's Corporate Energy and Greenhouse Gas Emissions Reduction Strategy, including assigning a staff member to be responsible for implementation of actions and communicating implementation activities.	Very high	X		City
3. Develop and implement a Green Building bylaw for public, and if feasible, private buildings.	High Public Buildings		X Private Buildings	City
4. Develop and adopt specific bylaws/policies for district energy that relate to ownership and service area.	High	X		City Plan

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
5. Approve a bylaw to allow Neighbourhood Zero Emission Vehicles (NZEVs) on City roads. Support the bylaw with additional implementation measures: <ul style="list-style-type: none"> • Priority parking stalls for NZEVs • Charging stations for NZEVs • Promotional/Education process on NZEVs 	Med - high	X		
6. Optimize operation of water and waste water infrastructure to improve energy efficiency of the current water and wastewater facilities <ul style="list-style-type: none"> • Assess the reduction potential of installing variable speed drives at pumping stations • Assess and fix water lines with existing leaks • Include provisions for sewage treatment expansion in a green building and infrastructure policy • Assess where current storm sewers can be separated from the waste water system. 	Med-high	X		City
7. Promote “Green Homes Visit” program to provide tips on how to improve home energy efficiency.	Med - high			City
8. Improve energy efficiency in streetlights and traffic signals	Med - high	X		City
9. Develop and implement a Green Municipal Building Policy and energy efficient equipment policy.	Med - high			City
10. Encourage energy and emission reduction from contracted out services by requiring fuel consumption data for services	Med - high			City



3.5 Responsive, Caring Social Systems

Responsive, Caring Social Systems

Enhance community social systems to support all residents to enjoy a high quality of life.

Goals

- **Safety & Emergency Services:** Retain a strong sense of community safety by continuing to address conditions that lead to violence and crime, supporting victims, providing emergency services and reducing wildfire risks
- **Health Services:** Meet the needs of a growing and changing population with appropriate outreach and emergency supports and health and wellness facilities and services, including access to out-of-town health care
- **Recreation:** Maintain, develop and manage a well-integrated and linked system of parks, trails, and recreational facilities serving the needs of residents and visitors that is accessible for all citizens
- **Families & Children:** Continue to demonstrate that our community is 'family friendly' and actively supports our children, youth, and families.
- **Youth:** Meet the physical and psychological needs of youth associated with a positive transition to adulthood and as guardians of Revelstoke's future, including the needs for belonging, independence, mastery and generosity.
- **Seniors:** Support senior residents to enjoy a high quality of life and live out their lives within the community

Spheres of Influence



Community organizations, the City and provincial agencies work together to craft and implement strategic plans for most social systems.



The City is largely responsible for safety and emergency services. Other services are provided by provincial agencies, the City, community organizations and the private sector.



Extensive collaboration exists, and continues to expand amongst community groups, the City, provincial agencies and the private sector to plan and deliver social services.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Social services can be planned and delivered in ways that support or hinder climate resilience and healthy ecosystems.</p>
	<p>Carbon Neutral Energy and Emissions Heating, travel and other energy using activities are integral to the extensive social service sector. By adopting carbon neutral practices this sector can contribute to achieving this priority and model these practices for others.</p>
	<p>Minimal Waste The social sector manages a number of operations where minimal waste practices could be implemented. These practices would reduce community waste levels and model these practices for others.</p>
	<p>Responsible Water Use Social service operations could adopt water conservation and water quality practices that would reduce per capita water use and model these practices for others.</p>
	<p>Affordable, Accessible Housing Social services interface with many individuals needing affordable, accessible housing. Strong social services can direct individuals to affordable options as well as communicate and educate the community about housing needs.</p>
	<p>Caring, Engaged Community Responsive, caring social services are one of the major elements to achieving a caring, engaged community. Social service providers are often the most important point of contact for otherwise isolated individuals.</p>
	<p>Strong, Vibrant, Creative Identity Responsive, caring social services form a part of the community's strong identity, where citizens care about one another.</p>
	<p>Healthy, Active, Safe Citizens Responsive social service systems support individuals, families and organizations to achieve improved health and safety.</p>
	<p>Locally Diverse Economy The social system includes many private sector businesses and not-for-profit organizations as well as government agencies that contribute to the local economy through employment, supplies purchases and capital investments.</p>
	<p>Global Connections Many social service providers maintain connections with colleagues outside the community, contributing to the community's global connections.</p>
	<p>Adequate, Skilled Workforce Working people require social services to maintain their safety, health and overall wellness so they are productive workers.</p>

Responsive, Caring Social Systems Action Areas

3.5.1 Safety & Emergency Services

Integrating Goal: Retain a strong sense of community safety by continuing to address conditions that lead to violence and crime, supporting victims, providing emergency services and reducing wildfire risks.

Initiatives & Supportive Actions to Continue

<p>Strategic plans & collaborative action</p>	<ul style="list-style-type: none"> • <i>Emergency Response and Recovery Plan (2006)</i> – Implemented through an Emergency Planning Committee that involves all emergency organizations, contracted Coordinator and Emergency Social Services personnel; regular emergency management training for City staff and other agencies. • <i>Community Wildfire Protection Plan (2006/refined 2011)</i> – Implemented by the Community Wildland Fire Protection Committee. • Pilot First Responder program implemented by Fire Rescue Services to support other rescue and emergency providers. • Cooperation amongst policing, search and rescue, the Canadian Avalanche Centre, Parks Canada, RMR, CPR Police and community organizations to enhance safety in the backcountry and achieve efficient rescue response. • In partnership with the province, the City funds Police-Based Victim Support Services.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • RCMP policing services contracted by the City as well as provincially funded Integrated Road Safety Unit and Forensic Identification officers. • Fire Rescue Services respond to fire calls, provide fire prevention education, conduct fire prevention inventories and risk analysis and a pilot First Responder Program with paid and volunteer fire-fighters via an on-site training centre with ongoing training • Highway Rescue Society • BC Ambulance Services. • Search and Rescue Society provides expertise, training and manpower for all-season backcountry rescues. • Community Response Network providing supports to adults experiencing abuse. • Women’s Shelter Society Forsythe House and programs and Community Connections counseling programs support women and children experiencing family violence.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Monitor population growth, visitor levels, and related incidents in cooperation with all levels of government to identify and secure additional resources for needed service expansion as population and visitations grow, particularly at the resort area.	Very high	x	x	City RCMP RFRS RMR
2. Explore and implement feasible options to reduce risk of interruption in services from essential community, provincial and national infrastructure due to wildfires, storms, etc..	Very high Explore	X Imple- ment		City
3. Implement priorities in the Community Wildfire Protection Plan update, particularly private landowner FireSmart practices and landscape scale fuel management break planning and treatment.	Very high	x	x	RFRS MFLNRO PC
4. Enhance the emergency preparedness program by: <ul style="list-style-type: none"> Updating the community preparedness plan Continuing to implement mock-up exercises, training, and equipment upgrades Continuing to evaluate potential effectiveness of the plan Encouraging households to practice emergency preparedness 	High			RFRS PEP ESS RCMP City
5. Stabilize paramedic staffing.	High	x	x	BC government
6. Establish 'Citizens on Patrol/Blockwatch' program.	Med-high	x		RCMP City
See the Financial Well-being Section in Community Capacity for long term Infrastructure Asset Management Plan, including for fire protection services				

3.5.2 Health Services

Integrating Goal: Meet the needs of a growing and changing population with appropriate outreach and emergency supports and health and wellness facilities and services, including access to out-of-town health care

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> City Health Care Advisory Committee promotes open communication and an active working partnership between the City of Revelstoke, Interior Health, local organizations, and citizens.
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	<ul style="list-style-type: none"> • Interior Health, RMR, and BC Ambulance Service collaborate to aid communication and facilitate planning regarding developments at the resort. • Child and family related health services are co-located with other community family supports at the Neighbourhood Learning Centre at Begbie View Elementary School and space has been provided for youth mental health and substance use services in the new secondary school. • <i>Revelstoke Community Substance Use Strategy (2011)</i> partially implemented via the Social Development Committee in partnership with others.
Specific tools or programs	<ul style="list-style-type: none"> • Interior Health provides public health, mental health/substance use counseling and life skills support, Queen Victoria Hospital services and supportive end-of-life training for all hospital staff and residential care staff as well as families and the general public . • Selkirk Medical Group with 10 physicians operates the Selkirk Medical Clinic five days/week with an urgent care clinic during regular hours, provides hospital services and is a UBC Rural Teaching Site. • Some specialist services are provided on-site at the hospital or clinic; most require out of town travel – the Health Connections Bus transports patients to out of town medical appointments, supplemented by the Volunteer Transportation program organized via the Seniors Association. • Ministry of Children and Family Development health-related services include Individual and Family Support and Child and Youth Mental Health. • Red Cross Loans Cupboard provides medical equipment loans • Volunteer groups provide respite and hospice support and sexual health counseling while numerous volunteer support groups bring people with specific health challenges or experiencing bereavement together. • Seniors Association facilitates health-related education. • Community Connections offer mental health counseling. • Options for Sexual Health drop-in provides sexual health services including information, counseling, testing and affordable contraceptives • Canadian Hearing Care clinic provide hearing care services

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Establish expanded hours to Selkirk Medical Clinic to include after business hours and Saturdays to ensure access to non-emergency medical care	High	x	x	City IH Selkirk Medical

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
2. Complete the establishment the hospital heli-pad.	High			IH
3. Improve community awareness of the number of people experiencing mental health challenges, the support services available, particularly for youth and young adults, and advocate for improved accessibility.	High	x	x	IH CMHA
4. Build a fund to support access to supplementary health care for low income residents (e.g. optometry and dental).	Med-high Explore options	X Imple- ment	x	RCF?

3.5.3 Recreation

Integrating Goal: Maintain, develop and manage a well-integrated and linked system of parks, trails, and recreational facilities serving the needs of residents and visitors that is accessible for all citizens

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>Parks, Recreation and Culture Master Plan (2010)</i> – To be implemented through a Parks, Recreation and Culture Advisory Committee • City Parks, Recreation and Culture Department manages community recreation facilities for long-term maximum usage and lowest costs; hosts and markets a growing number and variety of recreation, arts and culture programs to expand use of the Community Centre; develops volunteer programs; supports not-for-profit recreation groups and community partnerships; and coordinates with provincial agencies and recreation, arts & culture service providers. CSRD has a cost sharing arrangement with the City for recreation services (including the aquatic centre). • City Parks, Recreation and Culture Department reviews and evaluates grant opportunities regularly against priorities and pursues grant funding opportunities, in collaboration with government agencies and community groups when appropriate. • City parks and playgrounds are upgraded on a regular basis through site plans that are developed in consultation with community interest groups and based on inspections. Upgrades are done in coordination with infrastructure upgrades and in partnership with other organizations (particularly the Early Childhood Development Committee) and as funding allows. • In partnership with Community Connections, the City has a subsidy program for low-income residents and families, providing a recreation pass to the aquatic
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	<p>centre (not the gym) and subsidies for all city-run recreational facilities and programs; there are also informal supports for participation.</p> <ul style="list-style-type: none"> • Not-for profit community groups have worked with the City, CSRD and provincial agencies to develop and maintain infrastructure for snowmobiling, equestrian activities, nordic skiing, cross country and downhill skiing, and other activities.
Specific tools or programs	<ul style="list-style-type: none"> • School District hosts the Leap Land Indoor Playground – a free indoor play space for children birth to school age - and gymnastics facility at the Neighbourhood Learning Centre at Begbie View School, provides space for recreation clubs and makes facilities available for community recreation use. • City parks management strategies incorporate environmental stewardship through awareness, early detection and rapid response to reduce invasive weeds, incorporating indigenous plantings, and water conservation.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Implement the City Parks, Recreation and Culture Master Plan with an Advisory Committee (with arts and heritage representation) with : <ul style="list-style-type: none"> • Terms of Reference/mandate that is adequate to oversee the implementation of the PRC Plan consistent with the will of the community • System for prioritizing actions based on defined criteria • A system to monitor progress toward plan objectives, including being inclusive of the needs of all families, youth, seniors, and low income residents 	Very High Create & prioritize actions	X Implement	X Implement	City PRC
2. Operate a safe, efficient and secure Arena/Forum <ul style="list-style-type: none"> • Review operations to identify improvements • Complete a feasibility study on affordable options to upgrade the facility. If not this is not feasible, develop a plan for arena/curling rink replacement including public/private partnerships. • Winter walking track for seniors (and others) inside the arena (behind the bleachers) 	Med-high Explore options	X Plan	X Implement	City PRC
3. Create an expanded skateboard park in a central, safe location.	Med-high Funding	X Implement	X Implement	City PRC

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
4. Improve the golf experience to ensure long term success, including needed building maintenance/repairs.	Med-high Priority Issues & Plan	X Imple- ment		City Golf Club
5. Create a BMX/mountain bike pump track with available funding.	Med-high			City PRC Bike group
6. Support approvals of new facilities where they provide desirable community resources and improve the recreational tourism appeal of the community to encourage private enterprise.	Med-high	x	x	City PRC
7. Create and promote a parks and recreation identity that encourages tourism and supports economic development.	Med-high			City PRC

Trails are including under Resilient Infrastructure – See Transportation section

3.5.4 Families & Children

Integrating Goal: Continue to demonstrate that our community is ‘family friendly’ and actively supports our children, youth, and families.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>Early Childhood Development (ECD) Strategy</i> (updated annually) - Implemented by the EDC Committee, a cross-sectoral volunteer committee which facilitates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives. Facilitates the Revelstoke Children’s Charter. • <i>Community/District Literacy Action Plan</i> (updated annually) - Implemented through the Literacy Action Committee and Columbia Basin Alliance for Literacy, a non-profit organization that promotes literacy and lifelong learning including supporting parents to guide their children in learning. • <i>Child Care Needs Report (2012)</i> – Implemented by the Child Care Society in partnership with private providers and the School District. • Many provincial and community services are co-located at the Neighbourhood Learning Centre at the new Begbie View Elementary School • Provincial agencies, community groups and families work together to engage formal and informal supports toward the goal of healthy families.
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Specific tools or programs	<ul style="list-style-type: none"> • Ministry of Children and Family Development services include Individual and family support, child and youth mental health, foster care, respite, adoption and protective services • Interior Health provides pre- and post-natal and parenting services and supports for raising healthy families; communicable disease avoidance and vaccination services; hearing and vision services; environmental services and speech and language services. • School District #19 is responsible for the formal child and youth education system, participates actively in community committees related to child and youth development and learning, runs the StrongStart Center, hosts other programs at the Neighbourhood Learning Center at the new Begbie View Elementary School, and provides supports to youth, drug and alcohol, mental health and community support agency program delivery at the high school. • Community Connections, a non-profit society, offers services for adults and children with developmental disabilities; counseling services; family support programs; Jumping Jacks preschool; women’s programs; outreach programs for individuals and families that live in poverty; and a youth program • Revelstoke Community Childcare Society, a non-profit society, operates a group child care facility; Leap and Learn Preschool; the Early Learning Resource Lending Library; and the Child Care Resource and Referral Program which supports all child care providers and early learning programs in the community with training, education, support and networking and supports parents with child care referrals, child care subsidy and information. • City of Revelstoke runs a licensed preschool and supports many activities centered around families and children. • Okanagan College provides prenatal training and emergency first aid and has taken leadership with the Youth Action Plan (2011) and youth related activities.
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NOTE: See the Health Services section for health-related community services; Youth section for services specific to youth; and Transportation section in Compact, Connected Community for biking and trails

Moving Forward on Sustainability [High Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Implement ‘safe routes to schools’.	High			City DE &PW SD19
2. Act on opportunities to enhance resources and support services for all families, including programming (e.g. recreation, physical activity and entertainment), prevention, counseling and crisis support needs.	High	x	x	CC, ECD MCFD IH, RCCS CBAL SD19

3.5.5 Youth

Integrating goal: Meet the physical and psychological needs of youth associated with a positive transition to adulthood and as guardians of Revelstoke’s future, including the needs for belonging, independence, mastery and generosity.

Initiatives and Supportive Actions to Continue	
<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • <i>Youth Action Plan</i> (2011) – Implementation started through the Youth Initiative Committee, a City cross-sectoral volunteer committee, and a part-time Youth Liaison (located at the high school and working with youth aged 12-19); initiatives to date include establishing and supporting the Stoke Youth Network and the Revelstoke Survival Guide – a youth focused directory of services.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Revelstoke Secondary School experiential learning opportunities, counseling/support, Career Fair, work experience including job shadowing/mentoring and grad transition; the new high school has space to support youth, drug and alcohol, mental health and community support agency program delivery. • The new Youth Advisory Committee appointed by the City oversees the workplan of the Youth Liaison, including updating and implementing the Youth Action Plan, and convening the Youth Initiative, which is an ad hoc forum. • Okanagan College programs for adults as well as Youth Skills Links and Pathways to Success as funding permits; took leadership on developing the Youth Action Plan. • Community Connections Youth Program Coordinator, mentorship, after school program and counseling • Parks Canada hosts the Glacier 125 Active Stewardship Program and has initiatives that engage youth with hands-on learning. • Ministry of Children and Families child protection, youth mental health, housing support and counseling • Options for Sexual Health drop-in provides sexual health services including information, counseling, testing and affordable contraceptives • Community Foundation Youth Philanthropy Fund • Columbia Basin Trust Youth Advisory Committee, Youth Grants, and Community-Directed Youth Funds support meaningful youth engagement and youth-led projects
<p>See Workforce section in the Economic Integrating Strategy for general employment and entrepreneurial supports and the Vibrant Culture Integrating Strategy for opportunities for youth.</p>	

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Fully implement the Youth Action Plan by prioritizing actions based on defined criteria and updating regularly.	Very high	x	x	YAC
2. Secure access to existing public and private locations and funds for staffing, programs, equipment, etc. for youth-friendly programming and activities.	High	x	x	YAC City
3. Seek funding for more youth programming.	High			YAC
4. Support partnerships that improve accessibility for all youth by subsidizing fees and providing equipment for sports and recreation.	High			City

3.5.6 Seniors

Integrating Goal: Support senior residents to enjoy a high quality of life and live out their lives within the community

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>Age Friendly Community Plan (2009)</i> – Implemented and updated by the Senior Citizens Association with support from the Social Development Committee and the City.
Specific tools or programs	<ul style="list-style-type: none"> • Senior Citizens Association Branch #83 is a volunteer organization that offers support, social and learning activities for seniors including a Seniors Resource Guide, Seniors Helping Hands grocery shopping support, computer lab, guest speakers, choir, monthly birthday celebrations and a Volunteer Coordinator who delivers free computer classes, weekly drop-in coffee hour, a medical transportation program and yard/snow shoveling supports. • A volunteer Seniors' Counsellor offers advocacy services from the Seniors' Centre. • Interior Health Community Care Social Worker and Life Skills Worker provide health related social support and Home and Community Care Services offer home support services, community care nursing, an adult day program and respite services • 'Health Bus' for out-of-town medical appointments and 'HandyDart' bus for in-town transportation. • Community Response Network provides education regarding adult abuse, neglect and self-neglect.

- Pharmacists support seniors to sort out and dispose of old medications

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Increase the number of assisted living and residential care beds in the community.	High	x	x	HCA
2. Expand Home and Community Care services as needed.	High	x	x	IH
3. Develop supports for seniors to purchase medical supplies and services at a lower cost when necessary, including personal emergency alert devices.	High	x	x	CC RSA
4. Ensure adequate medical care for aging individuals with developmental disabilities	Med-high	x	x	CC IH CLBC
5. Expand inter-generational educational and social activities.	Med-high	x	x	??

3.6 Vibrant Culture

Vibrant Culture

Strengthen Revelstoke's position as a cultural community for both residents and visitors by enriching and celebrating our unique, authentic arts and heritage.

Goals

- **Heritage Conservation:** Showcase and celebrate our rich community heritage.
- **Arts:** Maintain a rich array of artistic activities and establish adequate facilities to present the community's artistic offerings to residents and visitors.

Spheres of Influence



The City leads the development of community-wide cultural strategies with guidance from cultural groups. Some cultural organizations have strategic plans.



Cultural activities are offered through paid staff and volunteer organizations, with heavy reliance on volunteers. The City funds the Arts Council to provide some programming.



The Arts Council engenders cooperation amongst community groups and with the City.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Mountain ecosystems and the natural environment are significant features of the community culture. Showcasing them in art and heritage endeavors heightens awareness and engenders interest in their condition and sustainability.</p>
	<p>Carbon Neutral Energy and Emissions None</p>
	<p>Minimal Waste None</p>
	<p>Responsible Water Use None</p>
	<p>Affordable, Accessible Housing Affordability allows individuals time to engage in cultural activities and funds to support cultural events.</p>
	<p>Caring, Engaged Community Cultural activities and events are ideal ways to engage a broad spectrum of community members, promoting the sharing of viewpoints and ideas,</p>
	<p>Strong, Vibrant, Creative Identity A vibrant culture, grounded in our heritage and the arts, is one of the foundations of our strong community identity.</p>
	<p>Healthy, Active, Safe Citizens Leisure activities are an important component of healthy lifestyles, with the arts and heritage pursuits often filling leisure time.</p>
	<p>Locally Diverse Economy A vibrant cultural sector can attract more heritage enterprises and artists, growing the local economy. Cultural activities and events can draw in visitors, or convince them to stay a day or two longer, bringing accommodation, food and other revenues to the community. Permanent residents can also be drawn to the community because of its vibrant cultural scene, thus growing the local population and economy.</p>
	<p>Global Connections A vibrant culture makes a community more intriguing and inviting, prompting people from other cultures and from around the globe to want to connect with community members.</p>
	<p>Adequate, Skilled Workforce Skilled workers are often attracted to communities with a vibrant culture, as they seek a high quality of life generally. Cultural activities can also be venues for developing workforce skills in communications, graphic design and other areas.</p>

Vibrant Culture Action Areas

3.6.1 Heritage Conservation

Integrating Goal: Showcase and celebrate our rich community heritage.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City Heritage Commission provides advice to City Council regarding protection and enhancement of existing heritage buildings, residences and historical sites, maintains a Heritage Registry for information purposes and makes annual heritage conservation awards. • The Museums & Gallery Collective brings together the administrators of the museums and the Visual Arts Centre to implement joint marketing, expand joint programming and enhance sharing of resources and expertise. • The City has <i>Bringing the Past into the Future Revelstoke Heritage Strategy</i> (1995). • The Enhancement Committee was re-established in 2010 to advise City Council and staff on development proposals within the City's core and along highway corridors.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Heritage Conservation Area in residential portion of downtown. • Heritage Building Registry • Community and Railway Museums and the Interior BC Forest Museum/Discovery Centre directed by a volunteer Boards with staff. • Small City Fire Hall museum. • Nickelodeon, a private mechanical music museum. • The City runs a Sign and Façade Design Program. The program pays for a Heritage Consultant to develop a coloured rendering of renovations to buildings within the Heritage Conservation Area.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Explore heritage conservation area designation for appropriate portions of the community including the downtown commercial core.	High			City Plan
2. Incorporate heritage into arts and culture events and programs.	Med-high	x	x	MGC RAC
3. Update the City's <i>Heritage Strategy</i>	Med-			City Plan

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
	high			
4. Update heritage building maintenance standards bylaw	Med-high			City Plan
5. Create a Smartphone app for the heritage walking tour	Med-high	x		MGC
6. Develop and implement a management strategy to address protection of any First Nations cultural sites identified north of Shelter Bay in the Arrow Lakes Reservoir.	Med-high	x	x	BC Hydro FN

3.6.2 Arts

Integrating Goal: Maintain a rich array of artistic activities and establish adequate facilities to present the community's artistic offerings to residents and visitors.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City's <i>Revolving UP Revelstoke Cultural Strategy</i> (2011) – Being refined and will be implemented via the City Parks, Recreation and Culture Department. Arts Council is a volunteer umbrella organization with membership from the majority of arts groups in the community and a part-time Coordinator. The Arts Council recently launched new branding and a new website with social media links. • Visual Arts Centre managed by the Revelstoke Visual Arts Society as a not-for-profit community facility, in partnership with the City of Revelstoke, the Revelstoke Art Council, with a part-time manager, the Public Art Gallery and spaces for pottery, painting, photography and woodworking used by artists and where classes are held. • Management of the New Performing Arts Centre at the high school through a collaborative committee, with a paid part-time manager, providing music, theatre, dance, movie and speaker events. • The City has a Public Art Policy and works with public art promoters to manage a Public Art Program. A City Public Art Committee oversees installations • Downtown Art Gallery run by a collective of local artists • Community festivals organized largely by volunteers: Spirit Fest in February with the Carousel of Nations, Mountain Beats festival in June, Timber Days in July, Railway Days in August • Summer Street festival with music in the plaza during July and August hosted by
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	<p>the City and the Arts Council</p> <ul style="list-style-type: none"> • The Revelstoke Accommodation Association is beginning to work with arts & culture groups to promote the tourism potential of Revelstoke by providing cash and in-kind support.
Specific tools or programs	<ul style="list-style-type: none"> • Volunteer groups: Revelstoke Theatre Company, Pottery Guild • Community Centre art classes • Private sector music and dance training • Bar music • Coffee House music jam • 200 practicing artists call Revelstoke home

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Re-assess the feasibility of repurposing historic Mountain View school as a community cultural/interdisciplinary arts centre.	Very high			City RAC
2. Enhance City support for the cultural sector through the establishment of the Parks, Recreation and Culture Advisory Committee, with a semi-annual idea exchange amongst cultural organizations.	Very high	x	x	City RAC
3. Work collaboratively to maximize the use of the new Performing Arts Centre to meet the needs of the community.	High	x	x	SD19 RAC
4. Create and implement a cultural tourism marketing program and events plan in partnership with the tourism sector.	Med-high Create	x Actions	x	RAC RAA CoC RMR
5. Re-establish a Festival and Events Committee to support the volunteers who host many of the community cultural events.	Med-high	x	x	City CED &City PRC CFDC CoC
6. Prepare an inventory of sites and buildings of cultural significance, specifying the level of protection desired.	Med-high	x		City
7. Assess the effectiveness of the available mechanisms for scheduling events and communicating with the breadth of audiences for cultural activities, then design and implement any additional tools that are needed to improve scheduling and/or communications.	Med-high	x		RAC CoC
See the Sense of Belonging section in Strong Community Capacity for multi-cultural actions				

3.7 Dynamic & Local Economic Development

Dynamic & Local Economic Development

Support a diverse, resilient economy through enhanced business development services, retaining and attracting a skilled workforce, and improved global transportation and communications links.

Goals

- **Community Economy:** Maintain a diverse and strong local economy
- **Workforce:** Retain and attract a skilled workforce, and locally based employment support services and skills development
- **Retail & Services:** Strengthen retail opportunities and activities
- **Forest Sector:** Retain a strong forest sector by continuing to implement safe, sustainable forest practices and explore opportunities to add value to products
- **Tourism:** Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation
- **Out-of-Town Transportation:** Strengthen highway, rail, and air transport links between Revelstoke and destinations beyond to improve the safety, reliability and cost of transportation to Revelstoke



Through the Official Community Plan, the City plans for available land inventory for business development. The City manages infrastructure (roads, water, etc.) that supports business activities.



The City supports the Community Economic Development Department to facilitate business and employment development.



The City works collaboratively with the Columbia Shuswap Regional District to support the Revelstoke Area Economic Development Commission and with senior governments, WorkBC, the Chamber of Commerce, The Accommodation Association, and businesses to address local employment and business needs.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems</p> <p>One of the important community assets that draws people to Revelstoke as guests and as residents is the opportunity to work, live and play in the surrounding expanse of wilderness and open spaces near to and within the City, and to enjoy a healthy outdoor lifestyle.</p>
	<p>Carbon Neutral Energy and Emissions</p> <p>Energy, particularly carbon based energy is expensive, and those costs are likely to increase in the future. Because of carbon emissions carbon based energy is also creating a threat to long term climate stability. Both energy costs and the potential impacts of climate change could impact the economic base of Revelstoke.</p>
	<p>Minimal Waste</p> <p>Waste is both a cost to households and a cost to the environment. Reducing waste reduces cost of living and doing business, and enhances environmental quality</p>
	<p>Responsible Water Use</p> <p>Access to safe adequate water is essential not only for residents of the community, it is also essential for commercial services such as the food and accommodations sector on which tourism and related employment depends.</p>
	<p>Affordable, Accessible Housing</p> <p>Cost of housing is a major component of household costs. Inability to find adequate housing or the necessity of paying a significant component of household income for shelter can affect quality of life and deter people from moving to Revelstoke.</p>
	<p>Caring, Engaged Community</p> <p>Smaller communities such as Revelstoke have appeal for both visitors and newcomers because they have strong social and organizational connections and relationships that give people a sense of community and that they matter. That has a significant impact on quality of life.</p>
	<p>Strong, Vibrant, Creative Identity</p> <p>Strong community identity gives residence a sense of pride in where they live, which encourages community active community participation in civic life and in sharing a common vision for the future of the community.</p>
	<p>Healthy, Active, Safe Citizens</p> <p>Being healthy and feeling safe and secure is are basic human needs, and making sure that residents and visitors are able to be healthy, safe and secure, and to respond adequately when they are not is essential to quality of life, at home, and in the workplace.</p>
	<p>Locally Diverse Economy</p> <p>Maintaining a diverse and strong local economy creates a broader range of job options, and a broader range of options for goods and services that are available locally. Those options can reduce mobility from the community, and the need to travel to regional centres.</p>
	<p>Global Connections</p> <p>Improved highway, rail, and air transport links between Revelstoke and destinations beyond increases personal safety and reduces related costs. Improved access can help the tourism sector, and help attract new residents and businesses.</p>
	<p>Adequate, Skilled Workforce</p> <p>A skilled workforce, and locally based employment support services and skills development both benefit the diversity and resiliency of local businesses, and help to keep residents employed in the community as new jobs are created or the need for new job skills develops.</p>

Dynamic & Local Economic Development Action Areas

3.7.1 Diverse Community Economy

Integrating Goal: Maintain a diverse and strong economy.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • Revelstoke and Area Economic Development Commission represents a range of business and economic interests in the community and makes recommendations to the Council and CSRD. • A central Business Information Centre provides “one stop” access to the Chamber of Commerce, the Economic Development Department, and Community Futures Revelstoke. The close partnership between Community Futures and the City was recognized with a provincial award in 2007. The total budget for these organizations is approximately \$1.5 million, with eight full-time and three part-time and 10 seasonal staff. • City initiatives to improve business and development friendliness include meetings with Chamber representatives and discussions with developers to streamline processes. • City Community Economic Development Department and Chamber of Commerce market Revelstoke as a place to live, to do business and to invest.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The City Community Economic Development Department, provide a range of services, including supporting existing businesses, retaining open lines of communication with the largest community employers, supporting the Revelstoke Accommodation Association and the new Technology Advisory Committee and undertaking research such as the recent business attraction/retention survey and inventory of business types. • The Chamber of Commerce promotes and supports local business through promotion, networking, training and provision of services. • Community Futures offers a range of services that include federal self-employment program, small business loans, training, and other business services. • Two City-owned and cooperative businesses have been established (Revelstoke Community Forest Corporation and Revelstoke Community Energy Corporation) and the City has created a not-for-profit Revelstoke Community Housing Society. • City regularly reviews services, budgets, business tax rates and development fees to ensure that tax rates and fees are competitive with other communities in the region • Credit service for small businesses is available through Community Futures and the Credit Union. Provision of equity is the only development support that is absent.

	<ul style="list-style-type: none"> • A partnership with Invest Kootenay has been developed to assist with marketing for business succession both nationally and internationally. • Digital communication is available throughout the community (cell coverage, internet, phone, cable, etc.).
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Improve communication between the City and business and development clients to give them a clear picture of what will be required in terms of plans, costs, processes etc. in property improvement and development initiatives.	Very high			City CoC
2. Develop a strategy and related businesses to support seniors staying in their homes and/or in Revelstoke.	Very high	x		City CED RSA
3. Develop a better understanding of the built assets that could be repurposed (e.g., hospital grounds, old schools, older downtown buildings).	Very high	x		City CED
4. Support small/home-based businesses by: <ul style="list-style-type: none"> • Creating opportunities for “group work environments” such as shared office and services facility • Creating a network of these businesses and showcasing some of them to the community and outside the community as a work/lifestyle opportunity in Revelstoke • Develop specific training programs for these businesses, with a first priority on marketing. • Support value chains of small business 	High	x	x	City CED CoC
5. Review the need and options for providing incentives such as taxation relief for new and existing businesses, including larger businesses with council approval for each case	Med-high			City

3.7.2 Workforce

Integrating Goal: Retain and attract a skilled workforce, and locally based employment support services and skills development

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City, Chamber of Commerce and Accommodation Association are promoting the City as a place to live or establish a business. • The WorkBC Employment Services Centre has established a Labour Market Committee (employers, agencies, and training organizations) to focus on labour market issues and solutions, especially related to the seasonal labour force. • A partnership between Okanagan College, Thompson River University (TRU) and the City has been established to develop the expansion of TRU’s Adventure Tourism Course to Revelstoke. Enrolment is projected to begin in September 2014. • Community/District Literacy Plan (updated annually) is implemented by the Literacy Action Committee, the advisory body for the Columbia Basin Alliance for Literacy, the Okanagan College volunteer adult literacy tutoring program, the English as a Second Language Settlement Assistance program (ELSAP).. • A variety of community collaborations actively address identified training and employment barriers (e.g. affordable housing, child care) for local workers, being mindful of the potential differences in barriers for young workers (under 30 years).
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The Revelstoke WorkBC Employment Services Centre provides a variety of employment support services, including job postings, employment coaching and support for workers with multi-barriers and for immigrants and temporary foreign workers. • Community Futures provides self-employment support. • The Chamber of Commerce works with businesses on resolving local workforce related issues. • Okanagan College, with input from the Revelstoke Advisory Committee, provides a variety of training, trades and education programs as well as educational programs to reduce barriers to employment (e.g. Experience Works, Youth Skills Link); programs are limited by the small community population, requiring base funded, subsidized, or innovative programming in addition to cost-recovery programming. • Larger employers, including RMR, CPR and the forest sector, seek to maximize employment of local residents. • Businesses are attracting both temporary and permanent labour from international sources. • A “Welcome Guide”, translated in multiple languages, is available on-line.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Expedite the involvement of youth (14- 29 year olds) in local employment (e.g. via job mentoring, co-op programs apprenticeships, food security businesses), particularly by identifying and actively addressing employment barriers – see Youth Action Plan	Very High	x	x	YIC WorkBC SD19 CED
2. Explore options to increase household incomes (i.e. living wage) to address affordability issues.	Very high	x		SDC CoC Employers

3.7.3 Retail & Services

Integrating Goal: Strengthen retail opportunities and activities

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> Chamber of Commerce and the Revestloke and Area Community Economic Development Department provide support to the retail sector. A comprehensive retail strategy was completed in 2006.
Specific tools or programs	<ul style="list-style-type: none"> Chamber of Commerce and the City encourage businesses to remain open later in the day, especially during peak seasons.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Prioritize and designate responsibility for the recommendations included in the Retail Strategy (2006).	Very high	x	x	City CED CoC

3.7.4 Forest Sector

Integrating Goal: Retain a strong forest sector by continuing to implement safe, sustainable forest practices and explore opportunities to add value to products

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • Revelstoke Community Forest Corporation established as a City-owned business in partnership with Industry. • The Revelstoke Forest Workers Society maintains open communication between the forest sector, community and government and supports high quality training for local forest workers. • City Wood First policy and local wood products brochure developed with input from the Forest Workers Society • Mountain caribou recovery planning lead by the MFLNRO, with participation of the industry and the City • High wildfire preparedness through cooperation amongst the City, BC Wildfire Management Branch, Parks Canada and the industry • Forestry road infrastructure and use designed by industry and MFLNRO for extreme weather events including increased avalanche occurrence and heavy rainfall events.
Specific tools or programs	<ul style="list-style-type: none"> • Independent third party certification of forest practices by industry. • Ongoing focus on worker safety with low accident levels for local workers.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Investigate ways to use more of the wood by-product from the Downie Timber/Selkirk Specialty operations for additional heat or energy production.	Very high	x		Downie Timber Ltd.

3.7.5 Tourism

Integrating Goal: Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • Revelstoke is promoted globally by RMR, Accommodation Association, Chamber of Commerce, and the City Community Economic Development Department through several websites, brochures and other marketing strategies, using the “Close to Heaven, Down to Earth” marketing theme. Revelstoke is profiled as a festivals and events destination. • Since 1997, the City has maintained a tourism development strategy, implemented by a tourism development coordinator in partnership with the Chamber of Commerce. • The City implements the Resort Municipality Initiative Funding Project Budget Allocation for tourism infrastructure development based on input from the Revelstoke Accommodation Association. • A new Visitor’s Information Centre will also house the Business Centre bringing all these services together under one roof.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Promotion of Revelstoke through Revelstoke Mountain Resort with the Freeskiing World Tour, magazine and newspaper articles and ads, and through RMR’s website. • Revelstoke has been used as a set for movies with an international market. • Two National Parks attract international visitors and are connected to the community through Parks promotion and websites. • Private sector owns and operates tourism businesses. • Businesses, the Accommodation Association and the Chamber of Commerce focus on improving the quality of tourist accommodations and services. • The City maintains and continues to work on improving basic infrastructure (roads, sewer, water, community facilities).

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<p>1. Improve the coordination of both destination tourism and economic development related marketing.</p>	<p>Very high</p>			<p>CED RAA CoC RMR</p>

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
2. Improve marketing of general recreation such as biking, water/paddling, rock climbing, hiking etc. for summer and shoulder seasons, as well as the whole range of opportunities available in Revelstoke e.g., recreation center, restaurants etc.	Very high			CoC
3. Consider the opportunity of historic Mountain View School as arts center and conference center, and/or a condo conversion.	Very high	x		CED
4. Encourage more soft “age appropriate” tourism experiences to tap older market (e.g., horseback riding, bike rental, beginner and intermediate ski terrain.)	High	x	x	CoC
5. Work with accommodation providers and other service providers to develop incentive travel packages and conference opportunities in the “shoulder seasons.”	High	x	x	CoC
6. Develop improved boating facilities such as docks or a marina to accompany the boat ramp on Lake Revelstoke.	Med-high	x	x	City
7. Provide free wireless access in the downtown area and at all community facilities.	Med-high	x		CED
8. Develop a more united vision of the resort, and tourism as a priority within a diversified economy.	Med-high	x		CED

NOTE: For trail development and eastern highway access improvement see: Transportation in Resilient Infrastructure Section

NOTE: For skateboard park development see: Recreation in the Responsive, Caring Social Systems Section

3.7.6 Out-of-Town Transportation

Integrating Goal: Strengthen highway, rail, and air transport links between Revelstoke and destinations beyond to improve the safety, reliability and cost of transportation to Revelstoke

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • CSRD has developed a 5 year capital plan and is developing a 10 year airport management plan to accommodate additional use, in cooperation with the City and users. • Revelstoke for a Safe Trans-Canada Highway, the City and other organizations continue to lobby federal and provincial government to reduce safety hazards on
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	<p>Trans-Canada Highway.</p> <ul style="list-style-type: none"> Ministry of Transportation and Infrastructure and Parks Canada continue to develop improved avalanche control and innovative snow removal and avalanche control practices.
Specific tools or programs	<ul style="list-style-type: none"> A private shuttle bus operates between Revelstoke and the Kelowna airport. RCMP enhanced policing at high accident locations. The wheelchair accessible Health Connections bus travels to Kamloops and Kelowna on Tuesdays and Wednesdays. It is used primarily for out of town medical appointments. The Seniors Association host a Volunteer Transportation Program in which volunteer drivers provide transportation to and from out-of-town medical appointments for those who have no other options.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Work with transportation service providers to strengthen ground transport shuttles from Kelowna and Calgary airports.	High	x		CED
2. Work with a new air service provider, the Columbia Shuswap Regional District and Transport Canada to develop the necessary airport improvements to provide scheduled services.	Med-high	x		CED
3. Explore the need and options for public or private regional ground transportation systems to Vernon, Kelowna, and Golden.	Med-High	x		CED
4. Advocate for improved information and communication regarding road conditions with Drive BC.	Med-high			CoC

Part 4: Overarching Recommendations

This section outlines four recommendations that span the implementation of the ICSP or are fundamental to achieving sustainability in Revelstoke over the long-term.

4.1 ICSP Implementation Framework

The *Sustainability Framework* outlines an Implementation Strategy for integrated community sustainability in Revelstoke. An important first step in continuing to move forward on sustainability will be for the City to put in place the key aspects of the Implementation Strategy, particularly:

- **Integrate ICSP approaches** - Ensuring that when existing community or City plans are updated, and when new plans are created, these plans integrate the ICSP Sustainability Priorities and Integrating Strategies and goals, use the Action Evaluation Criteria in the *ICSP Action Plan* to define priority actions and as much as possible use the same tabular format in the *ICSP Action Plan* to facilitate the annual updates and future sustainability planning.
- **Facilitate collaboration** - Creating and supporting the structure to facilitate collaboration, including designating groups to monitor progress on priority actions in each integrating strategy.
- **Confirm priorities** - The first responsibility of these designated groups should be to review this *Action Plan* to confirm or redefine the priorities. This is particularly critical for community and City plans that do not currently have clearly defined priorities (e.g. Parks, Recreation & Culture Master Plan, DRAFT Transportation Plan, Liquid Waste Management Plan (Stage 3), Community Energy and Emissions Plan,

Corporate Energy and Greenhouse Gas Emissions Reduction Strategy, Youth Action Plan)

- **Implement supporting tools/processes** - Using the supporting tools and processes, especially the Sustainability Evaluation for all projects, with reference in Council reports;
- **Annual implementation review** - Making plans for the first annual review of ICSP implementation, including collecting baseline indicator data.

Community organizations can support implementation of this ICSP by:

- integrating ICSP approaches into any community plans they are updating or preparing;
- confirming priorities in any community plans they currently lead;
- considering using the supporting tools and processes in their operations, especially the Sustainability Evaluation for any community projects; and
- continuing or beginning to participate in City Advisory Committees/ Commissions that will be involved in monitoring ICSP progress, and in the annual ICSP implementation reviews.

4.2 Implementing the Poverty Reduction and Substance Use Strategies

In the three years since it was created, Revelstoke's Social Development Committee has successfully completed and implemented an *Age-Friendly Plan* (2009) and supported the development and initial implementation of a *Youth Action Plan* (2011). They have also prepared a *Substance Use Strategy* (2010) and

implemented a portion of the actions. Most recently a *Poverty Reduction Strategy* (2012) has been completed with implementation of this strategy delayed while this ICSP was being prepared.

In interviews and focus group events during the ICSP, the project team was told that successfully implementing the

remainder of the *Substance Use Strategy* and the new *Poverty Reduction Strategy* would require a deeper, more inclusive level of collaboration than the earlier strategies have required, with ongoing collaboration with the business sector. The social development advisor to the ICSP project team also emphasized that poverty reduction strategies, in particular, are difficult for communities to effectively implement because many of the issues are deeply rooted and not easily solved. The lack of clear priorities in these plans and broken momentum between planning and action increases the implementation challenges.

To build community capacity to collaboratively implement these important strategies, it is

recommended that Scott Graham, Manager of Research and Consulting with the Social Planning and Research Council of BC and the the social development advisor to the ICSP project team, be engaged by the City to assist the Social Development Committee to foster the essential collaborative networks and to agree on priorities. The merits of co-implementing the *Substance Use Strategy* and the *Poverty Reduction Strategy* should be assessed. It is also suggested that there be consideration given to reframing the *Poverty Reduction Strategy* as an 'Affordable Revelstoke' initiative to bring a broader range of community interests into the discussion.

4.3 Community Vision Statement Review

Revelstoke's Community Vision Statement was crafted in 1994 through a broad-based community process. For almost 20 years this statement has guided community actions and been reaffirmed several times during community planning processes.

With the establishment of community sustainability priorities in this process, the ICSP Steering Committee

recommends that the Community Vision Statement be revisited, particularly to reconcile the 'community priorities' within the Statement with the new community sustainability priorities in this ICSP. The Committee emphasizes that this must be conducted through a broad, community-led (not City-led) process.



Abbreviations

AA	Alcoholics Anonymous		Natural Resource Operations
ADMIN	City of Revelstoke Administration	MGC	Museums & Gallery Collective
BCT	BC Transit	MOTI	Ministry of Transportation & Infrastructure
CAA	Canadian Avalanche Association		
CarSh	Car Share Co-op	NA	Narcotics Anonymous
CBAL	Columbia Basin Alliance for Literacy	NCES	North Columbia Environmental Society
CBT	Columbia Basin Trust	NPG	Neighbourhood Planning Groups
CC	Community Connections	OC	Okanagan College
CF	City Finance Department	PC	Parks Canada
CFDC	Revelstoke Community Futures Development Corporation	PEP	Provincial Emergency Program
City	City of Revelstoke	PLS	Provincial Language Services
City CED	City Community Economic Development Department	PovC	Poverty Coalition
City Plan	City of Revelstoke Department of Planning, Building & Bylaw Enforcement	PRCAC	Parks, Recreation & Culture Advisory Committee
City PRC	City Department of Parks, Recreation and Culture	RAA	Revelstoke Accommodation Association
CLBC	Community Living BC	RAC	Revelstoke Arts Council
CMHA	Canadian Mental Health Association	RCCS	Revelstoke Child Care Society
CO	Community Organizations	RCEC	Revelstoke Community Energy Corporation
CoC	Revelstoke Chamber of Commerce	RCF	Revelstoke Community Foundation
CPR	Canadian Pacific Railway	RCHS	Revelstoke Community Housing Society
CSRD	Columbia Shuswap Regional District	RCMP	Royal Canadian Mounted Police
CVSA	Columbia Valley Skateboard Association	RFRS	Revelstoke Fire & Rescue Services
DE & PW	City of Revelstoke Department of Engineering & Public Works	RLAC	Revelstoke Literacy Action Committee
ECDC	Early Childhood Development Committee	RM	Revelstoke Museum
EDC	City of Revelstoke Economic Development Commission	RMR	Revelstoke Mountain Resort
ESS	Emergency Social Services	RMS	Revelstoke Multicultural Society
FN	First Nations	RSA	Revelstoke Seniors Association
HCAC	Health Care Advisory Committee	RSC	Revelstoke Snowmobile Club
IGS	Illecillewaet Greenbelt Society	RSS	Revelstoke Secondary School
IH	Interior Health	SD19	School District 19 (Revelstoke)
MCFD	Ministry for Children and Family Development	SDC	Social Development Committee
MFLNRO	Ministry of Forest Lands and	TC	Transit Committee
		TCH	Trans-Canada Highway
		UBMC	Union of BC Municipalities
		WorkBC	Work BC Employment Services
		WSS	Women's Shelter Society
		YIC	Youth Initiative Committee

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

Revelstoke
Sustainability Action Plan
2013

Appendix 1
Healthy Ecosystems & Open Spaces

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Sustainability Framework Linkages

Healthy Ecosystems & Linked Open Spaces

Develop a network of linked natural areas and open spaces that support habitat, ecosystem services, active transportation and recreation.

Goals

- **Open Space & Urban Vegetation:** Support access to nature, recreational outdoor space and a healthy urban forest.
- **Watershed Management:** Protect local watersheds and the community water system.
- **Biodiversity & Wildlife Management:** Manage biodiversity and human-wildlife interactions to reduce the impacts of humans on wildlife and retain natural ecosystems.
- **Environmental Nuisances:** Reduce air, light, and noise pollution and eliminate use of toxic substances.

Spheres of Influence



The City regulates development to minimize impact on the environment, and can adopt bylaws and policies to protect the environment.



The City maintains parks and open spaces and plays a role in maintaining environmentally sensitive areas.



The city, community groups, senior government agencies and the utilities collaborate to maintain natural open spaces.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Natural vegetation and soils help to moderate local temperature and climate. The combination of plant and animal biodiversity that make up ecosystems provide the life support systems of the Earth. Connected natural areas provide habitat and corridors for wildlife.</p>
	<p>Carbon Neutral Energy and Emissions Natural vegetation and soils sequester CO2 emissions thus storing carbon.</p>
	<p>Minimal Waste Effective, efficient use and re-use of natural resources into durable, well-made products can reduce the amount of waste generated.</p>
	<p>Responsible Water Use Managed and protected natural areas help to protect water quality and quantity. A well-managed waste water system reduces potential environmental impact.</p>
	<p>Affordable, Accessible Housing Recreation amenities such as parks close to housing help to create more complete community.</p>
	<p>Caring, Engaged Community Parks create opportunities for formal and informal gathering and recreation. Local stewardship of streams and other natural areas can bring people together to care for their local landscape.</p>
	<p>Strong, Vibrant, Creative Identity Revelstoke and surroundings have distinct natural areas, in particular the mountains, waterfront, rivers, and creeks that contribute to the community's overall unique sense of place.</p>
	<p>Healthy, Active, Safe Citizens Parks and natural areas support a variety of opportunities for passive and active recreation, spiritual reflection and education. Edible landscaping and foraging opportunities also exist in open spaces.</p>
	<p>Locally Diverse Economy Job opportunities exist in natural resource management and eco-tourism.</p>
	<p>Global Connections Parks and natural areas attract tourists and employees who are looking for a high quality of life with natural amenities to fit their lifestyle.</p>
	<p>Adequate, Skilled Workforce Job opportunities exist in natural resource management and eco-tourism.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

1.1 Open Space & Urban Vegetation

Integrating Goal: Support access to nature and recreational outdoor space and a healthy urban forest.

What We Know About our Community

- The City's Parks, Recreation and Culture Master Plan identifies that Revelstoke has approximately 300 hectares (excluding the golf course) designated within 12 parks and trails including:
 - four community parks – total 22.64 hectares (Centennial Park, Queen Elizabeth Park, Williamson's Lake, Kovach Park),
 - fourteen neighborhood parks – total 8.32 hectares (e.g. Big Eddy Park, Moose Park),
 - three special feature parks (Grizzly Plaza, Museum Garden, Veteran's Memorial),
 - one undeveloped park area and no conservation parks.
- Based on comparisons with other similar communities, these parks appropriately serve Revelstoke citizens now.
- The Illecillewaet Greenbelt and the extensive Columbia River floodplain 'drawdown zone' provide important riparian and wetland wildlife habitats.
- BC Hydro lands in the drawdown zone south of the Illecillewaet River provide green space along the river corridor that is valued and used by citizens.
- Mount Revelstoke National Park abuts the northeastern boundary of the City with extensive green space and habitats as well as recreational infrastructure including highway access to the alpine in the summer and trails. On its other boundaries the City is surrounded by forested provincial Crown land.
- As Revelstoke grows and changes, it will be important to recognize changing trends, demographics and needs for high quality parks and open spaces. The distribution of these spaces throughout the community is important. Twenty-two potential neighbourhood parks and one waterfront park are identified in the Parks, Recreation and Culture Master Plan (2011). Preservation of the green spaces at the Farwell, Big Eddy, Mountain View and Mt. Begbie elementary schools are important to the community. Innovative funding and park dedication opportunities will be needed to acquire and manage additional parks and open spaces.
- Some of the specific issues occurring on many of the parks and green spaces in the community include invasive species¹, littering, illegal dumping, partying (and the resultant broken glassed filled fire pits), squatters and lack of compliance with dog owners picking up their dog's waste.
- Trees within the community can provide a number of benefits including conserving energy by providing shade, improving air quality, reducing wind speed and directing air flow, reducing noise pollution, providing habitat for birds, small mammals and other wildlife, reducing storm runoff and the potential for soil erosion, and enhancing the visual and aesthetic qualities of the community.
- Trees and forested areas within Revelstoke are the responsibility of:
 - City staff for trees on City lands (parks, streets, green space), though without the guidance of management direction, excepting for the downtown core;
 - Private land owners
 - The Provincial Ministry of Forests, Lands and Natural Resource Operations and timber tenure holders who manage tracts of forested lands within the City limits that are within the Provincial Forest.
- BC Hydro prunes trees to protect power lines using practices that are not always consistent with the City's tree preservation bylaw.
- Respondents to the 2012 community survey rated urban forests, parks and green spaces as the 6th most important environmental issue, with 35% coding this as important.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • The City Parks, Recreation and Culture Department manages community parks and green space consistent with the 2011 Parks, Recreation and Culture Master Plan, the Official Community Plan and annual budgets. CSRD has a cost sharing arrangement with the City for parks and recreation services. • City Environment Advisory Committee was created in 2010 to provide overview and guidance on municipal environment- related initiatives. • Illecillewaet Greenbelt Society manages the park north of the Illecillewaet River to the River Trail as a green space on behalf of the community. • BC Hydro manages much of the lands on the Columbia River floodplain, including the extensive 'drawdown zone' south of the community, which provides opportunities for recreation and important wetland wildlife habitats. • Parks Canada manages Mount Revelstoke National Park based on their Parks Management Plan (2010).
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are recognized as environmentally sensitive areas in the OCP (2008) where development is controlled through a Development Permit Area. • City arborist, tree preservation policy and bylaw are established to implement urban forestry practices. • Management of Provincial Crown forests is based on the Revelstoke and Area Higher Level Plan Orders. • The Revelstoke Community Forest Corporation (RCFC) was formed in April 1993 to regain some control over the local forest resources.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Implement recommendations in the Parks, Recreation and Culture Master Plan (2011) (54 recommendations total) and monitor progress toward plan objectives.	Very High	X	X	City, 10 year plan
2. Pursue opportunities for parks/green space associated with schools, including school ground greening programs.	Very High	X		City
3. Develop and implement Sustainable Trail Strategy to minimize trail conflict, habitat loss or damage, while supporting access to nature and safe trail usage.	High	X		City
4. Develop and implement climate adaptive landscaping via bylaws (for private development) and for municipally managed landscaping and trees	High Best Practices Review	X Amend OCP and Development		City

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
		Standards		
5. Complete and implement a Revelstoke Urban Forestry/Tree Preservation Strategy. Consider the inclusion of: <ul style="list-style-type: none"> • food trees species that are consistent with Bear Aware practices (mainly nuts) • a memorial/commemorative tree program • a heritage tree program 	Med-High			City

Open Space & Urban Vegetation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	1. Implement recommendations in the Parks, Recreation And Culture Master Plan (2011) (54 recommendations total) and monitor progress toward plan objectives.	AP – Very High	City, 10 year plan	
	2. Pursue opportunities for parks/green space associated with schools, including school ground greening programs.	AP – Very High	City	
	3. Develop and implement Sustainable Trail Strategy to minimize trail conflict, habitat loss or damage, while supporting access to nature and safe trail usage.	AP – High	City	
	4. Develop and implement climate adaptive landscaping via bylaws (for private development) and for municipally managed landscaping and trees	AP – High	City	
	5. Complete and implement the Revelstoke Urban Forestry/Tree Preservation Strategy. Consider the inclusion of: <ul style="list-style-type: none"> • food trees species that are consistent with Bear Aware practices (mainly nuts) • a memorial/commemorative tree program • a heritage tree program 	AP – Med-high	City	

1.2 Watershed Management

Integrating Goal: Protect local watersheds and the community water system.

What We Know About our Community

- Major watercourses within the City include the Columbia, Illecillewaet, Jordan, and Tum Tum Rivers. Several smaller creeks draining off Mount Revelstoke have been piped and channelized through urban areas and empty directly into the Columbia River.
- Many rivers and creeks are important Kokanee spawning waterbodies.
- The Revelstoke Golf Course is situated on the Columbia River and has a limited exemption from the pesticide bylaw to apply pesticides to maintain the course.
- Several large industries (sawmills and quarries) are located adjacent to major water bodies though their effect on the watershed is not well known.
- The Revelstoke dam upstream of the City on the Columbia Rivers has an effect on the water flows and water quality of the Columbia River.
- The City manages flood risk with a levy dyke system around the Columbia and Illecillewaet Rivers that was established and is maintained by BC Hydro.
- Some sections of the Big Eddy and Southside neighbourhoods are susceptible to flooding.
- OCP Schedule M illustrates the City's existing storm water facilities in the Central and South Revelstoke neighbourhoods, and a small portion of Columbia Park. Discharge is directly into the Columbia River. The City is currently working on a Liquid Waste Management Plan which, when complete will address storm water drainage and establish terms of reference for a master drainage plan. It is the City's intent that storm water systems meet the primary objectives of flood protection, aquatic habitat and water quality protection. Typical stormwater management measures for urban areas maximize rainfall retention at the local level; provide storm water detention; provide adequate major flow paths; utilize infiltration to manage stormwater from small frequent events; and, implement a snow management strategy.

Note: Water supply is included in Resilient Infrastructure – Water Services

Initiatives and Supportive Actions to Continue	
<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City Environment Advisory Committee provides overview and guidance on municipal environment- related initiatives. • BC Hydro has extensive research, monitoring and restoration initiatives underway in the Columbia River and Arrow and Revelstoke reservoirs through the Columbia Water Use Plan.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The City has adopted the Provincial Riparian Areas Regulation of the Fish Protection Act to protect aquatic areas. This is implemented through a Development Permit Area as well. • The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are recognized as environmentally sensitive areas in the OCP where development is controlled through a Development Permit Area. • Greeley Creek watershed, the main City water supply source, is designated as a Community Watershed, as well as the TumTum watershed, which provides some

	<p>protection from development. A Source Protection Plan is being completed for the Greeley watershed which will identify potential impacts to water quality and quantity from risks and hazards including potential climate change risks, and define how to reduce these risks.</p> <ul style="list-style-type: none"> • The City has a Pesticide Use bylaw • The City separates “clean” snow from “contaminated” snow during snow removal operations and only clean snow is dumped in the Columbia River. • BC Hydro manages much of the lands on the Columbia River floodplain, including the extensive ‘drawdown zone’ south of the community, which provides opportunities for recreation and important wetland wildlife habitats.
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Consider options to protect the Greeley Creek Watershed, such as including the area within the City of Revelstoke city limits, or enhancing land-use management practices in these drainages to ensure surface water quality and quantity is protected	Very high			City
2. Develop and implement policies and bylaws to promote healthy functioning of watercourses/bodies in new development, including: <ul style="list-style-type: none"> • Maintaining natural stream morphology • Utilizing green infrastructure to protect storm water system • Restricting the placement of fill or debris in natural watercourses or on lands that could lead to the discharge of deleterious materials into waterways etc. • Protecting riparian areas 	High	X		City
3. Provide the public with education on protecting water resources including wells and surface water throughout the community and area.	High			City NCES

Watershed Management [All Actions]

Plan Year Page	All Actions	Priority	Leader	Cost/Funding
	1. Consider options to protect the Greeley Creek Watershed, such as including the area within the City of Revelstoke city limits, or enhancing land-use management practices in these drainages to ensure surface water quality & quantity is protected	AP – Very high	City	
	2. Develop and implement policies and bylaws to promote water protection in new	AP – High	City	

	development, including: <ul style="list-style-type: none"> • Maintaining natural stream morphology • Utilizing green infrastructure to protect storm water system • Restricting the placement of fill or debris in natural watercourses or on lands that could lead to the discharge of deleterious materials into waterways etc. • Protecting riparian areas 			
	3. Provide the public with education on protecting water sources including wells and surface water throughout the community and area.	AP – High	City NCES - education	

1.3 Biodiversity & Wildlife Management

Integrating Goal: Manage biodiversity and human-wildlife interactions to reduce the impacts of humans on wildlife and retain natural ecosystems.

What We Know About our Community

- Local ecosystems are referred to as ‘interior rainforests’ due to the wet, moderate climate which creates ideal conditions for complex forest ecosystems with large trees, dense understory and extensive moss growth. Alpine meadows with extensive herbs and wildflowers top the steep mountains, along with glaciers.
- Reservoir flooding and operations for hydroelectricity production, transmission lines, timber harvesting and backcountry recreation have impacted the regional landscape, changing ecosystems and reducing habitats for some wildlife and fish species while enhancing others. Low elevation habitats are especially impacted, making remnant natural areas particularly important.
- Fish species have been impacted by the hydro-electric reservoirs and the water flows associated with hydro dam operations.
- The Upper Arrow Reservoir Drawdown Zone, which is periodically inundated by hydro reservoir operations, provides critical habitat that is used extensively by over 200 species of various birds, including several red and blue-listed and species. It is a critical staging point for spring migrating waterfowl, and for fall migrations when reservoir water levels allow. A significant great blue heron rookery is located in these ecosystems just south of the City limits.
- There are fourteen endangered species with habitats within the City of Revelstoke – three fish, two amphibians, 1 reptile, eight birds and three mammals.
- Timber harvesting is the dominant industrial activity in forested ecosystems around the community. The community is actively involved in timber management through its ownership of the Revelstoke Community Forest Corporation (RCFC), which manages Tree Farm License (TFL) #56 for the Downie Creek and southern portions of the Goldstream drainages. Management plans direct that two-thirds of the forested land will not be harvested. Forestry operations in the area have all achieved clean audit results from the BC Forest Practices Board and they are third party certified for sustainable forestry practices. Sustainable forestry practices was the fourth most important environmental issue for respondents to the 2012 community survey, identified by 43% of respondents.
- Hydro-electric transmission lines are also prevalent on the landscape.

- Motorized and non-motorized backcountry recreation use is extensive on the lands around the community. Heli-skiing, snowmobiling, ski touring, hiking, mountain biking and all-terrain-vehicle use occur both through tenured commercial businesses and public recreation activities. The Revelstoke Mountain Resort development is expected to increase backcountry use, heightening the need for a plan to define compatible uses within ecological and experiential carrying capacities.
- Local residents are accustomed to frequent encounters with wildlife such as bears, deer, moose, and large raptors; this close connection with the natural environment is an important aspect of life in Revelstoke.
- In the late 1990s a local initiative resulted in the Revelstoke and Area Land Use Plan which was created to enhance land use planning for the area.
- The Bear Awareness Program implemented through the Revelstoke Bear Smart Committee is working – over the 10 years before the Committee began its work, an average of 28 bears per year were destroyed, including a total of 15 grizzlies; between 1996 and 2012 the number of bears destroyed per year averaged below 7. In 2012 only 2 bears were destroyed, down from 11 the previous year. The community has yet to achieve provincial Bear Smart standards because current solid waste management practices do not require bear proof garbage containers throughout the City. As well, attractants such as fruit trees and the spawning kokanee salmon in Bridge Creek draw bears into the community.
- In the 2012 community survey, 85% of respondents deemed the condition of the natural environment around the community to be “very important” to quality of life, and over 75% rated these conditions as “very important” to the state of our economy - almost identical to the 2000 and 2007 survey results.
- 27% of respondents to the 2012 community survey coded wildlife and biodiversity as an important environmental issue making it 10th on the list of issues.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • The provincial government manages the provincial Crown lands adjacent to the City and from Mica to Shelter Bay in accordance with Revelstoke Higher Level Plan orders. • Parks Canada and the City are developing a close working relationship to cooperate on management of the lands along the City border with Mt. Revelstoke National Park. • As the landowner in the reservoir drawdown zone along the Columbia River and the operator of the Arrow and Revelstoke hydroelectric dams, BC Hydro manages much of the lands on the drawdown zone through the Columbia River Water Use Plan (2007) and the Upper Arrow Drawdown Zone Management Plan (2005) which were created through planning processes with interested groups. • City Environment Advisory Committee provides overview and guidance on municipal environment- related initiatives. • Revelstoke’s Bear Aware program began in 1996 under the guidance of a multi-sectoral Committee; the City and Bear Aware are working together to achieve BC Bear Smart Community status. • City, forest sector, Parks Canada and snowmobiling organizations participate in provincial caribou recovery planning and a collaborative group has formed to explore implementing a fenced calving area for ‘rearing in the wild’ as an option to recover local mountain caribou populations. • A regional multi-sectoral White Sturgeon Recovery Committee is implementing

	actions to recover sturgeon populations.
Specific tools or programs	<ul style="list-style-type: none"> • Parks Canada’s Mount Revelstoke and Glacier National Parks Management Plan (2010) provides strategic direction for the delivery of Parks Canada’s mandate for resource protection, visitor experience and public appreciation and understanding. • The Fish and Wildlife Compensation Program - Columbia funds research and mitigation activities to address the footprint impacts of BC Hydro’s dams and reservoirs throughout the Columbia Basin. • To minimize impact of development and disturbances that degrade the water quality and quantity in fish-bearing streams, the City has adopted the Provincial Riparian Areas Regulation of the Fish Protection Act to protect aquatic areas by implementing a Development Permit Area • The south slopes of Mount Revelstoke, the airport wetlands/reservoir drawdown zone, other wetlands, and riparian areas next to streams and floodplains are recognized as environmentally sensitive areas in the OCP where development is controlled through a Development Permit Area. New mapping of environmentally sensitive areas is being completed. • The provincial Conservation Data Centre tracks and reports on the status of species at risk.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Evaluate the potential for land conservation tools such as conservation covenants and land donations to land conservation organizations (e.g. The Land Conservancy, The Nature Trust, etc.) to protect rare ecosystems and high value habitats within the City and in the regional area. Implement appropriate tools.	High Complete review	Implement as appropriate		City possibly in partnership with Environmental groups or students
2. Maintain marsh habitats along the Arrow and Revelstoke reservoirs.	Med-high	x	x	BC Hydro
3. Assess the need for backcountry recreation plans for high use areas from Mica to Shelter Bay. Develop and implement plans where needed.	Med-high	X Assess	X Plan	City MFLNRO
4. Identify and implement feasible re-vegetation and wildlife habitat rehabilitation projects in the drawdown zone of the Arrow Lakes Reservoir and mid-Columbia River to support nesting and migratory bird habitat and wildlife. This will require a full review of the Columbia River Water Use Plan, and monitoring recommended changes.	Med-high Complete review	Implement X		BC Hydro
5. Develop and implement a management plan for the Illecillewaet Greenbelt area.	Med-high	x		IGS
6. Implement bear-proof garbage cans.	Med-high	x		City

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
				CSRD Bear-Aware

Biodiversity & Wildlife Management [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	1. Evaluate the potential for land conservation tools such as conservation covenants and land donations to land conservation organizations (e.g. The Land Conservancy, The Nature Trust, etc.) to protect rare ecosystems and high value habitats within the City and in the regional area. Implement tools.	AP – High		
	2. Maintain marsh habitats along the Arrow Lakes reservoir and Lake Revelstoke.	AP – Med-high		
	3. Assess the need for backcountry recreation plans for high use areas from Mica to Shelter Bay. Develop and implement plans where needed.	AP – Med-high		
	4. Identify and implement feasible re-vegetation and wildlife habitat rehabilitation projects in the drawdown zone of the Arrow Lakes Reservoir and mid-Columbia River to support nesting and migratory bird habitat and wildlife. This will require a full review of the Columbia River Water Use Plan, and monitoring recommended changes.	AP – Med-high		
	5. Develop and implement a management plan for the Illecillewaet Greenbelt area.	AP – Med-high		
	6. Implement bear-proof garbage cans.	AP – Med-high		
	7. Conduct a full review of the Columbia River Water Use Plan, and monitor recommended changes.			
	8. Complete research, monitoring and recovery planning/actions for endangered white sturgeon and threatened bull trout populations, such as: <ul style="list-style-type: none"> • Experimental flow releases from Revelstoke Dam from July 1 to August 31. • A conservation aquaculture program on Arrow Lakes reservoir 			
	9. Develop and implement a feasibility study and			

	risk assessment for proposed wildlife habitat physical works in the drawdown zone of the Arrow Lakes Reservoir and mid Columbia River, such as nesting and migratory bird habitat and wildlife habitat			
	10. Create Mt. Begbie Provincial Park from the peak to the falls			

1.4 Environmental Nuisances

Integrating Goal: Reduce air, light, and noise pollution and eliminate use of toxic substances.

What We Know About our Community

Air Quality

- Air quality has been a community concern for some time. The recent elimination of bee-hive burners at sawmills has significantly improved conditions however wood heating, transportation, open burning and dust, continue to be sources of air pollution.
- Provincial air quality standards for particulate matter (PM) less than 10 micrometers (PM10) have been exceeded for an average of eight days per year since monitoring began at Revelstoke's Mt. Begbie School in 2002. This can have a detrimental effect on all residents in the air shed, especially the very young, old or infirm.
- Following the compilation of the emissions inventory for the Revelstoke air shed, it is clear that road dust emissions contribute the most to air shed PM levels.
- Another significant contributor to PM is emissions from residential space heating using wood as fuel.
- 28% of respondents from

Toxic substances

- Residents use a plethora of toxic household substances. The lack of options to dispose of toxic substances on an ongoing basis discourages responsible disposal.
- The City and some industrial users have old landfills and dump sites that have been buried and are no longer in use. It is unknown if these sites are leaching contaminated toxins.
- Toxic substances were not flagged as an important issue in the 2012 community survey.

Noise and light pollution

- Noise pollution refers to the destructive effects of excessive sound, usually based on properties of loudness and irritation.
- Although there are a number of sources of loud noise emitters in the community, there are no ambient noise level readings for Revelstoke.
- Ongoing noise from the operation of the train yard continues to be unbearable for some at times.
- Light pollution is wasted light, and thus energy. Within Revelstoke, the primary sources of light pollution are from street lights and ornamental lighting (e.g. spot lights atop the Entry Portal towers).
- Noise and light pollution were not identified as important environmental issues in the 2012 community survey.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • City Environment Advisory Committee provides overview and guidance on municipal environment- related initiatives. • Criteria Air Contaminants and Greenhouse Gases and Emissions Inventory (CAC and GHGEI) • The City and CP Rail have reduced the noise from train whistles by installing gates at the railways crossings at downtown locations.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • The North Columbia Environmental Society encourages environmental stewardship through education, information on pesticide-free gardening and other activities. • The City supports the provincial Air Quality Monitoring Program. The City passed an Anti-Idling bylaw In 2008. Burning of waste materials is regulated through the City's Open Burning Bylaw and the Provincial Open Burning Smoke Control Regulation. • The City has undertaken an anti-icing program which uses calcium or magnesium chloride to reduce the amount of salt and sand needed on the road. This should help in reducing road dust emissions. • In some years 'Clean Air Day' in June and 'Car-free Day' in September are celebrated with local events and challenges. • The City has a Pesticide Use Bylaw. • The City has implemented a Turf Management Plan to improve the condition of community fields and parks by building up the soil base and has reduced pesticide use by 75%. • The City website provides public information and education about toxic substances, alternatives, and disposal options. • Some toxic materials can be disposed at the landfill site and the private sector recycling depot. Other toxic substances are collected during seasonal recycling fairs. • The City has a Noise Bylaw. • The City has reduced the wattage of decorative city entrance lights to reduce the amount of light cast skyward at night.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Complete an inventory (location, contamination extent) of old solid waste sites.	Very high			City Plan
2. Develop and implement a Dark Night Sky by-law/policy that: <ul style="list-style-type: none"> • defines "light pollution". • outlines responsibilities of citizens and organizations. 	High	x		City Plan

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<ul style="list-style-type: none"> encourages/requires, where appropriate, municipal usage of lighting that minimizes light pollution. 				
3. Provide public education, incentives and controls to reduce air pollution and negative impacts on air quality. Possibilities currently being worked on include: <ul style="list-style-type: none"> Accessing federal and provincial incentives to retro-fit and/or upgrade to more efficient furnaces and woodstoves. instituting a "Clean Air" bylaw (furthering the "Anti-idling" bylaw) to reduce the amount of particulate and CO2 emissions from industry, wood burning stoves/furnaces, and vehicles 	Med-high			City Plan
4. Survey the community on air quality and emissions such as space heating and vehicle use to improve the data used for emission calculations from residential and commercial heating, residential small engine use, and Vehicle Kilometers Traveled on local roads.	Med-high			City Eng &PW
5. Replace or convert fleet vehicles to alternative fuel powered engines where feasible.	Med-high Cost & Benefit Analysis			City, Businesses. Community organizations
6. Measure local silt loading along all types of roadways and use the data to evaluate the efficacy of the street sweeping program and to develop future mitigation strategies.	Med-high			City

Environmental Nuisances [All Actions]

Plan Year Page	Actions	Priority	Lead	Cost/Funding
	1. Complete an inventory (location, contamination extent) of old solid waste sites.	AP – Very high	City	
	2. Develop and implement a Dark Night Sky by-law/policy that: <ul style="list-style-type: none"> define "light pollution" as every form of illumination by artificial light which is dispersed outside the areas it is dedicated to, particularly if directed above the level of the horizon. Discuss responsibilities of citizens and organizations to " prevent the occurrence of light pollution. Encourage/require, where appropriate, the 	AP – High	City	

	municipal use of low wattage bulbs to reduce the amount of light cast skyward, such as by the decorative city entrance portals.			
	<p>3. Provide public education, incentives and controls to reduce air pollution and negative impacts on air quality. Possibilities include:</p> <ul style="list-style-type: none"> • Accessing federal and provincial incentives to retro-fit and/or upgrade to more efficient furnaces and woodstoves. • celebrating “Clean Air Day” in June or “Car-Free Day” in September with local events and challenges. • instituting a “Clean Air” bylaw (furthering the “Anti-idling” bylaw) to reduce the amount of particulate and CO2 emissions from industry, wood burning stoves/furnaces, and vehicles 	AP – Med-high	City	
	4. Survey the community on air quality and emissions such as space heating and vehicle use to improve the data used for emission calculations from residential and commercial heating, residential small engine use, and Vehicle Kilometers Traveled on local roads.	AP – Med-high		
	5. Replace or convert all fleet vehicles to alternative fuel powered engines based on cost-benefit analyses.	AP – Med-high	City, Businesses. Community organizations	
	6. Measure local silt loading along all types of roadways and use the data to evaluate the efficacy of the street sweeping program and to develop future mitigation strategies.	AP – Med-high	City	
	7. Reduce the amount of open burning within the city (encourage wood collection for heating), improve on timing for slash burning in adjacent forests.		City RFRS	
	8. Track vehicle idling			
	<p>9. Continue to monitor new data availability for use in municipal inventories, such as:</p> <ul style="list-style-type: none"> • local or provincial construction fugitive dust emission factor • Environment Canada’s report on municipal water and wastewater • data on localized prescribed burns • US EPA NONROAD data for Clearwater County or a better comparable county • data from CPR on locomotives contribution to local air quality • multiple BCMOT vehicle classification 			

	surveys from the fall, winter and spring on highway vehicle mix			
	10. Reduce noise from low flying helicopters			

Abbreviations

AP	ICSP Action Plan
City	City of Revelstoke
City Plan	City Planning Department
CSRD	Columbia-Shuswap Regional District
DE & PW	City Department of Engineering and Public Works
IGS	Illecillewaet Greenbelt Society
MFLNRO	Ministry of Forest Lands and Natural Resource Operations
NCES	North Columbia Environmental Society
RFRS	Revelstoke Fire & Rescue Services

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

Revelstoke
Sustainability Action Plan
2013

Appendix 2
Strong Community Capacity

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Sustainability Framework Linkages

Strong Community Capacity

Enrich the knowledge, skills, participation, networks, leadership and other resources of the community to enhance the capacity to address issues and act on opportunities.

Goals

- **Healthy Living:** Promote and encourage healthy lifestyles choices for all residents and support individuals who are challenged to meet their basic needs.
- **Affordable Housing:** Increase the availability of affordable, suitable, adequate and safe housing that shelters our workforce and enables citizens to choose to live their entire lives in the community.
- **Lifelong Learning:** Support and celebrate the current high quality formal education for children and youth, and facilitate both formal and informal lifelong learning.
- **Financial Well-being/Security:** Strengthen the capacity of individuals, households, community organizations and the City to have adequate financial resources to meet needs and to deal with unexpected challenges.
- **Sense of Belonging:** Retain the friendly, safe, small-town character in this distinct, diverse community where residents, families, seasonal workers and visitors feel welcome and respected, and enjoy a high quality of life.

Spheres of Influence



Provincial and federal agencies regulate health and many social supports. The City regulates housing development. Many strategic plans exist to enhance community capacity.



Community organizations, government agencies and the City deliver community services.



Community organizations, the City and government agencies collaborate and work individually to strengthen community capacity.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Healthy, secure, informed residents and visitors who feel a strong sense of belonging and connection to place put a higher priority on and have resources to protect ecosystems and adapt to climate changes. Strong collective community capacity is needed to become climate resilient.</p>
	<p>Carbon Neutral Energy and Emissions Community, household and individual resources are needed to shift to low carbon alternatives.</p>
	<p>Minimal Waste Successful implementation of programs to minimize waste requires residents and visitors who understand and support these approaches to improve sustainability.</p>
	<p>Responsible Water Use Residents and visitors who are informed and feel connected to the community are more willing to change their behaviours to manage water more responsibly.</p>
	<p>Affordable, Accessible Housing Creating affordable housing requires collaborative, innovative actions that require strong community capacity to plan and implement.</p>
	<p>Caring, Engaged Community Individuals who are healthy, secure and informed are more able to reach out to understand and support others, and to engage in community activities.</p>
	<p>Strong, Vibrant, Creative Identity The already strong community capacity of Revelstoke is part of its authentic small-town identity. Enhancing community capacity will increase the potential to retain this identity as newcomers and more visitors come to the community.</p>
	<p>Healthy, Active, Safe Citizens Collaborative, strong community capacity is needed maintain and enhance the health and safety of the community.</p>
	<p>Locally Diverse Economy Community organizations that are able to work together are better able to promote and support a diverse local economy.</p>
	<p>Global Connections Networking both within and beyond the community will strengthen capacity.</p>
	<p>Adequate, Skilled Workforce Workers who are healthy, secure and knowledgeable are more successful and productive. Addressing current workforce challenges requires community collaboration achieved through strong community capacity.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

2.1 Healthy Living

Integrating Goal: Support individuals who are challenged to meet their basic needs and promote and encourage healthy lifestyles choices for all residents.

What We Know About our Community

- 94% of respondents to the 2011 community survey consider the general well being of the people in their households to be stable or improving – similar to the results in 2007 and 2000. However,
 - 40% of respondents indicate they experience levels of personal stress or frustration they didn't feel they could handle – up from 32% in 2007 and the same as in 2000. As in previous years the major sources of stress are personal or family finances, health problems and workplace problems.
 - 85% of the 2011 survey respondents had someone to turn to – up from 80% in 2007, with family and friends being the main sources of support. 51% of survey respondents sought professional help – up significantly from 37% in 2007. Half the respondents had used these supports one to three times in the past year, while slightly over 20% turned to their support systems more than 10 times in the past year.
- During 2007-2011, the incidence of low birth weights for infants, which increases the risks of morbidity and premature death, were lower than the provincial rates, though there has been an increase since 2004-2008. Infant mortality per 1,000 births is higher than the provincial average for 2007-2011.
- The average 2007-2011 hospitalization rate for children 0-14 years old was much higher than the provincial rate for respiratory diseases, but less than the rate for injuries and poisoning.
- Teen pregnancies per 1,000 women aged 15-19 were 11.4% higher than the provincial average between 2008-2010. Revelstoke ranked 48th of 77 Local Health Areas in the province for teen pregnancies.
- The dominant chronic disease in Revelstoke and area is chronic depression/anxiety, affecting 22% of the population, which is slightly lower than the provincial rate and 5% lower than the Interior Health Area rate. Asthma affects 10% of the population – similar to the provincial and Interior Health rates, and 6% of the population has diabetes or chronic obstructive pulmonary disease (COPD) – lower than the provincial rates.
- The life expectancy of residents has increased over the past 20 years to 81.4 in 2007-2011, similar to the provincial average.
- The School District Achievement Contract has been monitoring health related indicators and have now set targets for improving child health and well-being.
- Using a variety of indicators and compared to the rest of the province, Revelstoke is ranked the 7th best place to live in BC in 2011 according to BC Stats. Revelstoke's health index rank was 6th best in the province.

Local Foods

- Flooding of valley bottom land suitable for agriculture by the Arrow reservoir leaves the community without adequate farmlands to sustain itself with food.
- Since its early days, gardening and, before the reservoir was created, agriculture have been a part of the community. An increasing number of residents are gardening and the number of private food producers is growing.
- Farmers' markets and the North Columbia Environmental Society's Local Food Initiative encourage and facilitate local food production.

Meeting Basic Needs

- 44% of respondents to the 2012 community survey identified meeting basic needs/child poverty as an important social issue needing attention – making this the 3rd highest priority.
- The 2012 survey revealed that lower income households were more likely to experience social isolation. Low-income respondents were also the most likely to describe their family situation as “messed up” (4 of 7 respondents with a

household income below \$50,000) and were much more likely to select “Emergency shelter” (44%), “Social isolation” (40%), “Affordable housing” (33%) and “Support for single parents (33%) ” as the most important social issues.

- Between 2000 and 2009, based on taxfiler data and the federal government low income measures, the number of low income households ranged from 740 to 480, with 2007 and 2008 being the lowest years. In 2009, 610 households (17%) were classified as low income. The following households were identified as low-income in 2009:
 - 350 individuals (27%) with median income of \$11,030.
 - 120 lone parents (25%) with 180 children (aged 0 – 17) and median income of \$16,510
 - 120 couples (6%) with 90 children and median income of \$19,030.
- Statistics Canada low income measurement for 2006 are \$15,179 for a single person, and \$30,358 for a family with two adults and two children. BC Income Assistance rates vary but on average provide a single person with an annual income of \$7,320, and for a family of four \$13,212. A single person with a disability can receive \$10,877 annually while a family of four with one disabled parent can receive \$17,928 – all rates are well below low income ‘cut off’ rates and substantially below the Market Basket Measures for Revelstoke.
- The cost of meeting basic needs in Revelstoke is higher than suggested by the federal government low income levels - for example, based on a Market Basket Measure of actual living costs in Revelstoke, a two-parent family of four needed a total household income of \$66,000 per year – before tax – to meet their basic needs in Revelstoke in 2012. Both parents have to be working at least 35 hours a week, all year, and making \$17.75 per hour to meet this target. The two primary reasons for these high costs are high market rental housing and comparatively high food costs – accounting for 60% of costs. Using the Market Basket Measure as a threshold, 1,170 families or 32.4% – nearly double the government estimate – struggle to meet basic needs.
- Service providers support this analysis, reporting that affordable, suitable housing continues to be the most significant social issue in Revelstoke as there is no subsidized rental housing for individuals under 55 or families and no emergency shelter (See Housing section below). As well, literacy and employment support providers identify reliable transportation as a key factor that limits the potential for low-income families to access services and retain employment.
- There are several indicators of increasing hardship for a certain portion of the population: use of the local food bank has risen dramatically since 2001 and there are growing waiting lists for all subsidized housing in the community. The local Ministry of Children and Family Development office is seeing an increase in calls related to poverty issues and is finding creative ways to support families. Community Connections has witnessed an increasing number of clients who are going into debt in order to pay rent.
- Community Connections Homeless Outreach Program reports that from January 1, 2012 to April 29, 2013, the Homeless Outreach Worker provided services to 183 separate clients, including 39 families with children (single and dual parent families combined), 74 single men, 49 single women, and 21 couples. Many clients have multiple diagnoses (admitted or suspected mental health, acquired brain injury, or significant substance abuse problems) and require ongoing support.
- 2012 food bank client information provides more insights into who is struggling to make ends meet in the community:
 - 204 adults and 74 children from 166 households were served - an increase of about 7% from 2011
 - 64% were single people, 13% lone-parent families, 13% couples with no children, and 6% two- parent families.
 - Income sources were 29% disability support, 21% income assistance, 18% employment income, 12% employment insurance, 11% pension income and 9% no income source.
 - 118 clients, almost 75%, live in private rental housing, 21 own their own homes – up from 6 in 2011 and a significant concern , 19 live in social housing, 6 were living in temporary situation and 1 was homeless. Most people pay more than 50% of their income on shelter.
- Accessing income supplements is a difficult process. Community Connections Social Justice Advocate reports a dramatic increase in the time it takes to assist each client with applications, as well as an increase in application

denials. Income supplements are well below the cost of meeting basic needs. For example, the maximum shelter allowance for a single person with a disability and ‘multiple barriers’ to employment is \$375.00 per month.

- Eligibility requirements for income assistance and employment insurance are consistently changing, and there continues to be a concern among social service providers that people are ‘falling through the cracks’. Service providers report that there are a growing number of people who do not qualify for subsidies and therefore have no income.

Substance Use

- Citizens see problem substance use as a diminishing community issue as indicated by the following responses to the 2012 and 2007 community surveys:
 - 28% cited problems with substance use in Revelstoke as negatively affecting them, their family, friends or co-workers –down from 40% in 2007;
 - About 10% identified problem substance use as a reason for unemployment, the fifth highest ranking – much lower than 36% in 2007, and drug and alcohol counseling was ranked last as a factor that might have kept someone who was working out of town in the community;
 - substance related crimes were reported as the fourth most common type of crime experienced by respondents, their family, or close friends, the same ranking as in 2007 and 2000;
 - 35% identified “substance abuse” as an issue needing attention – the sixth-highest ranking – compared to this being the second highest ranked issue in 2007, with 52%; and
 - substance use was listed as the second lowest source of personal stress, by only 8 of 249 respondents.
- The number of litres of alcohol consumed in 2011 was more than double the provincial average which is a common outcome in a resort community.
- In 2011 the incidence of juvenile non-cannabis drug offences was more than twice the provincial level at 114 offences per 1,000 population – 4th worst in the province - and total non-cannabis drug offences were 50% higher than the provincial average at almost 300 offences per 1,000 population.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>Substance Use Strategy (2011)</i> – Implementation underway facilitated the Social Development Committee in collaboration with a number of organizations including: formation of the Youth Initiative Committee and implementation of the Youth Action Plan; training for service providers on delivering services to clients with mental health and/or problem substance use issues; bar shuttles; formal community-wide prescription drug misuse protocol; used needle disposal options; fetal-alcohol syndrome education for youth; support for alcohol free community events; and ongoing review of Special Occasion Licenses • <i>Poverty Reduction Strategy (2012)</i> – To be implemented in 2013 • <i>City Active Transportation Plan (2010)</i> – Implemented by the City • Social Development Committee facilitates communications and collaboration, implements planning and advises the City • Seniors Health Fair hosted by the Senior Citizens Association and Health & Wellness Fair hosted by Community Connections, in collaboration with other community organizations
Specific tools or programs	<ul style="list-style-type: none"> • Interior Health services and programs in public health, mental health – including substance use counseling and Queen Victoria Hospital promote healthy lifestyles

through pre- and post-natal services, counseling and nutrition advice; private sector physicians, chiropractors, dentists, optometrist, physiotherapists, massage therapists, yoga studios and others.

- School District expanded healthy foods at the high school cafeteria and eliminated non-healthy choices in vending machines.
- Screen Smart Committee hosts annual Screen Smart Week encouraging alternative, usually physical, family activities
- City healthy food policy for Community Centre vending machines and annually sponsors 'Bike to Work' week.
- Farmers' markets occur weekly during the summer and twice a month in winter.
- North Columbia Environmental Society Local Food Initiative supports a community garden and education events
- Community Connections Social Justice Advocate, Homeless Outreach Worker , Tenant Support Worker and Food Bank Manager positions and Outreach Programs including the Food Bank, food share program, a community garden and community kitchen, and baby bundles
- Community Connections programs and services for developmentally disabled citizens
- Churches actively support those in need; hot lunch program at the United Church.
- Women's Shelter Society services including Forsythe House providing temporary, confidential shelter for women and children fleeing abuse, crisis line and links to community services
- Revelstoke Awareness and Outreach Program supports for people living with mental health disabilities; sponsored by the Canadian Mental Health Association and runs primarily with volunteers
- Seniors Association Helping Hands grocery shopping and Volunteer Transportation to medical appointments
- The PALS Hospice program does home visits to isolated seniors/residents
- City, in partnership with Community Connections, provides subsidies to individuals/families with low incomes for City recreation programs and Aquatic Centre passes
- Two thrift stores operated by the Hospital Auxiliary and a church collaboration
- Subsidized housing for seniors and individuals with disabilities (see Housing section below)
- Bear Aware gleaning program with food processing and donations to the Food Bank
- Transit, Handi-dart and resort shuttle
- Community Connections Family Support Services and Ministry of Children and Families programs that address dating and family violence and protect children from associated harms
- Collaborative case management to support children experiencing barriers to

	<p>success at school and their families</p> <ul style="list-style-type: none"> • High School Youth Drug Survey which will be redone in 3-5 years with comparative analysis • Training for service providers of clients with problem substance use issues
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<p>1. Explore and support options to expand local gardening and agriculture activities such as backyard chickens and bees; school gardens/greenhouses/expand' Field to Table' program; community gardens on City lands, edible landscaping on City lands, greenhouse attached to district energy system, etc. (See Appendix for full list)</p>	Very high	x	x	NCES City CC SD19
<p>2. Implement the Poverty Reduction Strategy (perhaps concurrently with the Substance Use Strategy) through a broad community coalition with a focus on addressing:</p> <ul style="list-style-type: none"> • Expand school breakfast/lunch and emergency food stores programs for elementary schools where needed • Long-term stability for the Food Bank • Increasing the frequency and distribution points for free or low-cost hot lunches. • Exploring the feasibility of establishing a food coop • Supporting women leaving the Shelter with second-stage housing and starter kits • Promoting knowledge of school grants, programs and and supports for families • Working with all levels of government and PovNet to ensure all citizens (including seniors) maintain incomes above the poverty line 	High	x	x	SDC City IH CC MCFD OC WORK BC Churches SD19
<p>3. Fully implement the Substance Use Strategy (perhaps concurrently with the Poverty Reduction Strategy) with a focus on addressing:</p> <ul style="list-style-type: none"> • Critically reviewing services related to substance use to identify gaps and supports for existing services • Expand capacity to offer the DARE educations program in all elementary schools every year • Re-establishing school-based substance use counseling • Educating and supporting families of residents who are receiving substance use and addictions counseling or are returning from detox treatment to promote better understanding of the issues and how to be supportive • Engaging and educating parents about problem substance use • Provide positive, clear information about substance use and 	High	x	x	SDC City IH CC YAC RCMP

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<p>healthy alternatives, particularly through opportunities to use positive role models (e.g., athletes, artists, etc.)</p> <ul style="list-style-type: none"> • ‘Safe bar’ program 				
4. Expand the Social Justice Advocate position to full-time as a primary point of contact to assist residents to access government subsidies.	High	x	x	CC SDC
5. Encourage employers to work with staff to initiate comprehensive health and wellness programs.	High	x	x	CoC IH
6. Develop and implement a Food Security Charter for individuals and the community.	Med-high	x	x	NCES CC City
7. Coordinate the Seniors Health Fair and the Health and Wellness Fair in conjunction with flu vaccinations, highlighting prevention options for the highest preventable sources of mortality.	Med-high	x	x	RSA CC IH
8. Develop community partnerships to enhance sexual health education in all schools by a trained sexual health educator.	Med-high	x	x	SD19 SAFER
9. Prepare and implement a Healthy Living Plan based on this Action Plan in conjunction with Interior Health’s program.	Med-high	x	x	HSAC SDC IH
NOTE: Also see Affordable Housing section				

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Support all citizens to access healthy foods				
	1. Explore and support options to expand local gardening and agriculture activities such as backyard chickens and bees; school gardens/greenhouses/expand ‘Field to Table’ program; community gardens on City lands, edible landscaping on City lands, greenhouse attached to district energy system, etc. (See Appendix for full list)	AP – Very high	NCES City CC SD19	
	2. Implement the Poverty Reduction Strategy (perhaps concurrently with the Substance Use Strategy) through a broad community coalition with a focus on addressing: <ul style="list-style-type: none"> • Expand school breakfast/lunch and 	AP – High	SDC City & Through UBMC PovCo	Medium

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
CDAP p.34	emergency food stores programs to all schools, especially elementary		IH	High
CDAP p.34	<ul style="list-style-type: none"> Continue to encourage community support for the community food bank. 		CC	
SUS p.33	<ul style="list-style-type: none"> Increase the frequency and distribution points for the provision of free or low-cost hot lunches. 		MCFD	
PRS p.38	<ul style="list-style-type: none"> Explore the feasibility of establishing a food coop 		OC	
PRS p.38	<ul style="list-style-type: none"> Support the Women’s Shelter to provide ‘starter kits’ to women & children leaving the shelter. 		WORK BC	
PRS p.38	<ul style="list-style-type: none"> Promote knowledge of school grants, programs & supports for families where applicable. 		Churches	
PRS p.38	<ul style="list-style-type: none"> Working with all levels of government and PovNet to ensure all citizens (including seniors) maintain incomes above the poverty line. 		SD19	
	3. Develop and implement a Food Security Charter for individuals and the community	AP – Med-high		NCES CC City
	4. Promote and expand local markets with local produce			
CDAP /p. 34	5. Encourage further church sponsored soup/lunch programs.		Churches	Low
CDAP /p. 34	6. Recruit volunteers for Meals on Wheels program and Seniors Helping Hands programs.		IH RSA	Medium
Objective: Develop partnerships and collaboration to ensure implementation of the community goals and recommended actions in the Revelstoke Community Substance Use Strategy.				
	7. Fully implement the Substance Use Strategy (perhaps concurrently with the Poverty Reduction Strategy) with a focus on addressing: <ul style="list-style-type: none"> Critically reviewing services related to substance use to identify gaps and supports for existing services Expand capacity to offer the DARE educations program in all elementary schools every year Re-establishing school-based substance use 	AP – High	SDC City IH CC YAC RCMP	

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
SUS p.33	<ul style="list-style-type: none"> counseling Educating and supporting families of residents who are receiving substance use and addictions counseling or are returning from detox treatment to promote better understanding of the issues and how to be supportive Engaging and educating parents about problem substance use Provide positive, clear information about substance use and healthy alternatives, particularly through opportunities to use positive role models (e.g., athletes, artists, etc.) 			
SUS p. 34	<ul style="list-style-type: none"> Implement A 'Safe bar' program 			
CDAP /p. 37	8. Implement priority actions, particularly around community and parent education, prevention supports for youth, and reducing alcohol-related harms in the community		City SD YAC	Low
Objective: Support all citizens to have equal access to income security, healthy lifestyle choices and specialized supports as needed				
	9. Expand the Social Justice Advocate position to full-time as a primary point of contact to assist residents to access government subsidies.	AP – High	CC SDC	
CDAP /p. 34	10. Work with all levels of government to ensure all citizens (including our seniors) maintain incomes above the Poverty Line		All	Low
PRS/ p. 42	11. Develop a program to allow free access to showers at the Community Centre for those in need.		PovCo CC City	
PRS/ p. 38	12. Facilitate workshops for service providers on specific government programs, including ongoing changes, to improve knowledge and uptake.		CC	
CDAP / p. 34	13. Identify shortcomings and address issues of accessibility and inclusiveness for residents and visitors with disabilities.		City Plan	Medium
CDAP p. 34	14. Work with Service Canada to provide remote access services in Revelstoke.		City CC WorkBC	Low
PRS/ p. 38	15. Lobby for Revelstoke to be one of Service Canada's Scheduled Outreach Sites.		PovCo City	

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
PRS/ p. 42	16. Expand the recreation pass for low income individuals & families to include access to the gym.		PovCo City	
PRS/ p. 42	17. Encourage community groups to offer free recreation opportunities/activities (e.g. badminton, volleyball, dance lessons) & free events where possible.		PovCo All	
Objective: Improve quality of life and reduce mortality rates from unnatural causes				
	18. Encourage employers to work with staff to initiate comprehensive health and wellness programs.	AP – High	Employers IH? CoC	
CDAP /p. 36	19. Coordinate the Seniors Health Fair and the Health and Wellness Fair in conjunction with flu vaccinations, highlighting prevention options for the highest preventable sources of mortality.	AP – Med-high	RSA CC IH	Low
CDAP /p. 36	20. Explore options to combine informal education with healthy outdoor activities.		SD19 PovCo YAC	Low
Objective: Support initiatives that positively impact the social determinants of health and reduce risk of harm (SUS p. 35)				
CDAP / p. 23	21. Develop community partnerships to enhance sexual health education in all schools by a trained sexual health educator.	AP – Med-high	SD19 SAFER	Low
SUS/ p. 33	22. Maintain advocacy for improved public transportation options so that all people can participate in the community.		TC	
SUS/ p. 33	23. Distribute the community-wide sexual assault protocol to service providers to ensure appropriate and consistent care.		WSS SDC	
SUS/ p. 33	24. Advocate for a shelter for men.		All	
SUS/ p. 33	25. Advocate for access to free shower and laundry facilities for the homeless.		PovCo SDC	
	26. Work with school district and Safer clinic to reinstate sexual health and family planning education in schools			
	27. Promote family planning			
Objective: Ensure that community attitudes and norms endorse a culture of health promotion, safety and responsible decision-making (SUS p. 33)				
	28. Prepare and implement a Healthy Living Plan	AP – Med-high	SDC	

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
	based on this Action Plan in conjunction with Interior Health's program.		IH	
SUS/ p. 33	<p>29. Work together with businesses, the RCMP, community organizations and groups and young people to provide positive, clear information not only on substances and problem substance use but also healthy alternatives, including:</p> <ul style="list-style-type: none"> • The promotion of low risk drinking guidelines. • Seeking opportunities to use positive role modeling by highlighting the achievements of high-level athletes (skiers, ultimate Frisbee players, and the like) <p>30. Preventing the marketing of caffeinated energy drinks or other substances at sporting events or Revelstoke Mountain Resort.</p>	2013/2014	City SDC CoC RCMP CO IH	
Objective: Develop partnerships and collaboration to create a comprehensive prevention framework to strengthen protective factors and address risk factors for children and youth involved in problem substance use.				
SUS/ p. 32	31. Critically review the range of services offered for youth and families in Revelstoke and look where gaps might exist (e.g. school based prevention program) and how to support existing services (e.g. Community Connections Youth Program, DARE program).		SD19 IH CO YAC	
SUS/ p. 32	32. Engage and educate parents.		SD19 IH CO	
SUS/ p. 32	33. Assess whether best practices for substance use prevention are being used – individual, peer, family/cultural, school, community, societal.		SD19 IH CO YAC	
SUS/ p. 32	34. Investigate feasibility of enhancing services through the delivery of the best practices – see SUS for list.		SD19 IH CO	
SUS/ p. 32	35. Investigate partnering with regional organizations to better enhance services for youth (e.g. Freedom Quest).		SD19 IH CO	
Objective: Review the status of community goals and recommendations in the substance use strategy and update the plan when appropriate.				
CDAP /p.	36. Establish a substance use strategy steering committee to oversee implementation of the		City SD	Low

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
37	2010 plan			
Objective: Support community policing and enforcement efforts targeting distribution of illegal substances and problem behaviour related to substance use (SUS p. 34)				
SUS/ p. 34	37. Educate the general public about what the RCMP needs in order to act on tips and conduct effective enforcement, and how to use the Crimestoppers program.		SDC RCMP NPG Crimestoppers	
SUS/ p. 34	38. Support the formation of a specialized, dedicated unit within the RCMP detachment with the education, training, experience and time to work on major crimes.		City	
SUS/ p. 34	39. Support development of Community Consultative Group community policing initiatives and strategies.		SDC RCMP NPG	
Objective: Support continued access to affordable clothing, footwear and other accessories (PRS p. 42)				
PRS/ p. 43	40. Work with local charities to build a fund to support access to supplementary health care for low income residents (e.g. optometry & dental).		PovCo Foundation?	
PRS/ p. 43	41. Where possible, encourage retail stores to allow lay away or a monthly payment plan for larger items so customers do not go into debt.		PovCo CoC	
Objective: Build community capacity to improve treatment options for residents struggling with problem substance use as well as for their families (SUS p. 33)				
SUS/ p. 33	42. Advocate for the provision of one or two detoxification beds (or use of acute care beds for transitional detoxification) at Queen Victoria Hospital and/or supplementary training for nursing staff.		City HCAC	
SUS/ p. 33	43. Strengthen and develop regional partnerships to build local capacity and supplement resources.		SDC MCFD IH CO	
SUS/ p. 33	44. Strengthen ties and communication between all counseling services in Revelstoke and the AA/NA support groups.		AA/NA CO	
Objective: Reduce alcohol-related harms in the community (SUS p. 34)				
SUS/ p. 35	45. Support regional or provincial initiatives by legitimate organizations like the BC Coalition for Action on Alcohol Reform, and the Centre of Addictions Research BC.		Council	

Healthy Living [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
SUS/ p. 35	46. Support more alcohol-free events in the community.		City NPG CO	
SUS/ p. 35	47. Regulate alcohol availability through tracking and restricting the number of retail liquor outlets in the community.		City	
Objective: Citizens have at least one source of family, friend or professional support in the community				
CDAP / p. 34	48. Support men’s basic needs such as emergency shelter, and mental & emotional health.		MCFD CC	High

Note: The Housing and Transportation sections also include actions to improve these services for people struggling to meet their basic needs. The Solid Waste Management/Recycling section includes an action to create a ‘free store’ for furniture, and other items that are not currently recycled in the community.

2.2 Affordable Housing

Integrating Goal: Increase the availability of affordable, suitable, adequate and safe housing that shelters our workforce and enables citizens to choose to live their entire lives in the community.

What We Know About our Community

- 75% of respondents to the 2012 community survey identified affordable housing as the most important social issue needing attention, down from 85% in 2007. The high cost of living was identified as the most important economic issue needing attention.
- The provincial government provides a range of subsidized housing for low income seniors and disabled residents, seniors requiring medical supports and individuals with disabilities. In 2012 there were 15 households on waiting lists for subsidized housing. As well in March 2012, 17 households with seniors and 8 low income households were receiving provincial rent subsidies.
- Private dwellings in Revelstoke are for the most part detached single-family homes with 50% built prior to 1965. Much of the older stock is in need of significant reinvestment - building permit data reveals upgrades are taking place. In 2008 3.9% of private dwellings were owned by non-residents and 30% were not occupied by their owners indicating a significant number of rental units in single family homes.
- City building permit data indicates a decline in home building activity since 2007-08:
 - additions/alternations - 107 in 2008 to 85 in 2011
 - site mobile homes - 34 in 2008 to 5 in 2011
 - new homes - 31 in 2008 to 7 in 2011
 - one new strata unit was constructed in both 2008 and 2009 and one new apartment was built in 2011
- The Community Housing Society constructed a duplex on the City-owned Bridge Creek property (former Co-op lands) in 2010, without any subsidies, leading to the need to charge market rental prices. It is currently negotiating to create a 12 unit development for low income renters, in partnership with BC Housing and Columbia Basin Trust. Zoning, master planning, sub-division design and development agreements between RCHS and the City have been prepared for the Bridge Creek property. The Society is supported by City staff and does not receive operational funding from the City.
- The average assessed value of dwellings more than doubled from \$157,500 in 2006 to \$326,000 in 2010, then declined to \$282,985 in 2012.
- Average MLS single family dwelling sales values peaked at \$440,377 in 2007 then fell to \$355,780 by 2011. The 2012 average assessed value for all residential properties dropped to \$282,895, which is still an approximately 80% increase since 2006.
- Demand for ownership housing in Revelstoke moderated in 2008 following a dramatic surge in sales activity and prices between 2005 and 2007. There is currently an oversupply of luxury homes (\$350,000+) and condos in the market, with strong demand for affordable homes and average demand for moderately priced residential units.
- Vacancy rates for rental dwellings fluctuate fairly dramatically both seasonally and year to year. For example, the CMHC sampling of apartments and row units indicated a 28% vacancy rate in October 2011, dropping to almost 0% in the winter months.
- Despite vacancy rate fluctuations, since 2007 there has been an overall increased demand for rental housing and a surge in rental rates making it difficult for renters at the lower end of the income scale. In 2011, the average rent for a one-bedroom apartment was \$669 and \$867¹ for a two-bedroom unit (CMHC). The cost of renting a single family residential home can be up to \$2,500/month. In 2011, the CMHC Rental Market Survey indicated that Revelstoke had the highest average rental apartment costs of all Kootenay centres and compared to other small centres in the

¹ PRS p. 10

BC Southern Interior (i.e. Merritt, Oliver, Osoyoos). Other rentals include single-family homes, basement suites, etc. Accurate numbers on both the number of units and rate of occupancy in this segment are not available.

- Mobile home parks represent another inventory of home ownership and rental accommodation. Though the units tend to be owned the pads are generally rented. There are currently over 400 occupied trailer pads in Revelstoke with very few unoccupied pads.
- The lack of supportive second stage housing is a major barrier to achieving secure housing for clients of the Women’s Shelter Society.
- Homelessness exists in Revelstoke and is a serious issue. From 2009 to 2011, the Community Connections Homeless Outreach Worker served 193 separate clients, most of whom require ongoing support. (See Healthy Living section for more details).
- The City has several initiatives underway to support affordable housing:
 - An affordable housing fund has been created with the implementation of the inclusionary zoning bylaw which require developers to make a contribution in lieu of constructing non-market housing units.
 - The newly adopted OCP land use plan and map encourages a range of housing types in more compact development, live work studios, and inclusionary zoning geared to increase housing options.
 - Bylaws to support other accessory dwelling unit options to increase the level of housing diversity (e.g. carriage cottages; secondary suites; boarding rooms; and other rental types) have been explored.
 - The draft Transportation Master Plan includes a parking management strategy to ‘unbundle’ parking costs from housing and promotes other mobility options, especially in the downtown core.
 - A ‘buildable’ lands analysis and regional growth strategy are expected to focus development into infill areas (currently provided with roads, sewer and water) and building quality compact developments within prime ‘green field’ locations.
- Revelstoke Mountain Resort (RMR) is in Phase One of its development with 106 condo units of varying sizes providing a total of 708 bed units have been completed on resort lands. Several lots in the ‘Mackenzie Landing’ area have been developed, primarily by non-resident buyers, likely for use as secondary/seasonal housing, and vacation rentals when not occupied by the owners. The RMR Master Development Agreement (2004) between RMR, the City & the province, requires employee housing during Phase Two of development, which will not be reached until a total 3,015 bed units have been constructed. As well, RMR has assumed that up to half the required employee bed units can be supplied by the private sector within the community, with the other half constructed by RMR, primarily within the Revelstoke community on land that RMR would purchase. Given current economic conditions and changes in ownership it is uncertain how development will proceed, and therefore when or if the resort will construct employee housing.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • Revelstoke Community Housing Society, created in 2007, has the mandate to address a broad range of housing needs and has constructed units as funding permits. • <i>Revelstoke Affordable Housing Strategy and Policy Options(2006)</i>
Specific tools or programs	<ul style="list-style-type: none"> • Social housing supported by the provincial government: <ul style="list-style-type: none"> ○ Monashee Court with 45 units for low income seniors over 55 and disabled residents; ○ Mt. Begbie Manor & Villas has 24 units for low income seniors over 55, 1 unit for disabled and 16 new units for both) ○ Moberly Manor with 11 assisted living units and 8 new rental housing units for seniors and people with disabilities;

	<ul style="list-style-type: none"> ○ Mt. Cartier Cottages at Queen Victoria Hospital with 45 residential care beds including 1 respite bed and 1 palliative care bed ○ three Community Living residential group homes for adults with developmental disabilities. ● Womens Shelter Society operates Forsythe House providing temporary, confidential shelter for women and children fleeing abuse. ● Community Connections Housing Outreach Coordinator providing client focused, community-based housing services to at risk or homeless adults and Tenant Support Worker for residents of one BC Housing complex , funded by BC Housing in 2009 ● City has provided City-owned lands at low or no cost for affordable rental housing projects ● City bylaw and enforcement restricting short-term vacation rentals in neighbourhoods ● City affordable housing fund created with the implementation of the inclusionary zoning bylaw which permits developers to contribute to this fund in lieu of constructing non-market housing units
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Enable affordable housing developments through City bylaws and policies that encourage higher density development, density bonusing, smaller unit and lot sizes, mixed use, reduced parking, infill development, accessory dwelling units/carriage cottages, secondary suites, amenity contributions , development cost charge and/or property taxes reductions and improved public transportation	Very high			City RCHS
2. Act on opportunities to construct subsidized rental housing that meets the needs of a variety of residents, including working with employers to develop staff accommodations for seasonal workers	Very high	x	x	RCHS City SSA Employers
3. Require any development of the surplus school lands to include affordable housing	Very High			City RCHS SD19
4. Support homeowners to develop affordable new suites/carriage cottages by demonstrating best practices and providing information through workshops	Med-high	x		City RCHS
5. Support the pilot project of Habitat for Humanity programs and implement an ongoing program.	Med-high	x	x	RCHS City
6. Establish and operate second stage housing for women leaving the Shelter.	Med-High Funding	X Create	X Operate	WS City SSA RCHS

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
7. Establish an emergency shelter and implement via a lead organization to provide supportive services	Med-high	X Funding	X Create	RCHS CC

Housing [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Ensure municipal bylaws, policies and procedures foster the preservation and development of affordable housing opportunities				
CDAP p. 13 PRS/ p. 39	1. Enable affordable housing developments through City bylaws and policies that encourage higher density development, density bonusing, smaller unit and lot sizes, mixed use, reduced parking, infill development, accessory dwelling units/carriage cottages, secondary suites, amenity contributions, development cost charge and/or property taxes reductions and improved public transportation	AP – Very high	City RCHS	Medium
PRS/ p. 39	2. Require any development of surplus school lands includes an affordable housing component.	AP – Very high	City RCHS SD19	
CDAP /p. 13	3. Support homeowners to develop affordable new suites/carriage cottages by demonstrating best practices, and providing information through workshops	AP – Med-high	City RCHS	Low
CDAP / p. 13	4. Monitor best practices in other communities and review the effectiveness of existing bylaws, including management approaches and land trust models, to ensure preservation and/or development of affordable housing		City RCHS	Medium
CDAP /p. 13	5. Work with the private sector to develop affordable housing		City RCHS	Low
PRS/ p. 39	6. Review and update the inclusionary zoning and density bonus policy to ensure an accessible amenity contribution policy is in place to support the development of affordable housing, including exploring ways to acquire land from developers as an amenity contribution.		City	
PRS/ p. 39	7. Waive or decrease development cost charges and/or property taxes for affordable rental housing properties.		City RCHS	

Housing [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
PRS/ p. 39	8. Acquire lands for affordable housing.		City	
PRS/ p. 39	9. Discourage conversion of rental into ownership housing.		City	
Objective: Develop subsidized housing that is integrated throughout the community.				
PRS/ p. 39	10. Act on opportunities to construct subsidized rental housing that meets the needs of a variety of residents, including working with employers to develop staff accommodations for seasonal workers	AP – Very High	City RCHS	
CDAP /p. 13	11. Establish and operate second stage housing for women leaving the Shelter.	AP – Med-high	City WS SSA RCHS	Medium
PRS/ p. 39	12. Establish an emergency shelter and implement via a lead organization to provide supportive services	AP – Med-high	City, SSA RCHS	Los
CDAP /p. 13	13. Develop community partnerships or a non-profit entity to provide management, maintenance and support services for existing and/or new subsidized housing when needed.		RCHS SSA	Low
AFP/ p.23	14. Advocate to Interior Health to increase the number of 1) assisted living units and 2) residential care beds.		City CED	High
	15. Support the pilot project of Habitat for Humanity programs and implement an ongoing program.	AP – Med-high	RCHS City	
	16. Work with all employers to develop and provide staff accommodation.			
Objective: Support access to a full range of seniors' housing options (AFP p. 20)				
AFP/ p. 20	17. Establish suitable sites for seniors' ownership housing that include: <ul style="list-style-type: none"> • Central locations (close to shopping and other services important to seniors) • Smaller units (easier to maintain and more affordable); smaller properties • Accessible transit services • Comfortable walking environment, even in winter 			
CDAP p. 13	18. Develop an adaptability program and implement in City regulations, policy and		City Plan RCHS	Medium

Housing [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
	development, review and assessment processes to support 'aging-in-place'.			
AFP/ p. 20	19. Support initiatives that assist seniors with resources (i.e. equity) to meet their housing needs.			
AFP/ p.23	20. Facilitate/coordinate cooperative living/roommate living for seniors to offset increasing costs & decrease social isolation;		RSA	
AFP/ p.23	21. Build senior-appropriate housing.		Private developers RCHS	
Objective: Preserve existing inventory of affordable ownership and rental housing				
CDAP / p. 13	22. Ensure no net loss of mobile home pads through rezoning applications in areas currently designated as R-5.		City	Lowest
CDAP / p. 13	23. Enforce zoning regulations that allow long-term rentals in residential zones; and establish enforcement protocol to deter illegal rentals.		City RCHS	Medium
CDAP /p. 13	24. Ensure no net loss of rental property through increasing housing options, and provision of housing agreements that promote rental options for new housing stock.		City	Lowest
PRS/ p. 39	25. Increase uptake of BC Housing RAP & SAFER programs.		PC	
CDAP /p. 13	26. Encourage owners of mobile home parks to optimize development potential and quality by improving mobile home standards, including specialized maintenance standards.		City Plan	Low
Objective: Develop a housing inventory, needs assessment and demand projections that specifies housing stock, methods of retrofit, and funding options.				
CDAP / p. 13	27. Refine housing projections incorporated in the OCP and subsequent area plans; break down projections by household type and income.		City RCHS	Low
CDAP / p. 13	28. Determine demand for targeted needs/subsidized housing through the continuum of housing needs by client group.		City RCHS	Medium

2.3 Lifelong Learning

Integrating Goal: Support the current high quality formal education for children and youth, and facilitate both formal and informal lifelong learning.

What We Know About our Community

- Education/training ranked as the second highest economic sector the community should be focused on developing in the 2012 community survey. 34% said post-secondary education/training was an important economic issue that needs attention, the sixth highest priority.
 - 9% of respondents to the 2012 community survey said that “Training to qualify for available jobs” might have kept someone known to the respondent working in Revelstoke - the fourth-highest response.
 - 85% of respondents to the 2012 community survey were either somewhat or very satisfied with the elementary education system, and 89% said they were somewhat or very satisfied with the secondary education system. Lack of French immersion, more course options, better training for teachers, and bullying were seen as lacking for those not satisfied with both the elementary and secondary school system.
 - The Early Childhood Development Committee is a cross-sectoral volunteer committee which acknowledges, values and supports the shared responsibility of investing in young children (0-6 years) so that they may live, learn, play and dream in safe and healthy surroundings. Through outstanding collaborative planning and action, Revelstoke’s children remain the least vulnerable in the province, based on the Early Child Development measures of the Human Early Learning Partnership.
 - School District enrolment has declined by 43% (equivalent to 760 full-time equivalent students) since 1995 to approximately 1,000 students in 2012/13. Declining enrolment makes for significant budget challenges. The new high school and consolidating the two downtown elementary schools in one new school creates budget efficiencies. The Board places the highest priority on programs and services to students, and as a result, most budget reductions have come from facility and administrative savings.
 - Based on the most recent District Achievement Contract, the District has achieved or exceeded most goals for reading, math and social responsibility, with the exception of some reading goals in Grades 2, 4, 7, and 8. The social responsibility initiatives have greatly increased students’ sense of safety in schools. The number of students supported with behavioural challenges is at an all time low, due to the proactive and preventative measures in place.
 - In 2012, 96% of eligible students graduated, including 62% of aboriginal students, which exceeds the provincial average.
 - An independent assessment of the School District recognized ‘...the District, like the entire community... is focused on the well-being of their children. The district and community epitomize the idea that “it takes a village to raise a child”.’
- In 2012 a French language public school began offering Kindergarten, Grade 1 and 2 students. Among other conditions, for at least one parent the first language learned and still understood must be French. Estimated enrolment is expected to be 12 in 2012 and up to 40 by 2017. Grades will be added to the program each year. A group of parents are working with the School District to explore options for early French education.
- Interest in adult education is strong, with 53% of 2012 Community Survey respondents having participated in training either in Revelstoke or outside Revelstoke. Survey respondents were satisfied with both the quality and access to education and training services in Revelstoke. Barriers to participation include a lack of courses that meet needs/requirements/interest, cost of going out of town, and a lack of interest/need for additional training.
 - Adult education is provided by Okanagan College; City Parks, Recreation and Culture; Columbia Mountains Institute, the Canadian Avalanche Centre, the Seniors Association and private sector providers.
 - The Literacy Action Committee facilitates strong community partnerships support and plan for literacy and learning opportunities for all including early learning, family literacy, youth initiatives, programming in partnership with schools, adult literacy and English as a Second Language.

Initiatives and Supportive Actions to Continue

Strategic plans and

- *Early Childhood Development Strategy* (updated annually) - Implemented by the

<p>collaborative action</p>	<p>EDC Committee, a cross-sectoral volunteer committee which coordinates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives. Facilitates the Revelstoke Children’s Charter.</p> <ul style="list-style-type: none"> • <i>Community/District Literacy Action Plan</i> (updated annually) - Implemented through the Literacy Action Committee which is the advisory body for the Columbia Basin Alliance for Literacy, the Okanagan College volunteer adult literacy tutoring program, the English as a Second Language Settlement Assistance program (ELSAP), Columbia Basin Alliance for Literacy, a non-profit organization that promotes literacy and lifelong learning including supporting parents to guide their children in learning. • <i>Youth Initiative Action Plan (2010)</i> implemented through the Youth Initiative Committee and part-time Youth Liaison • Partnership between Okanagan College, Thompson River University (TRU) & the City to offer TRU’s Adventure Tourism Course in Revelstoke beginning in 2014.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • School District 19 operates three elementary schools with full day kindergarten, and one high school with a broad range of programs – all have social responsibility (anti-bullying) initiatives; participates in community early childhood, literacy and social development initiatives; early learning initiatives - StrongStart program, a free parent and child drop-in program for children 5 years and under; Ready, Set, Learn, Leap Land and support to the Revelstoke Child Care Society to assist with additional child care and pre-school spaces; retains Farwell School as a centre for learning support. School Planning Councils, Parent Advisory Councils and the District Parent Advisory Council all operate with high levels of collaboration. • Two Neighbourhood Learning Centres in new schools: the Performing Arts Centre and Youth Liaison and coordinated health services aimed at vulnerable teens at the new high school and an Early Learning, Literacy and Health Centre with co-located family support services, extensive childcare spaces and Revelstoke Child Care Society offices, as well as an acrobatic centre at the new Begbie View Elementary School. • Okanagan College runs basic adult education, certificate programs, employment training, English as a second language, literacy tutoring and general interest courses through classroom sessions, online and distance learning, and a Centre of Learning which includes exam supervision, study space, computer/internet use, learning supports and one-on-one activities. An Advisory Committee communicates local educational/training needs. • WorkBC Employment Centre offers employment and pre-employment support services for workers and recruitment support for employers including assistance with training. • Seniors Association computer, fall protection and other training. • ScreenSmart Initiative promoting alternative family activities • Columbia Mountain Institute hosts ecology based scientific training and education. • Canadian Avalanche Centre provides avalanche safety and management training. • City Park, Recreation and Culture Department programs general interest learning

	<p>opportunities.</p> <ul style="list-style-type: none"> • Various private sector programs.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Examine employment related educational and training needs to prioritize and agree on implementation.	High			WorkBC

Lifelong Learning [All Actions]				
Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Maintain a high quality of education in the school system.				
	1. Maximize the use of old school facilities			
CDAP / p. 23	2. Maximize the use of new school facilities to promote school-family-community connectedness.		SD19	Low
CDAP / p. 23	3. Enhance community partnerships to restore a high level of school-based substance use prevention in all schools.		SD19 City SD	Medium
Objective: Ensure opportunities exist for all residents to attain literacy skills necessary to fully participate in the community and the economy.				
	4. Elder university opportunities			
	5. Encourage youth/high school students to study science and technology			
CDAP / p. 21	6. Develop partnerships with community organizations and businesses in order to coordinate and expand learning opportunities for all ages		RLAC OC	Low
Objective: Sustain the adult education system within Revelstoke to support continuous learning, skill development, and employability for residents.				
	7. Develop transferable academic post-secondary education courses locally when feasible.			
	8. Develop training opportunities for marketing and financial skills development for small businesses			
CDAP / p. 21	9. In recognition of Revelstoke's smaller population and low enrolment challenges, continue to advocate for base funded, subsidized, or innovative programming in		OC	Medium

	addition to cost-recovery programming.			
	10. Work with SD 19 and high schools to develop opportunities for entrepreneurial training		CoC SD19 City CED	
CDAP / p. 21	11. Work with post-secondary education institutions to offer accredited, transferable, academic courses locally		SD19 OC	Medium
	12. Develop a health care attendant course		IH OC	
	13. Work with the Columbia Basin Trust to develop funding support for individuals who want to take specific program or training out of town.		WorkBC CoC City CED	
CDAP /p. 21	14. Develop partnerships with post-secondary institutions to create programming or applied research initiatives that will attract students from outside the community, diversify the local economy and build community capacity (e.g. Mountain Search and Rescue, Tourism, Outdoor Adventure)		OC CAA Other	Highest
	15. Support employers to outline clear education or training paths so potential employees and service providers know what knowledge/skills they should be developing.		WorkBC Coc City CED	
CDAP /p. 21	16. Maintain advocacy for funding to create more training opportunities and access to learning programs.		OC	High

2.4 Financial Well-being

Integrating Goal: Strengthen the capacity of individuals, households, community organizations and the City to access adequate financial resources to their meet needs and to deal with unexpected challenges.

What We Know About our Community

- City expenditures have risen in recent years due primarily to providing expanded services for anticipated growth associated with Revelstoke Mountain Resort. The City’s current long-term debt level is \$12.1 million.
- The City’s 5 year financial plan for 2013 to 2017 predicts:
 - An accumulated annual surplus of \$1.24 million in 2013, rising to \$3.13 million by 2017. The forecast surplus for 2012 of \$329,000 is uncertain as lower than projected revenues (i.e. reduced building permits and changes in RMR condo tax classification) and some unexpected costs (i.e. culvert replacements) have yet to be finalized.
 - City Reserves are expected to increase from just over \$3 million to \$4.75 million by 2017.
 - Capital spending is expected to peak in 2013 at almost \$6 million, then falling to \$2.8 - \$4.3 million over the next 4 years.
 - Debt levels are expected to peak in 2015 at \$12.4 million, then drop to \$11.7 million by 2017. Over that time water borrowing will drop from \$3.1 million to \$2.2 million, while sewer borrowing is expected to rise from \$3.7 million to \$5.9 million due in large part to the Illecillewaet sewer outfall relocation to the Columbia River and sewer treatment plan upgrades. [see “Resilient Infrastructure – Water Services” section for more information]

- The average tax rate increase in 2013 is 3.96%. Most tax classes will increase 3.5% with major industry increasing by 23.28%. Despite this increase, major industry tax rates are still roughly 27% lower than 2009 levels. Average annual tax increases of 2% are planned for the next 4 years.
- Recent financial issues at two community organizations have caused concerns about the governance and financial stability responsibilities of Directors of not-for-profit organizations.
- Community Futures Development Corporation and Credit Union staff cite personal/household debt levels in Revelstoke as a concern for the well-being of the community, as has been raised for Canadians generally.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> ● City and CSRD 5 –year Financial Plans; ● City Budget Focus Group recruited annually ● <i>Poverty Reduction Strategy (2012)</i>
Specific tools or programs	<ul style="list-style-type: none"> ● City infrastructure reserves ● The Revelstoke Credit Union offers banking, lending and insurance services, and provides generous annual donations to various groups in the community. ● Three banks and three private sector businesses offer financial services ● Income tax completion by volunteers ● Columbia Basin Trust Community Initiatives and Affected Areas funding administered by the City in partnership with the CSRD currently \$1,757,691 over five years until 2015

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Enhance household financial literacy through educational events on household financial management, including how to reduce household debt, and high school programs on personal financial literacy.	Very high			CFDC OC SD19 Financial Orgs.
2. Prepare and implement a long term Infrastructure and Asset Management Plan to assess, document and schedule capital investments.	Very high Complete	x Implement	X Implement	City
3. Enhance community understanding of City costs and budgeting and the roles of reserves and debt.	Very high			City
4. Complete program audits, perhaps via the new Municipal Auditor.	Very high	X	x	City
5. Establish the Financial Focus Group as a continuous group to provide feedback to the City on annual budgeting and other major financial decisions.	Med-high	X	x	City

Financial Well-Being [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective:				
	1. Enhance household financial literacy through educational events on household financial management, including how to reduce household debt, and high school programs on personal financial literacy.	AP – Very high	CFDC OC SD19 Financial orgs.	
	2. Prepare and implement a long term Infrastructure and Asset Management Plan to assess, document and schedule capital investments.	AP – Very high	City	
	3. Enhance community understanding of City costs and budgeting and the roles of reserves and debt.	AP – Very high	City	
	4. Complete program audits, perhaps via the new Municipal Auditor.	AP – Very high	City	
	5. Establish the Financial Focus Group as a continuous group to provide feedback to the City on annual budgeting and other major financial decisions.	AP – Med-high	City	
	6. Focus on whole cost & life cycle management of capital is only one part of consideration			
	7. Create a municipal endowment fund that can be used to leverage for key infrastructure borrowing and also utilize interest/gains for initiatives			

2.5 Sense of Belonging

Integrating Goal: Retain the friendly, safe, small-town community character in this distinct, diverse community where residents, families, seasonal workers and visitors feel welcome and respected, and enjoy a high quality of life.

What We Know About our Community

- The 2012 survey results describe the current community character and sense of belonging:
 - The five words most often cited to describe the community were: friendly, beautiful, community, mountains and skiing. This differs from 2007 when the final three terms were safe, scenic and clean.

- Most citizens are proud of Revelstoke – 72% of survey respondents answered “yes” (down from 78% in 2012) and 25% “somewhat” when asked this question. Almost all survey respondents invited people to vacation in the area - over 62% regularly (up from 44% in 2007 and 18% in 2000), and 30% occasionally.
- There is a strong sense of belonging - almost 85% of respondents indicated a very strong or somewhat strong sense of belonging, about 5% less than in 2007.
- The optimism about the future of the community has remained the same since 2007- 50% of responses were ‘yes’ to this question – compared to 49% in 2007, and 41% being somewhat optimistic in 2012 .
- Revelstoke citizens are active volunteers - 65% of respondents indicated they volunteer their time and talents to the community.
- Citizens take an active role in community decisions - as in 2007, almost half of the respondents indicated they had provided input on a major community decision in the past year. Younger respondents were less likely to have provided input - only 30% under the age of 30 responded “yes” (though this is up significantly from 19% in 2007), compared to 59% of those older than 30. Reasons for not providing input included the perception that their voice would not be heard, (39% of respondents thought that public input influences major decisions, 27% were not convinced and 33% didn’t know), being new to the community, being too busy, and lack of interest.
- There are many community initiatives to create settings for residents to interact such as creating public spaces; children and family activities and supports; literacy and English as a Second Language programs; seniors programs, and services; Youth Initiative; arts, culture and heritage programs and events; multicultural events, and more.
- Many volunteer groups take active roles in the economic, recreational and social dimensions of the community and have been responsible for key initiatives. Despite high participation, finding enough volunteers is limiting some groups.
- However, service providers have identified social isolation as an issue for some seniors, people with disabilities and people living on low incomes, particularly in the winter months.
- There have been significant efforts to provide readily accessible information so newcomers and immigrants to the community aren’t confused about how to find services and supports in the community, including the Welcome to Revelstoke website www.welcometorevelstoke.org, linked to the City of Revelstoke’s website, Welcome to Revelstoke Guide, Revelstoke Survival Guide and Welcome Week.
- The total number of immigrants in Revelstoke in 2006 (most recent Canada census information) was 740, of which 72.2% were without English as their mother tongue, 78% of these immigrants were from Europe, 17% from the USA, and 11% were from Oceania and other.
- Between 2007 and 2011 Revelstoke received 130 total immigrants, primarily of working age (25-64 years). 72.7% had post-secondary education and 10% spoke neither English nor French. This is an increase from the 2006 census data that indicated all immigrants spoke either English or French.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> ● <i>Early Childhood Development Strategy</i> (updated 2012) – implemented via a Committee with activities to highlight our ‘family friendly’ atmosphere that makes Revelstoke ‘the best place to raise a child’ and Roots of Empathy program in schools ● <i>Age Friendly Plan</i> (2009) – implemented via the Seniors Association and Social Development Committee ● <i>A Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke</i> (2010 – to be updated in 2013) - implemented via Okanagan College, the Multicultural Society and others ● <i>Youth Action Plan</i> (2011) - implemented via the Youth Initiative Committee

	<ul style="list-style-type: none"> • Welcoming activities lead by the Social Development Committee, including the <i>Guide for Newcomers</i>, website, <i>Revelstoke Survival Guide</i> and Welcome Week • Carousel of Nations celebration hosted by the Multicultural Society in collaboration with a number of community organizations
Specific tools or programs	<ul style="list-style-type: none"> • City and Columbia-Shuswap Regional District public input opportunities to key decisions, plans and programs; City neighbourhood groups, newsletters/pamphlets, website comment portal and comprehensive survey every 5 years • Senior's Association programs, Interior Health Adult Day Program, Community Connections Outreach program and the Awareness & Outreach programs engage socially isolated individuals • Museum Society celebrations of cultural dates and displays showcasing Revelstoke's cultures • Parks Canada celebrations of local historical multicultural events • Community Futures Development Corporations Volunteer Revelstoke Committee activities to recognize and attract volunteers • Multicultural Society showcases community cultures • Many volunteer groups that create opportunities for residents to make connections and contribute to the community • Okanagan College English as a Second Language and English courses, Second Language Settlement Assistance Program provides support for new immigrants and anti-discrimination training for professionals • School District, Child Care Society and Early Childhood Development Society supports for families for whom English is a Second Language • Columbia Basin Alliance for Literacy clear language workshops • Provincial multilingual Provincial Nurse hotline

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Seek community input about incorporating community uses in decisions to repurpose the surplus school facilities.	Very high			City SD19
2. Enhance communications, education, and understanding of City operations and decisions, and increase input to City decisions, perhaps through a community outreach/participation master plan.	Very high	x	x	City
3. Sustain school-based anti-bullying interventions	High	x	x	SD19
4. Update <i>A Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke</i> , with priorities based on	High			OC RMSS

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
defined criteria as well as leadership roles.				
5. Sustain the Carousel of Nations as an annual event	Med-high	x	x	RMSS
6. Link long-time residents, particularly those who are not involved in the adventure tourism or resort sectors, with newcomers, possibly via: <ul style="list-style-type: none"> ambassador program showcasing long-term residents in welcoming events RMR “familiarization” tours community pot luck highlighting cultural connections event organizers including activities that engage and reflect the full range of community diversity and cultures 	Med-high	x	x	SDC RMR
7. Expand multicultural activities such as: <ul style="list-style-type: none"> multicultural movie night undertake another Community Haiki project multicultural potluck family dances Black History month celebrations Elimination of Racism Day (March 21) 	Med-high	x		RMS RM

Sense of Belonging [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Continue the high level of participation, volunteerism, collaboration and involvement of citizens in community activities and expand when necessary.				
CDAP p. 28	1. Seek community input about incorporating community uses in decisions to repurpose the surplus school facilities.	AP – Very high	SD19 City	Low
CDAP p. 28	2. Support the new theatre/performing arts venue to become a cultural centre or ‘hub’ for the community through a high level of coordination/collaboration of user groups, community participation and promotion of events.		City SD19 Theatre Group	Low
Objective: Improve public understanding of City plans, decision-making processes and operations				

Sense of Belonging [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
RAP p.46 & 47	3. Enhance communications, education, and understanding of City operations and decisions, and increase input to City decisions, perhaps through a community outreach/participation master plan.	AP – Very High	City Plan	
RAP/ p. 31	4. Hold public meetings and complete reports that report out to the community on the progress of Community Strategic Plan	2011	City CED	
Objective: Capitalize upon opportunities to teach children about multiculturalism and anti-discrimination				
MP/ p. 13	5. Sustain and increase anti-bullying interventions within the School District	AP – High	SD19	
	6. Improve/develop opportunities for language immersion programs from a young age.			
MP/ p. 13	7. Sustain and increase multiculturalism within the School District and early years programs		RCCS	
MP/ p. 13	8. Increase multiculturalism in other organizations.			
Objective: Raise community and individual awareness of multiculturalism through dialogue and information sharing.				
	9. Update <i>A Community Action Plan to Address Multiculturalism, Racism and Discrimination in Revelstoke</i> , with priorities based on defined criteria as well as leadership roles.	AP – High	OC RMSS	
	10. Link long-time residents, particularly those who do not involved in the adventure tourism or resort sectors, with newcomers, possibly via: <ul style="list-style-type: none"> • ambassador program • showcasing long-term residents in welcoming events • RMR “familiarization” tours • community pot luck highlighting cultural connections • event organizers including activities that engage and reflect the full range of community diversity and cultures 	AP – Med-high	SDC RMR	
MP p. 13	11. Increase community dialogue about individuals with differences including socioeconomic, gender, age, sexual orientation, and ability.		RMS	
MP p. 13	12. Increase distribution of information that counters generalizations.			
MP p. 12	13. Examine statistics to determine community demographics in Revelstoke.			

Sense of Belonging [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
MP p. 12	14. Increase community dialogue about different cultures.		OK SD19 CC City CED RMS	
MP p. 12	15. Increase the visibility and presence of the different cultures that exist in Revelstoke		CC City ECD	
Objective: All cultures are celebrated and appreciated				
MP/ p. 10	16. Expand multicultural activities such as: <ul style="list-style-type: none"> • Multicultural movie night • another Community Haiki project • multicultural potluck • family dances • Black History month celebrations • Elimination of Racism Day (March 21) activities 	AP – Med-high	RMS RM	
MP/ p. 9	17. Sustain the Carousel of Nations as an annual event	AP – Med-high	RMS	
MP/ p. 11	18. Increase the ethnic food sections in grocery stores to meet commercial demand.		Coopers Southside	
MP/ p. 10	19. Increase the celebrations of National Aboriginal Day (June 21) and the National Day of Healing.		SD19 RMS Aboriginal Community	
MP/ p. 10	20. Expand Canada Day celebrations to include more multiculturalism.		RMS	
MP/ p. 10	21. Host Canadian citizenship ceremonies in Revelstoke.		RMS RC	
MP/ p. 11	22. Create a multicultural cookbook.		RM	
	23. Create events that include activities that engage and reflect the full range of community diversity			
Objective: New residents and visitors are welcomed to the community and are invited to respect and participate in community life.				
CDAP p. 27	24. Encourage citizens to welcome new residents, and promote the benefits of having new people in the community.		All	Lowest
CDAP p. 28	25. Host community events to welcome new residents.		CC City	Low

Sense of Belonging [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
CDAP / p. 27	26. Host the “Carousel of Nations” event each year.		OC Museum etc	Low
Objective: Services meet the needs of ESL individuals and families				
	27. Sustain programs provided for ESL families through CBAL in other communities			
MP/ p. 17	28. Have an ESL Early Learning Transition Support Worker available in the community.		RCCS ECDC	
MP/ p. 9	29. Develop a community newsletter to include local interest stories for ESL speakers in Revelstoke.		OC	
Objective: Enhance professional development opportunities to support multiculturalism are available				
MP/ p. 14	30. Invite the Immigrant Society of BC to provide workshops in Revelstoke		OC	
MP/ p. 14	31. Provide anti-discrimination training		OC CC City	
Objective: Continue opportunities for community input in planning and decision processes				
RAP/ p. 44	32. Conduct a community satisfaction survey.	2013	City	
OCP/ p. 16	33. Develop a strategic plan for public outreach that maps all respective groups, and entrenches broad-based decision making, framed against specific community indicators tied to community vision statements especially community character; and preservation of historical values. This strategic plan forms the backbone of community planning; project and committee review and referrals; project urban planning actions; and community/City partnerships. A sustainability working group may be an outcome.			
CDAP p. 28	34. Involve, engage, and encourage youth to provide meaningful input; ensure services are ‘youth-friendly’ to encourage a sense of belonging...replace with YAP.		All	Low
AFP/ p.23	35. Embed age-friendly considerations into all community planning processes.		City	
RCS/ p. 19	36. Improve information exchange in the community through enhanced communications.			
OCP/	37. Explore community engagement options and			

Sense of Belonging [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
p. 16	models.			
Objective: Share existing resources and information within the community.				
MP/ p. 14	38. Increase the usage of multicultural resources/toys that childcare providers and families can borrow from the Childcare Society's lending library		RCCS	
MP/ p. 15	39. Contact the Columbia Basin Alliance for Literacy (CBAL) to find out about programs provided for ESL families through CBAL in other communities.		CBAL	
MP/ p. 15	40. Promote the Racism exhibit at the Revelstoke Museum.		RM	
MP/ p. 15	41. Promote the Chinese Legacies exhibit at the Revelstoke Museum.		RM	
Objective: Services meet the needs of newcomers				
	42. Multicultural strategy for all community services.		City RCMP CC	
MP/ p. 16	43. Develop a virtual one stop shop			
MP/ p. 16	44. Develop a recognized point of contact for newcomers in the community to obtain information.		OC	
MP/ p. 16	45. Develop a physical space for newcomers to obtain information or receive services.			
MP/ p. 16	46. Develop services to support the needs of temporary workers.			
MP/ p. 16	47. Advocate for government agencies to re-examine the services available to temporary workers.			
MP/ p. 16	48. Develop an assets inventory and disseminate inventory.		OC	
MP/ p. 16	49. Develop hosting services for individuals, families, and youth.			
MP/ p. 16	50. Develop job mentoring opportunities.			
MP/ p. 9	51. Establish a website/web portal for newcomers and/or tourists to visit to ask questions or connect with others			
MP/	52. Develop a community newspaper/newsletter in			

Sense of Belonging [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
p. 9	different languages.			
MP/ p. 17	53. Increase the awareness of multilingual resources in all programs/services.		OC PLS ECDC SD19 RMS	

Abbreviations

AA	Alcoholics Anonymous
AP	ICSP Action Plan
CAA	Canadian Avalanche Association
CBAL	Columbia Basin Alliance for Literacy
CC	Community Connections
CFDC	Revelstoke Community Futures Development Corporation
City	City of Revelstoke
City CED	City Community Economic Development Department
City Plan	City Planning Department
CO	Community Organizations
CoC	Revelstoke Chamber of Commerce
ECDC	Early Childhood Development Committee
HCAC	Health Care Advisory Committee
IH	Interior Health
MCFD	Ministry for Children and Family Development
NA	Narcotics Anonymous
NCES	North Columbia Environmental Society
NPG	Neighbourhood Planning Groups
OC	Okanagan College
PLS	Provincial Language Services
PovC	Poverty Coalition
RCCS	Revelstoke Child Care Society
RCHS	Revelstoke Community Housing Society
RCMP	Royal Canadian Mounted Police
RLAC	Revelstoke Literacy Action Committee
RM	Revelstoke Museum
RMR	Revelstoke Mountain Resort
RMS	Revelstoke Multicultural Society
RSA	Revelstoke Seniors Association
SD19	School District 19 (Revelstoke)
SDC	Social Development Committee
TC	Transit Committee
UBMC	Union of BC Municipalities
WSS	Women's Shelter Society

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

Revelstoke
Sustainability Action Plan
2013

Appendix 3
Compact & Connected Community

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Sustainability Framework Linkages

Compact & Connected Community

Integrating strategy - *Maintain a compact community, defined by a vibrant downtown and mixed use neighbourhoods, supporting diverse mobility choices including safe, convenient and active options for all residents.*

Goals

- **Land Use:** Promote a compact, complete community with a strong sense of identity, with compatible land uses along City boundaries, consistent with City, Regional District, Parks Canada, BC Hydro, RMR and provincial values
- **Transportation:** Improve transportation options as a means to support more active modes of transport and support increased community connectivity.

Spheres of Influence



The City regulates growth related land use and development in the community. The City also develops roads.



The City maintains critical infrastructure that serves residents, businesses and institutions. The City also maintains roads and transportation management facilities such as traffic signals, signage and bus stops.



The City works collaboratively with other governments, developers, community groups and the public to achieve community goals.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems</p> <p>Compact community design helps reduce development pressure on undeveloped land. Transportation options can reduce the need for road expansion which in turn minimizes infringement on green spaces and reduces contaminants from vehicles such as oil and other residues.</p>
	<p>Carbon Neutral Energy and Emissions</p> <p>Compact design creates shorter distances between destinations enabling more walking and convenient transit use and reduces GHGs and energy use. Higher density homes are more energy efficient than single detached homes.</p>
	<p>Minimal Waste</p> <p>Sufficient density allows for services such as curbside recycling, and provides opportunities for goods to be passed along to multiple owners through second-hand stores or other mechanisms.</p>
	<p>Responsible Water Use</p> <p>Compact community design supports a healthy watershed and reduces water consumption through smaller irrigated spaces, significantly reducing peak demand. Land use planning ensures the protection of the watershed.</p>
	<p>Affordable, Accessible Housing</p> <p>Compact community design leads to greater housing diversity which allows for “aging in place” and more affordable housing options.</p>
	<p>Caring, Engaged Community</p> <p>Compact communities bring people into closer proximity, allowing people to meet neighbours and fellow residents while shopping or accessing services and amenities.</p>
	<p>Strong, Vibrant, Creative Identity</p> <p>Compact community design creates more opportunity for identifiable architecture, high quality public parks and plazas and well-defined streets.</p>
	<p>Healthy, Active, Safe Citizens</p> <p>Cycling, walking paths and transit networks throughout the community promote multi-modal transportation. More walking and cycling in compact neighbourhoods leads to healthier citizens.</p>
	<p>Locally Diverse Economy</p> <p>Compact communities place more residents in close proximity to stores thus creating more viable businesses.</p>
	<p>Global Connections</p> <p>A compact, liveable community creates a unique identity that brings in visitors from around the world. Sufficient density also allows for more telecommunications options to stay connected with the world. Efficient transportation systems support goods and services movement.</p>
	<p>Adequate, Skilled Workforce</p> <p>Compact communities provide a variety of options for the workforce, and opportunities to offer education and training.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

3.1 Land Use

Integrating Goal: Promote a compact, complete community with a strong sense of identity, with compatible land uses along City boundaries consistent with City, Regional District, Parks Canada, BC Hydro, RMR and provincial values.

What We Know About our Community

- The 2011 census data reveals that the City of Revelstoke has:
 - a total land area of ~40.76 km² and a total population in 2011 of 7,139. The population density is 175.1 persons per km². To compare, the population densities in Golden is 324.4, Fernie is 299.8, Rossland is 59.5, Salmon Arm is 106.8, and Nelson is 857.7.
 - 3,075 total dwellings.
 - 65.2 % of dwellings are single-detached houses which is above the Provincial and National average.
 - 10.4% of dwellings are apartment building that has fewer than 5 storeys, which is below the Provincial and National average.
 - 14.5% are moveable dwellings which is well above the Provincial and National average.
- In the City of Revelstoke’s Official Community Plan:
 - There are urban growth area and general land use policies to prevent sprawl and coordinate development within the City.
 - An update to the OCP and Land Use Map in 2011 directs future land use development.
 - 10 neighbourhoods areas are identified with 21 sub-areas.
 - Most of the City is regulated by Development Permit Areas.
 - Several parcels around water bodies do not currently have a zoning designation.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>City of Revelstoke Official Community Plan (2008/updated 2011 & 2012).</i> • myRevelstoke 2030 (UBC) (2012) planning research project results. • Advisory Planning Commission provides commentary on development applications. • <i>Community Energy and Emissions Plan (2011)</i> includes land use-related recommendations.
Specific tools or programs	<ul style="list-style-type: none"> • Zoning Bylaw • Building Bylaw • Development Cost Charges Bylaw • Sign Bylaw • Subdivision, Development and Servicing Bylaw • City Smart Growth Development Checklist

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Update OCP: <ul style="list-style-type: none"> to be consistent with ICSP sustainability priorities and integrated strategies. to incorporate updated Environmentally Sensitive Areas, Environmental Hazard Lands, and Natural Feature View Maps and associated revisions to objectives and policies developed as part of ICSP planning process. to position the ICSP as the overarching planning documents for the City in the Implementation Section of the OCP, and remove action items addressed as part of the ICSP process (e.g. updated mapping (see #2) and indicators). 	Very high	X		City
2. Update zoning and associated bylaws including addressing vacation rental properties within residential neighbourhoods.	Very high	x		City Plan
3. Improve the linkages between engineering and planning when dealing with planning for strategic infrastructure investment.	Med-high			City Plan DE&PW

Land Use [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	1. Update OCP: <ul style="list-style-type: none"> to be consistent with ICSP sustainability priorities and integrated strategies. to incorporate updated Environmentally Sensitive Areas, Environmental Hazard Lands, and Natural Feature View Maps and associated revisions to objectives and policies developed as part of ICSP planning process. to position the ICSP as the overarching planning documents for the City in the Implementation Section of the OCP, and remove action items addressed as part of the ICSP process (e.g. updated mapping (see #2) and indicators). 	AP – Very high	City	
	2. Develop zoning to limit vacation rental properties within residential neighbourhoods.	AP – Very high	City Plan	
	3. Improve the linkages between engineering and planning when dealing with planning for strategic infrastructure investment.	AP – Med-high	City Plan DE&PW	

3.2 Transportation

Integrating Goal: Improve transportation options as a means to support more active modes of transport and support increased community connectivity, including for people with disabilities.

What We Know About our Community

- The City develops and maintains the road networks within City limits. Revelstoke has about 97 kilometres of paved road as per the City's GIS system.
- Citizens who responded to the 2012 community survey rely largely on vehicles (74% in winter/62% in summer), most of which transport single passengers to travel to work. About 31% of respondents walk in winter and 36% walk in summer with 47% cycling as well. Citizens have expressed an interest in walking and cycling more often.
- There is one taxi company that currently owns both licenses for Revelstoke. Attempts to obtain another taxi license have been stalled due to difficulty in proving the need and dealing with the Ministry of Transportation.
- BC Transit bus service is available. To date, use of the transit bus is fairly low. In 2010, BC Transit undertook a comprehensive service review of Revelstoke Transit Services with the goal of improving public transportation services in the community. BC Transit added a new transit route and upgraded both buses to be more accessible. A new transit schedule was launched in December 2012 with 3 weeks of free ridership.
- The wheelchair accessible Health Connections bus travels to Kelowna and Kamloops on Tuesdays and Wednesdays. It is used primarily for out of town medical appointments. It is available for in town 'HandyDart' use on Monday, Thursday and Friday for 6 hours each day. This is complimented by the taxi supplement for those who can get in and out of a vehicle without assistance.
- Transportation options are still fairly challenging for some seniors, people with disabilities, and those on low incomes, creating social isolation and making it difficult for these citizens to be employed and to access services.
- There is increased traffic along the route to Revelstoke Mountain Resort, peaking southbound in the morning (about 8 am to 9 am) and northbound in the afternoon (about 3 pm to 4 pm). In 2008, local Tourism Infrastructure funds were used to purchase 2 passenger buses, which have been operated during the ski seasons to transport residents and visitors to the ski hill. Ski shuttle use is high. In 2010, Parks Canada used the buses to transport people from downtown Revelstoke to the top of Mt. Revelstoke National Park during the summer season.
- Vehicle fuels are primarily gasoline and diesel. These are supplied by major fuel companies, with the fuels imported from elsewhere. There are currently no bio-diesel or other alternative liquid fuelling stations in Revelstoke. There is one electric car charging station. There are some very small quantities of mobile propane and possibly natural gas used in vehicles. Greenhouse emissions from transportation fuels are equal to 63% of the city's total emissions (2010 Community Energy & Emissions Inventory, MOE).
- In Revelstoke over 60% of personal vehicles are classified as trucks, vans, & SUVs. Due to the climate and the recreational activities enjoyed by residents, there is a tendency for there to be more trucks on the road than in an urban environment.
- Car shares are an excellent way for individuals to have access to a vehicle when needed, while choosing alternative transportation or a more efficient vehicle as their primary mode of transportation. Revelstoke has had a Car Share co-op for several years, and currently offers 3 vehicles to members. The City could help support car sharing by allowing City vehicles to be included in the pool when not in use. Bicycle shares are also gaining popularity.

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action

- City of Revelstoke Official Community Plan (2008),
- City of Revelstoke DRAFT Comprehensive Transportation Master Plan to guide resolution of transportation issues and transportation capital expenditures.
- Revelstoke DRAFT Active Transportation Plan which provides guidance for non-vehicular facilities and policies.
- myRevelstoke 2030 (UBC) (2012) planning research results.
- City sponsored Bike to Work Week.
- NCES annual bike give-away in cooperation with the RCMP.
- Shuttle buses to RMR supported by the City, Tourism Infrastructure Funds and RMR.
- City expanding disabled parking spaces and identified 'Seniors Walking Routes' in consultation with the Seniors Association through the *Age Friendly Plan*.
- *Community Energy and Emissions Plan* (2011) includes transportation-related recommendations
- Revelstoke constructed its first dedicated bike lanes in 2012 and there are plans to expand the route from the Illecillewaet Bridge to the Big Eddy Bridge.

Specific tools or programs

- The City develops and maintains the road networks within City limits and monitors the safety and efficiency of key routes throughout the community.
- The Ministry of Transportation develops and maintains highways and main access roads outside the City limits.
- The City's "Smart Growth Development Checklist" requires developers to indicate the walking distance from a planned development to bus stops, trails, greenways and cycling routes.
- Kootenay Car Share Co-op has 3 vehicles for members.
- Revelstoke Cycling Association creates and maintain low impact cycling trails.
- Conceptual Planning and Geotechnical Feasibility Assessment for the Revelstoke River Trail (2000)
- Electric vehicle charging station.
- Two public BC Transit routes run Monday-Saturday during the daytime.
- Provincial bus pass program is accessible to eligible individuals via Community Connections and social sector agencies.
- The City is working to expand the wheelchair accessible "HandyDart" service and improving the accessibility of the Handi-pass program by moving it from the hospital to a downtown location.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<p>1. Improve cycling facilities and safety throughout the community, including:</p> <ul style="list-style-type: none"> • Provide end-point bicycle facilities, such as covered bicycle parking and shower/locker facilities, in public facilities, and include requirements in new development • Improve the cycling environment, including: bicycle detection at traffic signals, railway crossings, multi-use trail crossings, and short and long term bicycle parking at commercial, institutional and residential locations. • Develop safe, convenient, and comfortable bicycle routes in accordance with the final Transportation Master Plan, which includes designated bike lanes, on-road bike routes, recreational routes, and multiuse trails. Encourage biking by making it fun, with jumps etc. • Improve greenway, paths, and trails around the City and to the Resort • Education and enforcement of biking road rules 	Very high Identify needed improvements	X Implement		City DE & PW
<p>2. Support reduced vehicle use as outlined in the final Transportation Master Plan, including:</p> <ul style="list-style-type: none"> • Addressing safety issues including the western access • expanding use of the car share co-op • expanding carpooling including using the ride share (carpooling) website • encouraging the provision of transportation demand management programs to help reduce reliance on automobiles, such as incentives and resources to encourage transit use, walking and cycling • celebrating Bike to Work Week • adopting reduced parking requirements • adopting roundabout and traffic calming policies 	Very high Identify Priorities	X Implement		City CarSh
<p>3. Update and present DRAFT Master Transportation Plan to Council for adoption consideration; then implement. Plan should address:</p> <ul style="list-style-type: none"> • improving community connectivity such as a second crossing of the Illecillewaet River, left turn lanes and traffic signals along the route to all southern aspects of Revelstoke and improving access across CPR tracks; • developing a truck route bylaw to designate truck routes throughout the community. 	Very high Complete Plan	X Funding	X Implement	City DE & PW

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
4. Improve the street network to support pedestrian safety, enjoyment and convenience as detailed in the Transportation Master Plan.	High Priority Areas	X Implement	x	City DE & PW
5. Improve quality and quantity of taxi service options.	High			
6. Improve eastern highway access to the city.	Med-high			City
7. Improve transit service delivery by: <ul style="list-style-type: none"> preparing bus stop guidelines for consistency, safety, accessibility and easy recognition of existing and new transit stops Improving bus stops incrementally with benches, covers, snow removal consistent with the guidelines. providing evening service post the bus schedule at each transit stop 	Med-high Guidelines	X Implement	x	City CED BCT
8. Develop guidelines for all public and private infrastructure to accommodate universal access, recognizing the varying physical capabilities of community members.	Med-high	x	x	City DE & PW City Plan

Transportation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	<p>1. Improve cycling facilities and safety throughout the community, including:</p> <ul style="list-style-type: none"> provide end-point bicycle facilities, such as covered bicycle parking and shower/locker facilities, in public facilities, and include requirements in new development. improve the cycling environment, including: bicycle detection at traffic signals, railway crossings, multi-use trail crossings, and short and long term bicycle parking at commercial, institutional and residential locations. develop safe, convenient, and comfortable bicycle routes in accordance with the final Transportation Master Plan, which includes designated bike lanes, on-road bike routes, recreational routes, and multiuse trails. Encourage biking by making it fun, with 	AP – Very high	City DE &PW	

Transportation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	<p>jumps etc.</p> <ul style="list-style-type: none"> Education and enforcement of biking road rules 			
	<p>2. Support reduced vehicle use as outlined in the Transportation Master Plan and the Active Transportation Plan, including:</p> <ul style="list-style-type: none"> Improve greenway, paths, and trails around the City and to the Resort expanding use of the car share co-op expanding carpooling including using the ride share (carpooling) website encouraging the provision of transportation demand management programs to help reduce reliance on automobiles, such as incentives and resources to encourage transit use, walking and cycling celebrating Bike to Work Week adopting reduced parking requirements adopting roundabout and traffic calming policies 	AP – Very high	City CarSh	
	<p>3. Update and present DRAFT Master Transportation Plan to Council for adoption consideration; then implement. The plan should address:</p> <ul style="list-style-type: none"> improving community connectivity such as a second crossing of the Illecillewaet River, left turn lanes and traffic signals along the route to all southern aspects of Revelstoke and improving access across CPR tracks developing a truck route bylaw to designate truck routes throughout the community safe pedestrian and cycling access to Williamson Lake (i.e. reduced speed zone to 30 or 40 km/hr and/or dedicated pathway) safe travel along airport way from hospital to Illecillewaet bridge. 	AP – Very high 1 EAC G 5 SC G	City DE & PW	
	<p>4. Improve the street network to support pedestrian safety, enjoyment and convenience, including Seniors' walking routes as detailed in the Transportation Master Plan. Explore options to reduce costly street cleaning.</p>	AP – High	City DE & PW	
	<p>5. Improve quality and quantity of taxi service</p>	AP – High	City CED	

Transportation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	options.			
	<p>6. Improve transit service delivery by:</p> <ul style="list-style-type: none"> • preparing bus stop guidelines for safety, accessibility and ongoing improvements to existing transit stops • Improve bus stops incrementally with benches, covers, snow removal consistent with the guidelines. • providing evening service • post the bus schedule at each transit stop 	AP – Med-high	City	
	<p>7. Develop guidelines for all public and private infrastructure to accommodate universal access, recognizing the varying physical capabilities of community members</p>	AP – Med-high	City CED BCT	
	<p>8. Develop bus stop guidelines to provide consistent, recognizable, safe, and accessible stops.</p>			
	<p>9. Continue to monitor safety and efficiency of key routes throughout the community.</p>			
	<p>10. Direct vehicles stranded by highway closures to park in pull-out areas along Highway 1 and provide a shuttle to connect drivers with food and lodging services in the City. – Funding/justification?</p>			
	<p>11. Promote public awareness of and ease of access to existing transportation support, such as the Handi-pass program and the provincial bus pass supplement program.</p>			
	<p>12. Expand the wheelchair accessible ‘HandyDart’ service as funding is available.</p>			

Abbreviations

AP	ICSP Action Plan
BCT	BC Transit
CarSh	Car Share Co-op
City	City of Revelstoke
City CED	City of Revelstoke Community Economic Development Department
City Plan	City of Revelstoke Department of Planning, Building & Bylaw Enforcement
DE & PW	City of Revelstoke Department of Engineering & Public Works
EDC	City of Revelstoke Economic Development Commission

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

Revelstoke
Sustainability Action Plan
2013

Appendix 4
Resilient Infrastructure

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Sustainability Framework Linkages

Resilient Infrastructure

Develop green and integrated community infrastructure & services.

Goals

- **Solid Waste:** Reduce waste production and maximize waste diversion
- **Water Systems:** Improve water quality and encourage efficient water use.
- **Energy Systems:** Encourage responsible energy use.

Spheres of Influence



The City regulates private development that is supported by city infrastructure and regulates fees for services.



The city owns and operates significant community infrastructure assets and utilities that support services and community development.



The City works collaboratively with other governments, developers and operators to support services.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Landfills and illegally dumped waste can negatively impact natural areas.</p>
	<p>Carbon Neutral Energy and Emissions Water distribution and treatment is energy intensive. Solid waste generates greenhouse gas emissions, in particular methane – the most potent GHG, and has the potential to be a source of energy.</p>
	<p>Minimal Waste Local landfill capacity has neared capacity, greatly increasing the need to find alternative waste management strategies.</p>
	<p>Responsible Water Usage Local water resources are abundant, but not during summer months, when most in need. Effective waste and materials management keeps toxins out of the water system.</p>
	<p>Affordable, Accessible Housing Multifamily homes can be designed to include recycling facilities and support efficient waste stream separation. Homes can be designed with materials that minimize waste generation.</p>
	<p>Caring, Engaged Community Major infrastructure projects can offer low barrier employment opportunities for disabled residents or residents re-entering the work force.</p>
	<p>Strong, Vibrant, Creative Identity Infrastructure projects are ideal opportunities for place-making or showcasing local artists by infusing public art into major capital projects.</p>
	<p>Healthy, Active, Safe Citizens Lower emissions and environmental waste reduce local emissions and air quality.</p>
	<p>Locally Diverse Economy Water supports local industry, and commercial businesses. Waste, recyclable, and compost collection and processing can lead to job opportunities.</p>
	<p>Global Connections Community infrastructure supports ongoing investment and connectivity to regional communications and transportation systems.</p>
	<p>Adequate, Skilled Workforce Waste diversion, infrastructure maintenance, localized energy supply support local jobs.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

4.1 Solid Waste

Integrating Goal: Reduce waste production and maximize waste diversion.

What We Know About our Community

- Solid waste management is the responsibility of the Columbia Shuswap Regional District (CSRD), in cooperation with the City. Current facilities include the Revelstoke landfill site and two recycling depots. The City provides weekly household garbage collection and, since January 2012, bi-weekly curbside recycling pick-up (on contract). Most commercial properties use private waste management contractors for solid waste collection.
- CSRD has been meeting set goals to reduce waste by consolidating transfer stations, improving operations, expanding recycling programs and implementing user fees.
- The quantity of municipal solid waste that was landfilled in 2011 was 7,430 tonnes, an 8% decrease from 2010. Using the most recent census data (2011), the per capita disposal rate for 2011 was 0.90 tonnes/person.
- A total of 302.7 tonnes of mixed waste paper, tin food cans, newspaper, glass jars and bottles, corrugated cardboard and plastics #1 to #7 were collected in 2011 from the Revelstoke landfill and downtown depot. This is an increase of 34.8 tonnes from 2010, or 13%. Recycling has significantly increased with the implementation of curbside pick-up.
- All of the Revelstoke and Electoral Area B's garbage is disposed of in the Revelstoke Landfill, which is expected to reach capacity by 2044. In 1993, the CSRD acquired a Crown Lease for an additional landfill area of 36 ha with approximately 100 years of waste storage capacity. This lease is planned to be used for a landfill for waste deposition once the current landfill reaches capacity.
- The CSRD is currently managing all septage and biosolids composting at the landfill site. City and CSRD are partnering to develop windrow wood waste/septage composting.
- Citizens responding to the 2012 community survey ranked recycling/composting as the most important environmental issue with 56% coding this as very important.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • The Columbia Shuswap Regional District's <i>Solid Waste Management Plan</i> (2009) 5-year implementation program is nearing completion. The City is a participant in developing implementation strategies and is coordinating with the CSRD to prepare a waste diversion strategy. • The CSRD operates the Revelstoke landfill, with the City providing weekly household garbage collection and bi-weekly curbside recycling pick-up (on contract). City and CSRD are partnering to develop windrow wood waste/septage composting. • The Province enacted the Recycling Regulation in 2004 which transitions responsibilities for managing end-of-life products from government and its taxpayers to industry and its consumers. The regulation was amended in 2011 to include a packaging and printed paper product (PPP) category. With this inclusion, the producers of PPP became obligated to submit a stewardship program plan to the government; an industry stewardship group, Multi-Materials BC (MMBC), has been working in collaboration with local governments to develop a strategy to assume management of these products.
<p>Specific tools or</p>	<ul style="list-style-type: none"> • CSRD has two depots in Revelstoke for recycling of newspaper, mixed paper, glass,

programs	<p>tin and cardboard. CSRD contracts collection of batteries, paint, computers and other waste at one depot and hosts Recycle Fairs in spring, summer and fall.</p> <ul style="list-style-type: none"> • Recycle Fairs allow for the CSRD to partner with EPR Stewardship groups that do not have a permanent collection depot within the municipality to collect items for which they are responsible in a round-up format. In Revelstoke, EPR facilities are lacking or non-existent for oil, solvents, and flammable liquids; tires; pesticides; and gasoline. During the Fall Recycling Fair, the CSRD also collects Household Hazardous Wastes which are not covered under an EPR program. • Mandatory separation of building materials as part of the building / demolition permit system is in place. CSRD recently released a Construction and Demolition Toolkit outlining a fee structure to encourage the separation and recycling of construction and demolition materials. • Residential yard waste is accepted at the Revelstoke Landfill free of charge for periods during the spring and fall, and metal wastes are accepted for free during a weekend in the spring. • A Resource Exchange Centre was constructed at the Revelstoke Landfill to facilitate the exchange of ‘garage sale’ items. • The CSRD provides promotion and education programs, including “the loop” newsletter, local Recycling Directory (updated annually), information on City websites and the Revelstoke Recycle Fairs. • The City maintains a solid waste bylaw, policies and management practices as new solid waste programs are implemented to ensure compliance. Currently the City offers biweekly curbside recycling pickup . • The City’s “Smart Growth Development Checklist” includes criteria for energy efficiency of proposed structures, enhanced durability of construction materials, and direction for waste management for new developments. • The Revelstoke Community Energy Corporation (RCEC) was created in 2005 to operate a wood-waste fueled district energy (DE) system. • Stoke List, an online buy and sell classified, provides a means for local residents to sell items for reuse. RevySell Facebook page is another online buy and sell option. • Some local businesses are providing an incentive for consumers to reduce waste (i.e. extra charges incurred for disposal coffee cups and plastic bags). • NCES has developed a waste fact sheet, providing high-level information about waste and recycling in Revelstoke.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Participate in developing a 5-year Implementation Strategy for the Region’s Solid Waste Management Plan.	Very high			City CSRD
2. Participate in the implementation of the BC Recycling Regulation and Multi-Materials BC stewardship planning	Very high Participate	X Funding		City CSRD

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
process for packaging and printed paper products. Prepare a response to the market clearing price established by MMBC and develop a corresponding financial and delivery strategy for the City.		and Delivery Strategy		
3. Grow composting/organics collection and disposal opportunities in the community, including: <ul style="list-style-type: none"> • Support the development of a community composting facility at the CSRD landfill site • Curb-side pick-up and composting of kitchen organics • Encourage Bear–Aware household composting (e.g. vermiculture). 	Med-high			City CSRD Bear Aware
4. Implement eco-procurement policies to reduce the amount of raw material that enters into the waste stream through selecting purchased materials that have less packaging and are more environmentally friendly.	Med-high			City Businesses Community orgs.

Solid Waste [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	1. Participate in developing a 5-year Implementation Strategy for the Region’s Solid Waste Management Plan.	AP – Very high	City CSRD	
	2. Participate in the implementation of the BC Recycling Regulation and Multi-Materials BC stewardship planning process for packaging and printed paper products. Prepare a response to the market clearing price established by MMBC and develop a corresponding financial and delivery strategy for the City.	AP – Very high	City CSRD	
	3. Grow composting/organics collection and disposal opportunities in the community, including: <ul style="list-style-type: none"> • Support the development of a community composting facility at the CSRD landfill site • Curb-side pick-up and composting of kitchen organics • Encourage Bear–Aware household composting (e.g. vermiculture). 	AP – Med-high 7 SC G	City CSRD Bear Aware	
	4. Implement an eco-procurement policy for the	AP – Med-high	City	

Solid Waste [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	City to reduce the amount of raw material that enters into the waste management stream through selecting purchased materials that have less packaging and are more environmentally friendly.		Community Orgs.	
	5. Procure new waste collection vehicle(s) to support full stream separation (garbage, organics, containers).		City	

4.2 Water Services

Integrating Goal: Improve water quality and encourage efficient water use.

What We Know About our Community

Drinking Water

- The City's primary water supply is from Greely Creek, a 50 square kilometer watershed located east of Revelstoke. As shown in OCP SCHEDULE L the community water system includes a water treatment plant, two reservoirs (on the Trans-Canada Highway and in Arrow Heights), 10.5 km of gravity supply mains and approximately 80 km of water mains that serve all neighbourhoods except Big Eddy. A well at the Revelstoke Golf Course serves the golf course and can supplement the Greely Creek System.
- The Greeley Creek Water Treatment Plant (WTP) has a capacity of 175 L/s. Treatment includes settling ponds, membrane filtrations and chlorination. From the Greeley Creek WTP, water proceeds along one of two pathways to the City, either through the Trans-Canada Highway (TCH) Reservoir (capacity 3,780 m³) or through the Arrow Heights Reservoir (capacity 2,270 m³). Flow meters are located at the TCH and Arrow Heights reservoirs and at the Illecillewaet River Pressure Reducing Valve (PRV) Station. Pressure Reducing Valve (PRV) Stations are located at the Illecillewaet River (Zone 1), Birch (Zone 1B), and Arrow Heights (Zone 2).
- The City of Revelstoke water supply system is supplemented by two wells. Well #1 is located on the south bank of the Columbia River at the City Golf Course. Well #1 has an existing capacity of 75 L/s (2011 Water Report), Well #2 is located on the south bank of the Illecillewaet River near the Pressure Reducing Chamber at the Illecillewaet River crossing. Well #2 has a capacity of 37 L/s; it is not currently connected to the system because of water quality issues.
- In 2011, there were approximately 2,996 residential and 310 industrial, commercial and institutional connections to the water system (2011 Water Report, Feb 2012), with 289 fire hydrants.
- The City's water system can adequately supply a population equivalent of approximately 8,380 people, meaning that it can adequately supply that number of residents. With upgrades, the capacity of the current plant will be limited to a 13,400 population equivalent, thus the water treatment plant will need to be upgraded in the near future to accommodate the predicted increase in serviced non-permanent population and visitors, any increase in permanent population and addition of neighbourhoods that are currently not connected to the water delivery system. The capacity of the water system must be capable of meeting the peak day demand including all users, even though the system operates at much less than peak capacity for much of the year.
- The water demand was fairly constant between 2001 and 2006 (most recent data available) - the average and peak day demands in 2005 were 945 and 1,679 litres per capita per day, respectively. in comparison with other BC

municipalities the City's average annual day unit water demands are moderate with the peak day being moderate to high.

- Revelstoke's water system is not metered and therefore leakages cannot be analyzed. It is estimated that leakages account for between 5-14% of total water use.
- The City has initiated metering pilot projects, seasonal water restrictions and has joined CBT's WaterSmart Initiative to explore ways to conserve water.
- The Big Eddy Waterworks District is a non-profit society governed by an elected board of 3 trustees. The Waterworks District draws its water from two aquifers with chlorination at the source. The District has 285 hook-ups and 17 fire hydrants servicing about 500 users with the capacity to expand to 2,000 users with current infrastructure. The system is capable of delivering 22,710 l/min in the summer months. Numerous upgrades have eliminated all dead-ends.
- In and around the resort lands, there are small streams and springs that provide a potable water supply to adjacent residents. As part of the resort approvals, RMR has committed to ensuring adequate provision of potable water supply to these properties.
- Residents in the regional district rural areas around Revelstoke secure their water from wells or streams.
- 2012 community survey respondents ranked quality drinking water as the second most important environmental issue with 48% flagging it as important. 22% of 2012 survey respondents identified water conservation as an important environmental issue.

Storm water

- The City has storm water facilities in the Central and South Revelstoke neighbourhoods, and a small portion of Columbia Park. Discharge is directly into the Columbia River. See OCP Schedule M.
- The City is currently working on a Liquid Waste Management Plan which, when complete will address storm water drainage and establish terms of reference for a master drainage plan. It is the City's intent that storm water systems meet the primary objectives of flood protection, aquatic habitat and water quality protection. Typical stormwater management measures for urban areas maximize rainfall retention at the local level; provide storm water detention; provide adequate major flow paths; utilize infiltration to manage stormwater from small frequent events; and, implement a snow management strategy.
- Storm water discharge was ranked with low significance by 2012 survey respondents with 9% coding it as important.

Wastewater

- Approximately 56 km of sewer mains collect sewage through 7 lift stations (see OCP Schedule N) in Central Revelstoke, Columbia Park, portions of South Revelstoke, North East Revelstoke and the Highway Corridor. In 2008 RMR was connected to the City treatment plant, creating the opportunity to bring Arrow Heights into the sewer system.
- A central wastewater treatment plant with two side-by-side lagoons provides secondary treatment for domestic sewage, with discharge into the Illecillewaet River. The current plant has a capacity of about a 6,500 population equivalent. With further upgrades, the capacity remains limited to about an 8,000-9,000 population equivalent, necessitating changes in the plant operations to accommodate expected increases in flow as neighbourhoods are added to the system and non-permanent population, visitors and perhaps permanent population increases.
- Big Eddy, West Side Road and Arrow Heights are not connected to the city's sewer and are currently on septic systems. As well, there are about 120 single family and duplex lots that are not serviced in Clearview Heights, a few of which are experiencing septic tank failures.
- The City is in the process of developing a Liquid Waste Management Plan to accommodate the Big Eddy and Arrow Heights neighbourhoods and the resort by developing long term solutions for the treatment plant capacity and siting, with a view to meeting the City's future peak needs.

- The 2002 Environmental Impact Study for the wastewater system was updated in 2008, and the evaluation was extended to include the impacts of projected future increases in discharge flow rate from the wastewater treatment plant. In general, the water quality downstream of the sewage treatment plant outfall at the edge of the initial dilution zone appeared to meet all the British Columbia Water Quality Guidelines.
- Sewage treatment and discharge ranked 7th on the list of important environmental issues, with 31% of the 2012 community survey respondents coding it as important.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>City Water Conservation Strategy (2007) and Action Plan</i> has been partially implemented via water use restrictions, water pipe leak detection and repairs, a water metering trial and training a staff member to support household water conservation, including distributing water saving kits. The City joined the Columbia Basin Trust WaterSmart initiative in July 2012 with plans to update the Water Conservation Action Plan. • Golf course Wellhead Protection Plan. • <i>Liquid Waste Management Plan (2012)</i> which is yet to be completed to Stage 3. • Updated Provincial Building Codes require mandatory water conservation in new buildings via use of water efficient devices as part of Building Permit Issuance and Inspection (use of water efficient devices).
Specific tools or programs	<ul style="list-style-type: none"> • City gravity based water system includes Greeley Creek watershed, Greeley water treatment plan, Trans-Canada Highway reservoir, Arrow Heights reservoir, water mains and golf course well serve all neighbourhoods except Big Eddy. • City water source maintenance and construction projects are ongoing, such as completing the Trans-Canada highway reservoir replacement project, upgrading the Greeley Creek reservoir and tank, water main replacements, Arrow Heights reservoir access road, valve exercising/repair, cross-connection control program and residential and business service upgrades. • Big Eddy Waterworks District oversees the Big Eddy ground well water system. • Rural properties are served by wells or streams. • The City implements water efficient landscape planning and maintenance programs and general water management practices including monitoring use, leak detection and low flow retrofits. • The City maintains storm water mains in the Central and South Revelstoke neighbourhoods and part of Columbia Park. • City contracts services to regularly remove oil/chemical from storm drains, especially in high use parking areas. • A central secondary treatment facility processes domestic sewer from all but Arrow Heights, West Side Road, Big Eddy and portions of Clearview Heights and South Revelstoke neighbourhoods. • The City has several educational tools and programs like a bi-annual Water Works newsletter and attending the farmers market to provide education on water conservation.

- Water conservation module for K to 7 classes
- Know Your Watershed offered by Wildsight in Grade 8

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Develop and implement an integrated storm water management plan and/or drainage bylaw, including: <ul style="list-style-type: none"> • strategies to retain storm water on site • increase tree and vegetative cover to increase capture of rain above ground, and to increase evaporation • Look at options for treating all storm water discharge in natural ways, e.g. absorb rainfall back into the ground • Encourage roof runoff to be collected and stored in cisterns for later use for toilet flushing, laundry or garden irrigation. • Preserving natural drainage features throughout the City's drainage planning and development planning process • Separating the storm water and sewage lines to reduce costs of treating storm water that inadvertently enters treatment plant 	Very high Plan	X Imple- ment		City
2. Complete a watershed management plan for Greeley Community Watershed.	Very high			City DE & PW
3. Complete updated Liquid Waste Management Plan Stage 3 and continue to implement.	Very high			City
4. Update the Emergency Response Plan for a failure at the water treatment plant or convert the existing backup chlorination system from a gas system to a sodium hypochlorite system.	Very high			City DE & PW
5. Fully implement the Water Conservation Strategy including: <ul style="list-style-type: none"> • Public education (such as at events, through newsletter, website, demonstration projects, and other resources) • Financial incentives, in conjunction with provincial and federal governments, to encourage the installation of water efficient devices in homes, offices and businesses. This could include a rebate program for retrofit kits and rain barrels. 	High Update Action Plan	X Imple- ment	x	City DE & PW
6. Complete a water metering study that will: <ul style="list-style-type: none"> • make recommendations regarding the type of meters and data collection the City should be considering, • provide an estimate of the cost to implement a metered delivery system, • make recommendations regarding billing rates to customers, and 	High Study	X Imple- ment		City DE & PW

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<ul style="list-style-type: none"> consider implementation tools such as a water metering bylaw. 				
7. Amend the Building Bylaw to require ultra low flush toilets and reduced water use fixtures for all new buildings.	Med-high			City
8. Relocate the current sewage discharge from the Illecillewaet River to a location along the Columbia River.	Med-high Design	X Funding Strategy	X Construc- tion	City

Note: Long-term Infrastructure Asset Management and Replacement Plan is included in the Financial Well-Being section in the Strong Community Capacity Integrating Strategy.

Water Services [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	<p>1. Develop an integrated stormwater management plan, including:</p> <ul style="list-style-type: none"> strategies to retain storm water on site increase tree and vegetative cover to increase capture of rain above ground, and to increase evaporation Look at options for treating all storm water discharge in natural ways, e.g. absorb rainfall back into the ground where it is filtered and returned slowly to the receiving waters, by interflow in the soils. Encourage roof runoff to be collected and stored in cisterns for later use for toilet flushing, laundry or garden irrigation. Preserving natural drainage features throughout the City's drainage planning and development planning process Separating the storm water and sewage lines to reduce costs of treating storm water that inadvertently enters treatment plant Regulate and enforce all aspects of stormwater management through the development of a storm drainage bylaw 	AP – Very high	City	
	2. Complete a watershed management plan for Greeley Community Watershed	AP – Very high	City DE&PW	

Water Services [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	3. Complete updated Liquid Waste Management Plan Stage 3 and continue to implement.	AP – Very high	City DE&PW	
	4. Update the Emergency Response Plan for a failure at the water treatment plant or convert the existing backup chlorination system from a gas system to a sodium hypochlorite system.	AP – Very high	City DE&PW	
	5. Fully implement the Water Conservation Strategy including: <ul style="list-style-type: none"> • Public education (such as at events, through newsletter, website, demonstration projects, and other resources) • Financial incentives, in conjunction with provincial and federal governments, to encourage the installation of water efficient devices in homes, offices and businesses. This could include a rebate program for retrofit kits and rain barrels. 	AP – High	City DE&PW	
	6. Complete a water metering study that will: <ul style="list-style-type: none"> • make recommendations regarding the type of meters and data collection the City should be considering, • provide an estimate of the cost to implement a metered delivery system, • make recommendations regarding billing rates to customers, and • consider implementation tools such as a water metering bylaw. 	AP –High	City DE&PW	
	7. Amend the Building Bylaw to require ultra-low flush toilets and reduced water use fixtures for all new buildings.	AP – Med-high	City	
	8. Relocate the current sewage discharge from the Illecillewaet River to a location along the Columbia River.	AP – Med-high	City	
	9. Complete water pipe leak detection, valve exercising program, and repair program.			
	10. Explore rain water harvesting especially for institutional/industrial use for non-potable water use.			
	11. Collaborate with large water consumers CBiz/industry/Recreation/Institutional for rethink of water use management			

4.3 Energy Systems

Integrating Goal: Encourage responsible energy use.

What We Know About our Community

- In 2003 energy consumption in Revelstoke by fuel type was reported to be 41% gas/diesel, 30% electricity, 17% propane and 6% from fuel oil and wood. Residential buildings were the largest users, consuming 30% of this energy, with personal transportation (25%), commercial transportation (18%) and commercial buildings (15%) also being significant users. Industrial activity and infrastructure each accounted for 7% of energy use. Revelstoke's average residential hydro energy use was significantly higher than other small communities in the interior and the BC average.
- Revelstoke Community Energy Corporation (RCEC) is a wholly owned subsidiary of the City of Revelstoke that has created a small district heating system at the Downie sawmill site. The plant burns wood waste from the Downie mills, producing steam and super-heated hot water that are used to heat the dry kilns at the mill, several public and commercial buildings in the downtown area and the water in the Aquatic Centre.
- The City recently signed on to the BC Climate Change Charter with the provincial government and the Union of BC Municipalities as well as the Federation of Canadian Municipalities Partners for Climate Protection Program.
- A GHG emissions inventory completed in 2007 for sources owned and controlled by the City found total emissions were 2,028 tonnes CO₂-e. The largest contributor was the City's vehicle fleet, at 290 tonnes CO₂-e.
- GHG emissions for the community were 62,824 tonnes CO₂-e in 2007, with the largest contributor being transportation, at 67% (42,290 tonnes CO₂-e).
- There are many different sources of energy used in buildings in Revelstoke, some local but most imported:
 - Electricity is provided by BC Hydro from the provincial grid. While power outages do occur, reliability is considered to be very high. Hydro power could be considered a local energy source being generated at the Revelstoke Dam, although the dam is used to supply power across British Columbia.
 - The primary heating fuel is propane, delivered within the community by a piped propane system owned by Fortis. Propane is delivered by tanker-truck and railcar, and is off-loaded at an above-ground storage site. While there are currently no plans to bring natural gas to Revelstoke, there are virtually no limits to the expansion of the propane system. The customer cost of propane is roughly 50% higher than natural gas.
 - Minor amounts of propane and heating oil is trucked to the community and stored by distributors, then supplied to users by local dealers.
 - A small, but potentially increasing, source of heating energy is district energy, provided by locally sourced biomass (and some propane for peak demands and backup). There are large amounts of local biomass available, both from Downie Timber (the current source), from low-grade logs that are currently sold as pulp logs and from biomass waste in the forests and at the local landfill. The amounts exceed current needs. RCEC is considering options to change its management structure to expand its services.
 - Local biomass, in the form of firewood, also plays a significant role in heating homes in Revelstoke.
- Vehicle fuels are primarily gasoline and diesel. These are supplied by major fuel companies, with the fuels imported from elsewhere. There are currently no bio-diesel fuelling stations in Revelstoke – there is one electric charging station. There are some very small quantities of mobile propane and possibly natural gas used in vehicles.
- Energy conservation and renewable sources were flagged as the third most important environmental issue with 45% of respondents in the 2012 community survey coding it as important.
- Greenhouse gas emissions were also identified as an important environmental issue in the 2012 survey by 14% of respondents.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • Official Community Plan amendments that included community emission reduction target of 6% by 2020 based on 2007 levels. • <i>Corporate Energy and Greenhouse Gas Emission Inventory and Reduction Strategy</i> (2011) being implemented by the City Engineering Department in collaboration with all departments • <i>Community Energy and Emissions Plan</i> (2011) • City of Revelstoke <i>District Energy Expansion Pre-feasibility Study - FINAL REPORT</i> (2011) being implemented with the Revelstoke Community Energy Corporation. • <i>Climate Change Adaptation Action Plan</i> (2012) • City has signed on to the BC Climate Change Charter with the provincial government and the Union of BC Municipalities, as well as the FCM Partners for Climate Protection program.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Revelstoke Community Energy Corporation (RCEC) was created in 2005 to operate a wood-waste fueled district energy (DE) system. The system provides heat to ten downtown buildings both private and City-owned, as well as heat for kilns at the Downie sawmill and heated water for the Aquatic Centre. • City Anti-Idling Bylaw and signs posted throughout the community. • The City's "Smart Growth Development Checklist" includes criteria for energy efficiency of proposed structures, enhanced durability of construction materials, and direction for waste management for new developments. • Comprehensive energy audits and opportunity assessments on all municipal buildings and the water treatment plant, with plans to convert heating, ventilation and lighting systems over to power smart devices and fixtures. • Information sessions for builders, developers, contractors and the general public to educate on energy efficiency measures and financial incentives available for existing and new buildings • Vehicle fleet emission reduction training for City employees and private sector fleet managers.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Implement priority actions in the Community Energy and Emissions Plan.	Very high	X		City
2. Fully implement recommendations in the City's Corporate Energy and Greenhouse Gas Emissions Reduction Strategy, including assigning a staff member to be responsible for implementation of actions and communicating implementation activities.	Very high	X		City

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
3. Develop and implement a Green Building bylaw for public, and if feasible, private buildings.	High Public Buildings		X Private Buildings	City
4. Develop and adopt specific bylaws and policies for district energy that relate to ownership and service area.	High	X		City Plan
5. Approve a bylaw to allow Neighbourhood Zero Emission Vehicles (NZEVs) on City roads. Support the bylaw with additional implementation measures: <ul style="list-style-type: none"> • Priority parking stalls for NZEVs • Charging stations for NZEVs • Promotional/Education process on NZEVs 	Med - high	X		
6. Optimize operation of water and waste water infrastructure to improve energy efficiency of the current water and wastewater facilities <ul style="list-style-type: none"> • Assess the reduction potential of installing variable speed drives at pumping stations • Assess and fix water lines with existing leaks • Include provisions for sewage treatment expansion in a green building and infrastructure policy • Assess where current storm sewers can be separated from the waste water system. 	Med-high	X		City
7. Promote “Green Homes Visit” program to provide tips on how to improve home energy efficiency.	Med - high			City
8. Improve energy efficiency in streetlights and traffic signals	Med - high	X		City
9. Develop and implement a Green Municipal Building Policy and energy efficient equipment policy.	Med - high			City
10. Encourage energy and emission reduction from contracted out services by requiring fuel consumption data for services	Med - high			City

Energy Systems [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	1. Implement the City’s Community Energy &	AP – Very high	City	

Energy Systems [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/Funding
	Emissions Plan.			
	2. Fully implement recommendations in the Corporate Energy and Greenhouse Gas Emissions Reduction Strategy, including assigning a staff member to be responsible for implementation of actions and communicating implementation activities.	AP – Very high	City	
	3. Develop and implement a Green Building bylaw for public, and if feasible, private buildings.	AP - High	City	
	4. Develop and adopt specific bylaws and policies for district energy that relate to ownership and service area	AP – High	City Plan	
	5. Approve a bylaw to allow Neighbourhood Zero Emission Vehicles (NZEVs) on City roads. Support the bylaw with additional implementation measures: <ul style="list-style-type: none"> • Priority parking stalls for NZEVs • Charging stations for NZEVs • Promotional/Education process on NZEVs 	AP – Med-high		
	6. Optimize operation of water and waste water infrastructure to improve energy efficiency of the current water and wastewater facilities <ul style="list-style-type: none"> • Assess the reduction potential of installing variable speed drives at pumping stations • Assess and fix water lines with existing leaks • Include provisions for sewage treatment expansion in a green building and infrastructure policy • Assess where current storm sewers can be separated from the waste water system. 	AP – Med-high	City	
	7. Promote “Green Homes Visit” program to provide tips on how to improve home energy efficiency.	AP – Med-high		
	8. Improve energy efficiency in streetlights and traffic signals	AP – Med-high	City	
	9. Develop and implement a Green Municipal Building Policy and energy efficient equipment policy.	AP – Med-high	City	
	10. Encourage energy and emission reduction from contracted out services by requiring fuel consumption data for services	AP – Med-high	City	

Abbreviations

AP	ICSP Action Plan
City	City of Revelstoke
City Plan	City of Revelstoke Department of Planning, Building & Bylaw Enforcement
CSRD	Columbia Shuswap Regional District
DE & PW	City Department of Engineering and Public Works

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

Revelstoke
Sustainability Action Plan
2013

Appendix 5
Responsive, Caring Social Systems

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Sustainability Framework Linkages

Responsive, Caring Social Systems

Enhance community social systems to support all residents to enjoy a high quality of life.

Goals

- **Safety & Emergency Services:** Retain a strong sense of community safety by continuing to address conditions that lead to violence and crime, supporting victims, providing emergency services and reducing wildfire risks
- **Health Services:** Meet the needs of a growing and changing population with appropriate outreach and emergency supports and health and wellness facilities and services, including access to out-of-town health care
- **Recreation:** Maintain, develop and manage a well-integrated and linked system of parks, trails, and recreational facilities serving the needs of residents and visitors that is accessible for all citizens
- **Families & Children:** Continue to demonstrate that our community is 'family friendly' and actively supports our children, youth, and families.
- **Youth:** Meet the physical and psychological needs of youth associated with a positive transition to adulthood and as guardians of Revelstoke's future, including the needs for belonging, independence, mastery and generosity.
- **Seniors:** Support senior residents to enjoy a high quality of life and live out their lives within the community

Spheres of Influence



Community organizations, the City and provincial agencies work together to craft and implement strategic plans for most social systems.



The City is largely responsible for safety and emergency services. Other services are provided by provincial agencies, the City, community organizations and the private sector.



Extensive collaboration exists, and continues to expand amongst community groups, the City, provincial agencies and the private sector to plan and deliver social services.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems Social services can be planned and delivered in ways that support or hinder climate resilience and healthy ecosystems.</p>
	<p>Carbon Neutral Energy and Emissions Heating, travel and other energy using activities are integral to the extensive social service sector. By adopting carbon neutral practices this sector can contribute to achieving this priority and model these practices for others.</p>
	<p>Minimal Waste The social sector manages a number of operations where minimal waste practices could be implemented. These practices would reduce community waste levels and model these practices for others.</p>
	<p>Responsible Water Use Social service operations could adopt water conservation and water quality practices that would reduce per capita water use and model these practices for others.</p>
	<p>Affordable, Accessible Housing Social services interface with many individuals needing affordable, accessible housing. Strong social services can direct individuals to affordable options as well as communicate and educate the community about housing needs.</p>
	<p>Caring, Engaged Community Responsive, caring social services are one of the major elements to achieving a caring, engaged community. Social service providers are often the most important point of contact for otherwise isolated individuals.</p>
	<p>Strong, Vibrant, Creative Identity Responsive, caring social services form a part of the community's strong identity, where citizens care about one another.</p>
	<p>Healthy, Active, Safe Citizens Responsive social service systems support individuals, families and organizations to achieve improved health and safety.</p>
	<p>Locally Diverse Economy The social system includes many private sector businesses and not-for-profit organizations as well as government agencies that contribute to the local economy through employment, supplies purchases and capital investments.</p>
	<p>Global Connections Many social service providers maintain connections with colleagues outside the community, contributing to the community's global connections.</p>
	<p>Adequate, Skilled Workforce Working people require social services to maintain their safety, health and overall wellness so they are productive workers.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

5.1 Safety & Emergency Services

Integrating Goal: Retain a strong sense of community safety by continuing to address conditions that lead to violence and crime, supporting victims, providing emergency services and reducing wildfire risks.

What We Know About our Community

- 91% of the community survey respondents felt safe in the community, and 97% of respondents felt safe in their homes, a slight decrease from 2007 when 95% felt safe in the community and almost 100% felt safe at home.
- 34% of the 2012 community survey respondents reported that they, their family or a close friend had experienced crime in the past three years – this is less than in 2007 when slightly over half of the respondents had this experience. Theft and vandalism are most frequent, followed by physical assault and substance related crimes.
- Citizens have continually been satisfied with fire protection and police services over the past decade. 2012 community survey respondents expressed the highest level of satisfaction for emergency services (police, fire, ambulance) of all services listed, with 85% being somewhat or very satisfied. Emergency services were the sixth lowest priority for improvement.
- Family violence was cited as the lowest social priority compared to the third lowest in 2012.
- BC Stats data indicates the average serious crime rate during 2008-2010, including both violent and property crime, was almost half the provincial average (7.5 compared to 11.1 offences per 1,000 population). However, this rate is a 12.2% increase since 2005-2007, with violent crime rising 23.9%, during a time when there were substantial decreases in all types of serious crime in BC. However local police do not see this as a serious issue. The juvenile serious crime rate is higher than the provincial average (4.3 compared to 3.8 offences per 1,000 population. Motor vehicle theft is higher than the provincial rate (5.0 compared to 4.4 offences per 1,000 population).
- The incidence of juvenile non-cannabis drug offences was more than twice the provincial level at 114 offences per 1,000 population and total non-cannabis drug offences were 50% higher than the provincial average at almost 300 offences per 1,000 population.
- Police services are provided by the local branch of the Royal Canadian Mounted Police under contract with the City with 11 full time officers and seven auxiliaries. As well, the province funds three Integrated Road Safety Unit officers, two Forensic Identification officers. Generally, member recruitment is challenging due to the perceived cost of housing; new members tend to be younger and new to the force. The branch is working towards utilizing one full time officer as a plain-clothes unit. Off-duty members regularly patrol Revelstoke Mountain Resort on a volunteer basis.
- The Revelstoke Fire Rescue Services has eight paid members and 33 volunteers and provides service within the City. As well, the fire department is involved in community education and provides a base for the local Highway Rescue Society. Training has been a focus to bring new volunteers into the program. Staff and volunteers have been trained to deliver the First Responder Program on a pilot basis, as well as to operations level in confined space rescue. In 2011, the department purchased a new fire engine and has trained members in 'Haz Mat' (hazardous materials); the old fire truck is situated at the Revelstoke Airport.
- The annual call volume for paramedics is now 1,000, up from around 600 in 2000 but down from a high of 1200 in 2011. About 30% of these call-outs are for trauma, with a good portion being motor vehicle accident related. The Revelstoke branch of the BC Ambulance Service has one full-time Primary Care Paramedic (PCP) Unit Chief, 12 casual PCP staff and three part-time Emergency Medical Responders. Two emergency vehicles are available and each has a capacity, if needed, to carry two patients. In 2010, a new ambulance station was constructed. The regional Multi-casualty Unit (MCU) has been updated and is now housed at the Revelstoke Ambulance Station.
- From 2008 to 2013, on average each year the Women's Shelter Society provided 1,120 bednights to as many 94 women and 33 children. Shelter staff also responded to 315 crisis line calls and facilitated 146 outreach appointments on average each year during that time period. Shelter staff collaborated with a number of community

organizations to support clients to overcome the complex myriad of issues they present with at the Shelter. The greatest hardship for clients leaving the shelter is securing safe affordable housing.

- At present there is no emergency shelter in the community for men, or families that include men.
- The Revelstoke Community Response Network is an organization, supported by the BC Association of Community Response Networks, that seeks to educate, train and supports citizens to identify adult abuse, neglect and self-neglect. Its primary focus is to build community capacity to effectively address abuse and neglect of all adults. Interior Health & Community Living BC are the designated agencies that respond to reports and incidents. There continues to be regular referrals to address cases of adult abuse and neglect in Revelstoke – an average of 2 to 3 per month – with the most predominant cases being self-neglect or financial abuse.
- Wildfires adjacent to Revelstoke and warmer weather with longer fire seasons in recent years have heightened concerns about risks to the community.
- A local Search and Rescue Society provides expertise, training and manpower for all-season backcountry rescues. In the past few years, Search and Rescue has expanded to meet new demand, including recruiting a number of new volunteers, purchasing new equipment, and increasing training and expertise.

Initiatives & Supportive Actions to Continue	
Strategic plans & collaborative action	<ul style="list-style-type: none"> • <i>Emergency Response and Recovery Plan (2006)</i> – Implemented through an Emergency Planning Committee that involves all emergency organizations, contracted Coordinator and Emergency Social Services personnel; regular emergency management training for City staff and other agencies. • <i>Community Wildfire Protection Plan (2006/refined 2011)</i> – Implemented by the Community Wildland Fire Protection Committee. • Pilot First Responder program implemented by Fire Rescue Services to support other rescue and emergency providers. • Cooperation amongst policing, search and rescue, the Canadian Avalanche Centre, Parks Canada, RMR, CPR Police and community organizations to enhance safety in the backcountry and achieve efficient rescue response. • In partnership with the province, the City funds Police-Based Victim Support Services.
Specific tools or programs	<ul style="list-style-type: none"> • RCMP policing services contracted by the City as well as provincially funded Integrated Road Safety Unit and Forensic Identification officers. • Fire Rescue Services respond to fire calls, provide fire prevention education, conduct fire prevention inventories and risk analysis and a pilot First Responder Program with paid and volunteer fire-fighters via an on-site training centre with ongoing training • Highway Rescue Society • BC Ambulance Services. • Search and Rescue Society provides expertise, training and manpower for all-season backcountry rescues. • Community Response Network providing supports to adults experiencing abuse. • Women’s Shelter Society Forsythe House and programs and Community Connections counseling programs support women and children experiencing family

	violence.
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Monitor population growth, visitor levels, and related incidents in cooperation with all levels of government to identify and secure additional resources for needed service expansion as population and visitations grow, particularly at the resort area.	Very high	x	x	City RCMP RFRS RMR
2. Explore and implement feasible options to reduce risk of interruption in services from essential community, provincial and national infrastructure due to wildfires, storms, etc..	Very high Explore	X Imple- ment		City
3. Implement priorities in the Community Wildfire Protection Plan update, particularly private landowner FireSmart practices and landscape scale fuel management break planning and treatment.	Very high	x	x	RFRS MFLNRO PC
4. Enhance the emergency preparedness program by: <ul style="list-style-type: none"> • Updating the community preparedness plan • Continuing to implement mock-up exercises, training, and equipment upgrades • Continuing to evaluate potential effectiveness of the plan • Encouraging households to practice emergency preparedness 	High			RFRS PEP ESS RCMP City
5. Stabilize paramedic staffing.	High	x	x	BC government
6. Establish 'Citizens on Patrol/Blockwatch' program.	Med-high	x		RCMP City

See the Financial Well-being Section in Community Capacity for long term Infrastructure Asset Management Plan, including for fire protection services

Safety & Emergency Services [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Maintain public safety systems for policing, fire protection, search & rescue and ambulance, with expansion as needed				
CDAP / p. 30	1. Monitor population growth, visitor levels, and related incidents in cooperation with all levels of government to identify and secure additional resources for needed service expansion as population and visitations grow, particularly at the resort area.	AP – Very High	City RMR RCMP RFRS	Highest
CDAP /p. 31	2. Stabilize paramedic staffing.	AP – High	Prov gov't	High
CDAP /p. 30	3. Establish 'Citizens on Patrol/Blockwatch program.	AP – Med-High	RCMP City	Medium
RAP/ p. 48	4. Increase policing visibility to achieve crime reduction and improve community relations via <ul style="list-style-type: none"> • summer bike patrol program • Foot patrols at crime hot spots and community events • Boat patrols • Sled patrols • Ski patrols • Strong and active auxiliary Cst. Program • Active DARE program in all the schools • School liaison program • Continue work with Crime Stoppers • Continued participation in community groups, committees, plans and events 		RCMP	
RAP/ p. 40	5. Improve policing community relations/ communications <ul style="list-style-type: none"> • Conduct a community survey on policing • Interactive CCG • Train a new detachment • Media relations officer • Radio program • Print media releases • Council reports 		RCMP	

Safety & Emergency Services [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
	<ul style="list-style-type: none"> • Crime stoppers bulletins • Detachment web page 			
CDAP / p. 30	6. Establish a plain-clothes policing unit that has the time and expertise to focus on major crimes (e.g. drug trafficking, armed robbery, missing persons).		RCMP City	High
RAP/ p. 21	7. Liaise with the community on service delivery satisfaction.		RFRS	
RAP/ p. 33/4 5	8. Investigate by way of a pilot period, a First Responder program.		RFRS	
CASA P/ p. 8	9. Evaluate risks and take actions to ensure adequate water for fire response.		DE & PW	No regret
RAP/ p. 34	10. Initiate and adopt a Public Safety Master Plan with community outreach.		City Plan RFRS RCMP	
Objective: Enhance emergency preparedness and wildfire protection activities				
CASAP	11. Explore and implement feasible options to reduce risk of interruption in services from essential community, provincial and national infrastructure.	AP – Very High	City, Fortis, BCHydro, RMR, CSRD, PC, Province	
CDAP p. 31	12. Implement priorities in the Community Wildfire Protection Plan update, particularly private landowner FireSmart practices and landscape scale fuel management break planning and treatment.	AP – Very High	RFRS MFLNRO PC	
CDAP/ p. 31	13. Enhance the emergency preparedness program by: <ul style="list-style-type: none"> • Updating the community preparedness plan • Continuing to implement mock-up exercises, training, and equipment upgrades • Continuing to evaluate potential effectiveness of the plan • Encouraging households to practice emergency preparedness 	AP - High	RFRS PEP ESS RCMP City	High
CASAP p. 8	14. Develop and implement a Flood Management Plan for the Illecillewaet River.		City (lead), Fortis, BCHydro,	Low regret

Safety & Emergency Services [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
			CSRD, Province	
Objective: Reduce family, spousal and relationship violence and abuse				
CDAP /p. 31	15. Support the completion and distribution of a community-wide sexual assault protocol		WSS	High
CDAP /p. 31	16. Support the completion and distribution of Community Response Network protocols for service providers, medical professionals, and the community at large		WSS IH	Low
CDAP /p. 31	17. Support initiatives to reduce violence and abuse including: <ul style="list-style-type: none"> • Delivery of a dating anti-violence program • Explore approaches for violence prevention for men and women 		RSS CC WSS MCFD	Low
	18. Strengthen search & rescue outside parks			

5.2 Health Services

Integrating Goal: Meet the needs of a growing and changing population with appropriate outreach and emergency supports and health and wellness facilities and services, including access to out-of-town health care

What We Know About our Community

- More than 85% of 2011 community survey respondents were very or somewhat satisfied with doctors, the hospital and home care services – up from 70% in 2007 for doctors and the hospital, and 60% for home care services. Just over 80% were very or somewhat satisfied with mental health services – an improvement from 60% in 2007. However, there is a desire for continued improvement to health services with access to hospital services and doctors ranking fifth and sixth out of 13 services needing improvement in the survey and mental health and home care services ranking ninth and twelfth.
- The health care system in the community includes provincially funded services, private fee-for-service providers and volunteer groups.
- Provincial services in the community funded by Interior Health include:
 - Queen Victoria Hospital offers services related to stabilization of major trauma in preparation for transfer to the relevant tertiary centre, maternity, minor elective surgeries, laboratory and radiology, physiotherapy, outpatient ambulatory care, nutrition, care for the elderly, respite and hospice with staffing of approximately 90 full-time equivalents. There are ten acute care beds and 45 long-term care beds, which include one respite bed and one palliative care bed. Visiting physicians provide specialized medical care.
 - Public health services offer immunizations, hearing screens, baby clinics, influenza and pneumococcal vaccines, communicable & STD disease investigation, education, and resources, prenatal and postnatal services, support for new mothers, services for children with special needs, individual and group counseling on every aspect of health, tobacco education, school health services, and environmental health services. A speech and language

pathologist for pre-school children is co-located at the Neighbourhood Learning Centre. Dental health education and services, nutrition services, newborn hearing screening program, preschool vision program and health protection services are provided by IH through staff from outside the community. Public health actively partners with other organizations to provide services in various locations throughout the community.

- Mental Health and Substance Use Services provides counseling and life skills support through one part-time counselor, one full time community mental health nurse, a psychiatrist and one part-time life skills worker. Substance use counseling is provided with one full-time staff.
- High Acuity Response Team (HART) in Kamloops streamlines critical care transport from rural sites, including expanded helicopter transport.
- While the community has somewhat adjusted to the co-location of Interior Health services at the hospital, the number of ‘drop in’ patients has never returned to the levels when the public health clinic was located downtown, and transportation to the hospital location remains an issue for some residents.
- Selkirk Medical Group runs the only medical clinic with ten full time, full spectrum Rural Family Doctors and a complement of nursing staff. The clinic is open 5 days a week with an Urgent Care Clinic during regular office hours. These doctors staff the QVH emergency room, provide anaesthesia for both regular & emergency procedures, cover QVH surgical operative support and do elective procedures. They actively recruit and support visiting Specialist Physicians, and participate in the education of medical students and post-graduate medical residents, as a long time Rural Teaching Site for second year UBC Family Practice Residents. They routinely sit on regional committees so Revelstoke has a voice within the Health Authority. Unlike other communities, recruiting doctors has not been an issue.
- Independent health care providers include three dentists, two chiropractors, one optometrist, a part-time hearing specialist, six part-time physiotherapists, ten registered massage therapists, three acupuncturists, a nutritionist, naturopathic physician and a midwife.
- Currently, there is no trained sexual health educator in Revelstoke to do community outreach and sexual health education in schools since the School-based Prevention position at the high school was cut by IH. This position also historically delivered the majority of substance use prevention education in schools.
- Access to services that are not available in Revelstoke continues to be an issue for some given the geographic location of the community. The Health Connections Bus continues to transport patients as far as Kamloops and Kelowna for out of town medical appointments. This is supplemented by the Volunteer Transportation program, set up in 2010 and managed by the Volunteer Coordinator at the Seniors Centre.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> ● City Health Care Advisory Committee promotes open communication and an active working partnership between the City of Revelstoke, Interior Health, local organizations, and citizens. ● Interior Health, RMR, and BC Ambulance Service collaborate to aid communication and facilitate planning regarding developments at the resort. ● Child and family related health services are co-located with other community family supports at the Neighbourhood Learning Centre at Begbie View Elementary School and space has been provided for youth mental health and substance use services in the new secondary school. ● <i>Revelstoke Community Substance Use Strategy (2011)</i>
Specific tools or programs	<ul style="list-style-type: none"> ● Interior Health provides public health, mental health/substance use counseling and life skills support, Queen Victoria Hospital services and supportive end-of-life training for all hospital staff and residential care staff as well as families and the

	<p>general public .</p> <ul style="list-style-type: none"> Selkirk Medical Group with 10 physicians operates the Selkirk Medical Clinic five days/week with an urgent care clinic during regular hours, provides hospital services and is a UBC Rural Teaching Site. Some specialist services are provided on-site at the hospital or clinic; most require out of town travel – the Health Connections Bus transports patients to out of town medical appointments, supplemented by the Volunteer Transportation program organized via the Seniors Association. Ministry of Children and Family Development health-related services include Individual and Family Support and Child and Youth Mental Health. Red Cross Loans Cupboard provides medical equipment loans Volunteer groups provide respite and hospice support and sexual health counseling while numerous volunteer support groups bring people with specific health challenges or experiencing bereavement together. Seniors Association facilitates health-related education. Community Connections offer mental health counseling. Options for Sexual Health drop-in provides sexual health services including information, counseling, testing and affordable contraceptives Canadian Hearing Care clinic provide hearing care services
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Establish expanded hours to Selkirk Medical Clinic to include after business hours and Saturdays to ensure access to non-emergency medical care	High	x	x	City IH Selkirk Medical
2. Complete the establishment the hospital heli-pad	High			IH
3. Improve community awareness of the number of people experiencing mental health challenges, the support services available, particularly for youth and young adults, and advocate for improved accessibility	High	x	x	IH CMHA
4. Build a fund to support access to supplementary health care for low income residents (e.g. optometry and dental).	Med-high Explore options	X Imple- ment	x	RCF?

Health Care Services [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Continue open communications with Interior Health to bring appropriate services to the community and initiate proactive strategic thinking to plan for longer term needs.				
CDAP /p. 40	1. Establish expanded hours to Selkirk Medical Clinic to include after business hours and Saturdays to ensure access to non-emergency medical care.	AP – High	City, IH Selkirk Medical	Medium
CDAP / p. 40	2. Complete the establishment of a hospital heli-pad.	AP – High	IH City Plan	High
CDAP /p. 40	3. Improve community awareness of services available for people with mental health challenges, particularly for youth and young adults and advocate for improved accessibility	AP – High	IH CMHA	Low
PRS/ p. 43	4. Build a fund to support access to supplementary health care for low income residents (e.g. optometry and dental).	AP – Med-high	RCF?	
CDAP /p. 40	5. Create and distribute health literacy posters and pamphlets throughout the community.		CBAL	Low
The Seniors section includes action to provide additional services for aging people with developmental disabilities.				

5.3 Recreation

Integrating Goal: Maintain, develop and manage a well-integrated and linked system of parks, trails, and recreational facilities serving the needs of residents and visitors that is accessible for all citizens

Note: See the *Open Space and Urban Vegetation* section in the *Healthy Ecosystems & Open Space Integrating Strategy* for more information on parks and the *Transportation* section in the *Compact, Connected Communities Integrating Strategy* for trails.

What We Know About our Community

- Almost 83% of 2012 community survey respondents felt their recreational needs were being met, similar to 2007 responses and much higher than the 50% in 2000. Suggestions for further activities included more biking and walking trails, a skateboard park and bike pumptrack, a indoor recreation spaces, and more affordable activities/access to community facilities for low income households..
- 85% of the 2012 survey respondents' families were able to participate in the organized recreational activities in which they were interested, compared to 90 % in 2007 and 76% in 2000.
- Public recreation facilities include:
 - A full service community center with Okanagan Regional Library, an attached Seniors Center, aquatic centre, dance studio and gym. The Aquatic Centre, which opened in March 2005, is popular with residents and tourists alike and has quickly become a prized feature of the community.

- Revelstoke Golf Course (18 holes).
 - Revelstoke Forum skating/hockey arena with adjacent curling rink.
 - Williamson’s Lake swimming area which was recently upgraded in partnership with Rotary
 - Three community parks, six neighbourhood parks, with playground equipment, wading pool, small skate board park, soccer and ball fields, and tennis courts.
 - The Illecillewaet Greenbelt and River Trail offers riverside walking, biking, interpretive panels, and bird watching.
 - All neighbourhood elementary school playgrounds and playing fields are open to the public.
 - Undeveloped parks (e.g. east Williamson’s Lake).
- Some community facilities need upgrades, particularly the Revelstoke Forum and the golf course.
 - The City has completed upgrades to all soccer fields and replaced the public washrooms at Centennial Park. The Early Childhood Development Committee has partnered with the city and other organizations to upgrade playground equipment in Queen Elizabeth Park (3 times), Farwell Park, Beruschi Park and Williamson’s Lake.
 - The City Parks and Recreation Department offers a range of activities for children and adults and supports organized recreation available through 80 recreation groups. 18 of these groups organize activities for children. The community hosts a wide range of tournaments, sporting events and other special events.
 - Private businesses operate one gym, a bowling alley, and several yoga studios. Squash courts are operated by a non-profit society.
 - Revelstoke Mountain Resort offers downhill, heli- and cat-skiing and plans a summer program with hiking and other activities in 2013. Several private sector heli-ski and backcountry lodges operate out of Revelstoke
 - Several non-profit recreation groups have developed and manage recreation infrastructure in and around the community, in partnership with the City, the Regional District and provincial agencies including:
 - Over several decades the Snowmobile Club has expanded trails, cabins and parking areas on Boulder and Frisby mountain.
 - The Saddle Club manages the Equestrian Centre near the Illecillewaet River.
 - The Nordic Ski Club manages Macpherson cross-country ski area and has recently constructed a new day lodge, and installed trails and equipment enabling the club to expand their activities to include hosting regional cross-country ski races.
 - The Revy Rider Dirt Bike Club has established and maintains a dirt bike track on Westside Road.
 - The regional district and surrounding public forests offer hiking, rock-climbing, mountain biking, mountaineering, camping, bird-watching, boating, fishing, Nordic and back-country skiing, snowshoeing and snowmobiling.
 - Two national parks and three provincial parks are easily accessible from the community.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> ● <i>Parks, Recreation and Culture Master Plan (2010)</i> – To be implemented through a Parks, Recreation and Culture Advisory Committee ● City Parks, Recreation and Culture Department manages community recreation facilities for long-term maximum usage and lowest costs; hosts and markets a growing number and variety of recreation, arts and culture programs to expand use of the Community Centre; develops volunteer programs; supports not-for-profit recreation groups and community partnerships; and coordinates with provincial agencies and recreation, arts & culture service providers. CSRD has a cost sharing arrangement with the City for recreation services (including the aquatic centre). ● City Parks, Recreation and Culture Department reviews and evaluates grant

	<p>opportunities regularly against priorities and pursues grant funding opportunities, in collaboration with government agencies and community groups when appropriate.</p> <ul style="list-style-type: none"> • City parks and playgrounds are upgraded on a regular basis through site plans that are developed in consultation with community interest groups and based on inspections. Upgrades are done in coordination with infrastructure upgrades and in partnership with other organizations (particularly the Early Childhood Development Committee) and as funding allows. • In partnership with Community Connections, the City has a subsidy program for low-income residents and families, providing a recreation pass to the aquatic centre (not the gym) and subsidies for all city-run recreational facilities and programs; there are also informal supports for participation. • Not-for profit community groups have worked with the City, CSRD and provincial agencies to develop and maintain infrastructure for snowmobiling, equestrian activities, nordic skiing, cross country and downhill skiing, and other activities.
Specific tools or programs	<ul style="list-style-type: none"> • Board of Education hosts the Leap Land Indoor Playground – a free indoor play space for children birth to school age - and gymnastics facility at the Neighbourhood Learning Centre at Begbie View School, provides space for recreation clubs and makes facilities available for community recreation use. • City parks management strategies incorporate environmental stewardship through awareness, early detection and rapid response to reduce invasive weeds, incorporating indigenous plantings, and water conservation.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
<p>1. Implement the City Parks, Recreation and Culture Master Plan with an Advisory Committee (with arts and heritage representation) with :</p> <ul style="list-style-type: none"> • Terms of Reference/mandate that is adequate to oversee the implementation of the PRC Plan consistent with the will of the community • System for prioritizing actions based on defined criteria • A system to monitor progress toward plan objectives, including being inclusive of the needs of all families, youth, seniors, and low income residents 	Very High Create & prioritize actions	X Implement	X Implement	City PRC
<p>2. Operate a safe, efficient and secure Arena/Forum</p> <ul style="list-style-type: none"> • Review operations to identify improvements • Complete a feasibility study on affordable options to upgrade the facility. If not this is not feasible, develop a plan for arena/curling rink replacement including public/private partnerships. 	Med-high Explore options	X Plan	X Implement	City PRC

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<ul style="list-style-type: none"> Winter walking track for seniors (and others) inside the arena (behind the bleachers) 				
3. Create an expanded skateboard park in a central, safe location.	Med-high Funding	X Implement	X Implement	City PRC
4. Improve the golf experience to ensure long term success, including needed building maintenance/repairs.	Med-high Priority Issues & Plan	X Implement		City Golf Club
5. Create a BMX/mountain bike pump track with available funding.	Med-high			City PRC Bike group
6. Support approvals of new facilities where they provide desirable community resources and improve the recreational tourism appeal of the community to encourage private enterprise.	Med-high	x	x	City PRC
7. Create and promote a parks and recreation identity that encourages tourism and supports economic development.	Med-high			City PRC

Trails are including under Resilient Infrastructure – See Transportation section

Recreation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Develop partnerships and collaboration to work towards implementation of the community goals and recommended actions in the Parks, Recreation and Culture Master Plan.				
PRC/	1. Implement a Parks, Recreation & Culture Advisory Committee (with arts representation) with : <ul style="list-style-type: none"> Terms of Reference/mandate that is adequate to oversee the implementation of the PRC Plan consistent with the will of the community. A system to monitor progress toward plan objectives. System for prioritizing actions based on defined criteria, including being inclusive of the needs of all families, youth, seniors, and 	AP – Very high	City PRC	

Recreation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
	low income residents.			
PRC/ p. 11	2. Create and promote a parks and recreation identity that encourages tourism and supports economic development.	AP – med-high	City	
PRC/ p. 9	3. Engage youth in consultative processes.		YAC/Youth Liaison	
Objective: Ensure equipment and infrastructure in community parks and facilities is safe and accessible to support a full range of recreational pursuits.				
PRC/ p. 6	4. Create an updated skateboard park in central, safe location.	AP – Med-high	CVSA City PRC City Plan	
PRC/ p. 9	5. Improve the golf experience to ensure long term success, including needed building maintenance/repairs.	AP – Med-high	City/Golf Club	
PRC/ p. 11	6. Support approvals of new facilities where they provide desirable community resources and improve the recreational tourism appeal of the community to encourage private enterprise.	AP – Med-high	City	
PRC/ p. 6	7. Create a BMX/mountain bike pump track with available funding.	AP – Med-high	City PRC/Plan	
PRC/ p. 9	8. Operate a safe, efficient and secure Arena/Forum <ul style="list-style-type: none"> Review operations to identify improvements Complete a feasibility study on affordable options to upgrade the facility. If not this is not feasible, develop a plan for arena/curling rink replacement including public/private partnerships. Winter walking track for seniors (& others) inside the arena (behind the bleachers) 	AP – Med-high	City PRC	
	9. Replace the throwing cage and improve the track at Centennial Park			
	10. Create more multi-use trails including access for horses.			
	11. Find a location and construct a fenced dog park			

Recreation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
PRC/ p. 12	12. Increase budgets for maintenance and operations as equipment and infrastructure is added.		City PRC	
	13. Confirm interest and demand for a Roller Derby location			
PRC/ p. 9	14. Investigate feasibility of adaptive reuse of decommissioned schools for recreation purposes.		City	
PRC/ p. 6	15. Establish a Frisbee Golf course on publicly owned land at Big Eddy.		City PRC	
PRC/ p. 7	16. Develop a Horseshoes Pitch in Queen Elizabeth Park.		City PRC	
PRC/ p. 7	17. Create facilities to Increase awareness of and access to boat launch sites; provide durable upland facilities to support increased recreational access to the river, and; provide protection for habitat areas.		City	
PRC/ p. 7	18. Confirm interest and demand for beach volleyball – if adequate interest identify a suitable location and implement.		City PRC/Big Eddy Pub	
	19. Improved control of/enforcement of dog leashed areas.			
	20. Create an indoor sports complex to support development of athletic programs such as soccer, track and field			

NOTE: Trails are including under Resilient Infrastructure - Transportation section

Objective: Acquire and manage parks, open space and cultural sites as envisioned in the Official Community Plan and the Parks, Recreation and Culture Master Plan.. NEW

PRC/ p. 12	<p>21. Develop innovative ways to fund park and open space acquisition such as:</p> <ul style="list-style-type: none"> • using property tax exemptions and covenants as an incentive for landowners to protect natural features. • fundraising, donations, commemorative giving and/or in-kind donation. • yearly per parcel property tax levy 		City Plan	
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Recreation [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
	<ul style="list-style-type: none"> Development Cost Charge Bylaw to support the implementation of capital projects for Parks and Trails amenity contributions through rezoning 			
PRC/ p. 12	22. Increase budgets for maintenance and operations accordingly as parks are added to the system.		City PRC	
Objective: Recreational programming, including sports, arts and culture meets the needs of residents of all ages and income levels.				
PRS/ p. 42	23. Encourage community groups to offer free recreation opportunities/activities (e.g. badminton, volleyball, dance lessons) & free events where possible.		??	
PRS/ p. 42	24. Expand the recreation pass for low income individuals & families to include access to the gym.		PC City PRC	
PRS/ p. 42	25. Develop a program to allow free access to showers at the Community Centre for those in need.		City PRC	
Objective: Utilize geographic location and landscape around the community to its full recreational potential.				
PRC/ p. 7	26. Ensure permanent access to recreation destinations located outside of the city.		City	
YAP/ p. 48	27. Develop wilderness based and adventure sports programming for youth and young adults.		YAC/Youth Liaison	

5.4 Families & Children

Integrating Goal: Continue to demonstrate that our community is ‘family friendly’ and actively supports our children, youth, and families.

What We Know About Our Community

- 97% of 2012 community survey respondents thought it was important to be, and 86% viewed Revelstoke as being, family oriented, similar to 2007.
 - 40% of 2012 community survey respondents described their families as “thriving” (compared to 46% in 2007) and 52% as “managing” (compared to 47% in 2007). Conversely, low-income households were the likeliest to

describe their family situation as “messed up”. Nearly 43% of 2012 community survey respondents had family members living in Revelstoke other than those in their home, only a slight decline from 2007 (48%).

- 81% of 2012 community survey respondents indicated satisfaction with support for families and children, up from 65% in 2007. Citizens indicated a moderate to high priority for improvement in these services.
- The type and number of households in the community in 2006 (most recent information) were:

Type of Household	No. of Households	Percentage
Couples	1,830	51%
One person	1,320	37%
Lone parent with children	430	12%
TOTAL	3,580	100%

- Based on the 2011 census there were 1,482 children aged less than 18 in the community.
- Child Care choices in Revelstoke are extensive including Registered License Not Required; Licensed Family; Licensed Group facilities; and Preschools. Demand for child care fluctuates throughout the year and the Child Care Resource and Referral works to respond to the various needs of families. The Child Care Resource and Referral also has a mandate to support parents to access Child Care Subsidy resulting in more families with an income threshold of \$38,000 accessing this program.
- The Early Childhood Development Committee - a cross-sectoral volunteer committee – created a broadly supported Children’s Charter in 2012. The Committee acknowledges, values and supports the shared responsibility of investing in young children (0-6 years) so that they may live, learn, play and dream in safe and healthy surroundings.
- As of September 2011 2.5% percentage of children (<15 years) were in families receiving Income Assistance approximately 2/3 of the provincial average. The majority of these children were living with single parents which make up 27.7% of income assistance recipients.
- In 2011, BC Stats “Index of Children at Risk” ranked Revelstoke and area the 14th best area of 77 Local Health Areas in the province.

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action

- *Early Childhood Development (ECD) Strategy* (updated annually) - Implemented by the EDC Committee, a cross-sectoral volunteer committee which facilitates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives. Facilitates the Revelstoke Children’s Charter.
- *Community/District Literacy Action Plan* (updated annually) - Implemented through the Literacy Action Committee and Columbia Basin Alliance for Literacy, a non-profit organization that promotes literacy and lifelong learning including supporting parents to guide their children in learning.
- *Child Care Needs Report (2012)* – Implemented by the Child Care Society in partnership with private providers and the School District.
- Many provincial and community services are co-located at the Neighbourhood Learning Centre at the new Begbie View Elementary School
- Provincial agencies, community groups and families work together to engage

	formal and informal supports toward the goal of healthy families.
Specific tools or programs	<ul style="list-style-type: none"> • Ministry of Children and Family Development services include Individual and family support, child and youth mental health, foster care, respite, adoption and protective services • Interior Health provides pre- and post-natal and parenting services and supports for raising healthy families; communicable disease avoidance and vaccination services; hearing and vision services; environmental services and speech and language services. • School District #19 is responsible for the formal child and youth education system, participates actively in community committees related to child and youth development and learning, runs the StrongStart Center, hosts other programs at the Neighbourhood Learning Center at the new Begbie View Elementary School, and provides supports to youth, drug and alcohol, mental health and community support agency program delivery at the high school. • Community Connections, a non-profit society, offers services for adults and children with developmental disabilities; counseling services; family support programs; Jumping Jacks preschool; women’s programs; outreach programs for individuals and families that live in poverty; and a youth program • Revelstoke Community Childcare Society, a non-profit society, operates a group child care facility; Leap and Learn Preschool; the Early Learning Resource Lending Library; and the Child Care Resource and Referral Program which supports all child care providers and early learning programs in the community with training, education, support and networking and supports parents with child care referrals, child care subsidy and information. • City of Revelstoke runs a licensed preschool and supports many activities centered around families and children. • Okanagan College provides prenatal training and emergency first aid and has taken leadership with the Youth Action Plan (2011) and youth related activities.
NOTE: See the Health Services section for health-related community services; Youth section for services specific to youth; and Transportation section in Compact, Connected Community for biking and trails	

Moving Forward on Sustainability [High Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Implement ‘safe routes to schools’.	High			City DE &PW SD19
2. Act on opportunities to enhance resources and support services for all families, including programming (e.g. recreation, physical activity and entertainment), prevention, counseling and crisis support needs.	High	x	x	CC, ECD MCFD IH, RCCS CBAL SD19

Families & Children [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Maintain community services to support children, parents, teens, couples and individuals				
CDAP /p. 43	1. Implement 'safe routes to schools'.	AP – High	DE & PW SD 19	High
CDAP /p. 43	2. Act on opportunities to enhance resources and existing support services for all families, including recreation, programming, prevention, counseling and crisis support needs.	AP – High	CC, City CED MCFD IH, RCCS CBAL SD19	Highest
Also See Recreation section above				
Objective: Maintain the community focus on child care through the Child Care Society with expanded child care services				
CDAP /p. 43	3. Maintain a full complement of child care options within the community, including for infants.	2 SocW Green	RCCS	Medium
NOTE: Transportation to meet basic needs is addressed in the Transportation section, education and lifelong learning are included in the Child and Youth Education section.				

5.5 Youth

Integrating goal: Meet the physical and psychological needs of youth associated with a positive transition to adulthood and as guardians of Revelstoke's future, including the needs for belonging, independence, mastery and generosity.

What We Know About Our Community

- 50% of community survey respondents ranked activities for youth as the second most important social issue that needs attention.
- Youth respondents (younger than 30) to the 2012 community survey differed from older respondents:
 - 11% were dissatisfied with Revelstoke as a place to live compared to 8% for older respondents;
 - 24% have provided input on a major community decision in the last year compared to 74% of older respondents;
 - 21% were affected by substance abuse compared to 9% for older respondents;
 - they displayed the most optimism toward the current state of the economy, with 21% believing the economy is growing;
 - they identified affordable housing, activities for youth, access to education, meeting basic needs/child poverty, and support for single parents as a high social priorities;
 - they chose high cost of living, opportunities for youth, post-secondary education/training, ability to pay for city services, maintain a diverse economy, and support for business as high economic and employment priorities; and
 - they were concerned with environmental priorities such as recycling/composting, energy conservation & renewables, biodiversity/wildlife and food security.

- Based on the 2011 census there were 764 youth aged 18 - 24 and 537 aged 25-29 in the community. The number of youth living in the community grows significantly in the winter months when young non-permanent residents, workers and visitors are drawn to RMR.
- In 2011 0.9% of youth aged 15-24 were receiving income assistance, about half the provincial level. About half of these individuals were classed as employable.
- During 2012 employment insurance recipients aged 15-24 ranged from a low of 0.9% of this population in August-September to a high of 4.4% (approximately 45 individuals) in February-March, reflecting the seasonal migration of youth workers to the community and students to schooling. These levels are slightly higher than the provincial average in the summer months and 2 to 4 times higher in the winter months.
- In 2011, BC Stats “Index of Youth at Risk” ranked Revelstoke the 7th best area of 77 Local Health Areas in the province – up from 13th best in 2008.
- Youth have been a focus of community efforts in recent years through creation of a Youth Initiative Committee (YIC) in 2010 and preparation of a Youth Action Plan in 2011. The mandate of the committee is to work collaboratively and actively to build community capacity to: value youth as citizens and masters of their own experience; strengthen the resilience of youth in the face of societal risk factors, and; enable all young people to meet the basic needs associated with a successful transition to adulthood. Through the YIC the City secured \$100,000 over 4 years to hire a youth liaison as part of CBT's Community Directed Youth Funds program.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>Youth Action Plan (2011)</i> – Implementation started through the Youth Initiative Committee, a City cross-sectoral volunteer committee, and a part-time Youth Liaison (located at the high school and working with youth aged 12-19); initiatives to date include establishing and supporting the Stoke Youth Network and the Revelstoke Survival Guide – a youth focused directory of services.
Specific tools or programs	<ul style="list-style-type: none"> • Revelstoke Secondary School experiential learning opportunities, counseling/support, Career Fair, work experience including job shadowing/mentoring and grad transition; the new high school has space to support youth, drug and alcohol, mental health and community support agency program delivery. • The new Youth Advisory Committee appointed by the City oversees the workplan of the Youth Liaison, including updating and implementing the Youth Action Plan, and convening the Youth Initiative, which is an ad hoc forum. • Okanagan College programs for adults as well as Youth Skills Links and Pathways to Success as funding permits; took leadership on developing the Youth Action Plan. • Community Connections Youth Program Coordinator, mentorship, after school program and counseling • Parks Canada hosts the Glacier 125 Active Stewardship Program and has initiatives that engage youth with hands-on learning. • Ministry of Children and Families child protection, youth mental health, housing support and counseling • Options for Sexual Health drop-in provides sexual health services including information, counseling, testing and affordable contraceptives • Community Foundation Youth Philanthropy Fund • Columbia Basin Trust Youth Advisory Committee, Youth Grants, and Community-

	Directed Youth Funds support meaningful youth engagement and youth-led projects
See Workforce section in the Economic Integrating Strategy for general employment and entrepreneurial supports and the Vibrant Culture Integrating Strategy for opportunities for youth.	

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Fully implement the Youth Action Plan by prioritizing actions based on defined criteria and updating regularly.	Very high	x	x	YAC
2. Secure access to existing public and private locations and funds for staffing, programs, equipment, etc. for youth-friendly programming and activities.	High	x	x	YAC City
3. Seek funding for more youth programming	High			YAC
4. Support partnerships that improve accessibility for all youth by subsidizing fees and providing equipment for sports and recreation.	High			City

Youth [All Actions]				
Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Create low cost, community-based programs/recreation and entertainment options that are accessible to all youth (YAP p. 44)				
YAP/ p. 45	1. Seek out funding to support more youth programming.	AP – High	YAC	
YAP/ p. 45	2. Support partnerships that improve accessibility by subsidizing fees and providing equipment for sports and recreation.	AP – High	City	
YAP p. 45	3. Create a fund that grants subsidies for youth sports and recreation.		??	
YAP/ p. 46	4. Encourage community event organizers to include a youth focused element to their event.		YAC	
YAP p. 46	5. Collaborate with Revelstoke’s Visual Arts Centre to engage youth in Arts.			
YAP/ p. 46	6. Develop mentorship opportunities for youth and older adults to share skills and knowledge in the recreation, arts and cultural realm.		YAC	

Youth [All Actions]

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Improve teen and youth sense of belonging				
CDAP / p. 43	7. Fully implement the Youth Action Plan by prioritizing actions based on defined criteria and updating regularly.	AP –High	YAC OC City & Partners	Medium
CDAP /p. 43	8. Expand involvement of teens and youth in community processes through meaningful engagement.		All/YAC	Low
CDAP /p. 43	9. Implement the recommendations involving youth in the Substance Use Strategy (2010).		City & partners	Medium
CDAP /p. 43	10. Establish a youth centre in the community that provides both space and a centre for activities (card table, pool table, climbing wall etc). Alternative from Social WS - Secure access to existing public and private locations and funds for staffing, programs, equipment, etc. for youth-friendly programing and activities		City & Partners	Medium
Objective: Provide youth with opportunities to explore potential career paths and post-secondary education options (YAP p. 33)				
YAP/ p. 33	11. Provide all youth with opportunities to visit potential campuses and cities where they may like to attend college/university/trade-school.		YAC	
YAP/ p. 33	12. Set up a job shadowing/mentorship program.		YAC/RSS	
Objective: Provide local training and advanced education opportunities/support options (YAP p. 35)				
YAP/ p. 36	13. Develop additional certificate based programs that can be delivered locally.		YAC OC	
YAP/ p. 36	14. Develop distance learning opportunities and university transfer programs/courses in Revelstoke.		OC	
YAP/ p. 36	15. Create and maintain an up to date tutor listing.		OC	
Objective: Support job creation projects (including youth entrepreneurship) that provide youth with opportunities to develop skills and earn a reasonable living wage (YAP p. 27)				
YAP/ p. 38	16. Develop a sustainable work project or business that creates opportunities for youth to be engaged and employed.		CFDC CoC	
YAP/	17. Promote mentorship and succession planning for small business owners.		CFDC	

Youth [All Actions]				
Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
p. 39				
Objective: Improve employment accessibility for youth who face barriers (including those with disabilities, transportation and childcare issues) (YAP p. 41)				
YAP/ p. 42	18. Acknowledge the abilities of young people with disabilities and find ways to best utilize their skills and interests.			
YAP/ p. 42	19. Support the creation of more part-time childcare spaces		RCCS	
YAP/ p. 42	20. Improve public transportation and bike system		City	
Objective: Provide public spaces that can be used for studying (YAP p. 36)				
YAP/ p. 37	21. Create more designated public learning spaces (especially spaces that can be accessed in the evenings and on weekends).			
YAP/ p. 37	22. Promote appropriate and existing spaces as public study spaces			
Objective: Encourage business to hire youth 1 SocW Green				
YAP/ p. 40	23. Raise awareness about the subsidies available for employing youth and wage subsidy programs.		YAC WorkBC	
YAP/ p. 39	24. Support youth who qualify for these subsidies in pursuing work in an area of their interest.		YAC WorkBC	
YAP/ p. 39	25. Provide recognition of organizations/businesses that hire youth, support youth initiatives, wage subsidy programs and that provide a living wage.		YAC	
Objective: Provide experiential learning opportunities for youth to learn and develop skills outside of the classroom (YAP p. 42)				
YAP/ p. 43	26. Promote and support new Parks Canada GASP program and Parks initiatives that engage youth with hands on learning.		YAC PC	
YAP/ p. 42	27. Where possible, support RSS in creating and expanding upon already existing experiential education opportunities for students.		RSS YAC	
Objective: Identify, enhance and create community spaces that are youth friendly (YAP p. 46)				
YAP/ p. 47	28. Develop a Youth Centre or Hub. Secure access to existing public and private locations and funds for staffing, programs,		YAC	

Youth [All Actions]				
Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
	equipment, etc. for youth-friendly programming and activities			
YAP/ p. 47	29. Support youth input in skatepark and pump track development		YAC	
Objective: Empower youth to make healthy choices and are aware of services that are available in the community (YAP p. 49)				
YAP/ p. 51	30. Create more services geared towards youth.		YAC	
Objective: Encourage harm reduction and ensure basic needs are met				
YAP/ p. 53	31. Connect transient youth to local community.			
YAP/ p. 53	32. Support youth involvement in community policing committee.		YAC	
YAP/ p. 53	33. Follow recommendations in the Substance Use Strategy.			
Objective: Engage youth in decision making and support youth driven initiatives and ideas (YAP p. 55)				
YAP/ p. 55	34. Develop City Youth Council.		YAC City ADMIN	
YAP/ p. 55	35. Promote youth grants available to the community and provide support to young people throughout the proposal writing process.		YAC	
YAP/ p. 55	36. Encourage youth to sit on the Youth Initiative Committee.			
Youth recreation projects are included in the Recreation section above.				

5.6 Seniors

Integrating Goal: Support senior residents to enjoy a high quality of life and live out their lives within the community

What We Know About our Community

- In 2011, there were 1,092 citizens aged 65 years and older in Revelstoke, about 13.7% of the overall population. As with most other communities, the aging population is expected to grow significantly over the next several years reaching 20% of total population 2021.

- In 2009, seniors' survey respondents indicated that most wanted to stay in Revelstoke for the rest of their lives; those who 'didn't know' cited insecurity regarding affordability and whether enough services would be available to meet their needs.
- According to BC Stats, the percentage of Old Age Security recipients receiving the maximum government income support in 2011 was 0.8%, which is much lower than the provincial average of 3.1%. Only 0.2% of males, and 1.3% of females received the maximum.
- Currently, most seniors own and live in their own homes. However, there are wait lists for all independent living, subsidized housing, residential care, and assisted living facilities in the community. In 2011, 24 new subsidized rental housing units were completed for low income seniors and people with disabilities. However, there are still very limited rental, ownership or supported housing options for older residents who are not low income and need to downsize.
- For many seniors, walking is a priority. A key barrier to accessibility and social participation is the icy, slippery condition of sidewalks in the winter and mounds of snow blocking access to shops, bus stops, postal boxes and the like. Sloping curbs are fine in summer but treacherous in winter if not maintained. Although in recent years there have been improvements to sidewalks in the downtown core, there are many sidewalks and curbs in need of repair.
- More benches are needed at bus stops, shopping areas, and at other downtown locations. Other accessibility concerns include the need for more disabled parking spaces in the downtown core and the need to enforce existing parking (disabled and senior's parking at the Community Centre). Parking close to shops and medical facilities is important for those for whom walking any distance is difficult. The location of the hospital and related services far from the downtown core makes access difficult. As well, many commercial buildings have steps, narrow aisles and slippery floors.
- The recent addition of a 'HandyDart' bus to the community has improved transportation options for mobility-challenged seniors and disabled who are unable to transfer from a wheelchair to a vehicle. However, 2009 seniors' survey respondents pointed out that there is no public transit bus in the evenings. The addition of a bus stop outside the Seniors' Centre will improve access to transit service.
- The vast majority of seniors feel safe in their homes and around the community. As well, there is a need for better communication and information about accessing local health, community care and government services. The recent loss of a number of provincial offices in the community also affects accessibility to a variety of services and often necessitates traveling outside the community, or leaving the community altogether.
- Since the Age Friendly Community Plan was prepared in 2009 through the cooperative efforts of the Revelstoke Community Social Development Committee and the Senior Citizens Association, much attention has been paid to supporting seniors in the community. Funding was obtained to support seniors through the implementation of a number of initiatives, including a Seniors Resource Guide, informative workshops at the Seniors Centre, Computer Lab upgrades, a Volunteer Coordinator at the Seniors Centre, a Grit Box Pilot Project, a Falls Prevention Program and other related projects. Membership in the Association has grown by 35%. In 2012 Revelstoke was recognized as one of the first nine 'Age Friendly Communities' in BC.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>Age Friendly Community Plan (2009)</i> – Implemented and updated by the Senior Citizens Association with support from the Social Development Committee and the City.
Specific tools or programs	<ul style="list-style-type: none"> • Senior Citizens Association Branch #83 is a volunteer organization that offers support, social and learning activities for seniors including a Seniors Resource Guide, Seniors Helping Hands grocery shopping support, computer lab, guest speakers, choir, monthly birthday celebrations and a Volunteer Coordinator who

	<p>delivers free computer classes, weekly drop-in coffee hour, a medical transportation program and yard/snow shoveling supports.</p> <ul style="list-style-type: none"> • A volunteer Seniors' Counsellor offers advocacy services from the Seniors' Centre. • Interior Health Community Care Social Worker and Life Skills Worker provide health related social support and Home and Community Care Services offer home support services, community care nursing, an adult day program and respite services • 'Health Bus' for out-of-town medical appointments and 'HandyDart' bus for in-town transportation. • Community Response Network provides education regarding adult abuse, neglect and self-neglect. • Pharmacists support seniors to sort out and dispose of old medications
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Increase the number of assisted living and residential care beds in the community.	High	x	x	HCAC
2. Expand Home and Community Care services as needed.	High	x	x	IH
3. Develop supports for seniors to purchase medical supplies and services at a lower cost when necessary, including personal emergency alert devices.	High	x	x	CC RSA
4. Ensure adequate medical care for aging individuals with developmental disabilities	Med-high	x	x	CC IH CLBC
5. Expand inter-generational educational and social activities.	Med-high	x	x	??

Seniors [All Actions]				
Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Provide sufficient services to meet seniors' needs and encourage them to stay in Revelstoke. (Delete actions that are in Age friendly Plan)				
CDAP /p. 45	1. Increase the number of assisted living and residential care beds in the community.	AP – High	City HCA	High
CDAP /p. 45	2. Expand Home and Community Care services as needed.	AP – High	IH Private sector	Low

CDAP /p. 45	3. Develop supports for seniors to purchase medical supplies and services at a lower cost when necessary, including personal emergency alert devices.	AP – High	CC RSA	Medium
CDAP /p. 45	4. Ensure adequate medical care for aging individuals with developmental disabilities.	AP – Med High	IH CC CLBC	Medium
CDAP /p. 45	5. Expand inter-generational educational and social activities.	AP – Med high	??	
CDAP / p. 45	6. Encourage employers to provide retirement planning at the workplace.		Employ- ers	Lowest
	7. Supportive housing			
CDAP /p. 45	8. Establish suitable locations for seniors' residential developments and include adaptability standards for existing developments.		City Plan	Low

Transportation to access basic needs is addressed in the Transportation section in Compact, Connected Community Integrating strategy; abuse prevention (Community Response Network) is addressed in the Safety and Emergency Services section at the beginning of this appendix.

Abbreviations

ADMIN	City of Revelstoke Administration
AP	ICSP Action Plan
CBAL	Columbia Basin Alliance for Literacy
CC	Community Connections
CFDC	Revelstoke Community Futures Development Corporation
City	City of Revelstoke
City CED	City Community Economic Development Department
City Plan	City Planning Department
City PRC	City Parks Recreation and Culture Department
CLBC	Community Living BC
CMHA	Canadian Mental Health Association
CoC	Revelstoke Chamber of Commerce
CSRD	Columbia Shuswap Regional District
CVSA	Columbia Valley Skateboard Association
DE & PW	City Department of Engineering and Public Works
ESS	Emergency Social Services
HCA	Health Care Advisory Committee
IH	Interior Health
MCFD	Ministry for Children and Family Development
MFLNRO	Ministry of Forest Lands and Natural Resource Operations
OC	Okanagan College
PC	Parks Canada
PEP	Provincial Emergency Program
RCCS	Revelstoke Child Care Society
RCF	Revelstoke Community Foundation
RCMP	Royal Canadian Mounted Police
RFRS	Revelstoke Fire & Rescue Services
RMR	Revelstoke Mountain Resort
RSA	Revelstoke Seniors Association
RSS	Revelstoke Secondary School
SD19	School District 19 (Revelstoke)
WSS	Women's Shelter Society
YAC	Youth Advisory Committee

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

Revelstoke
Sustainability Action Plan
2013

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Sustainability Framework Linkages

Vibrant Culture

Strengthen Revelstoke's position as a cultural community for both residents and visitors by enriching and celebrating our unique, authentic arts and heritage.

Goals

- **Heritage Conservation:** Showcase and celebrate our rich community heritage.
- **Arts:** Maintain a rich array of artistic activities and establish adequate facilities to present the community's artistic offerings to residents and visitors.

Spheres of Influence



The City leads the development of community-wide cultural strategies with guidance from cultural groups. Some cultural organizations have strategic plans.



Cultural activities are offered through paid staff and volunteer organizations, with heavy reliance on volunteers. The City funds the Arts Council to provide some programming.



The Arts Council engenders cooperation amongst community groups and with the City.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems</p> <p>Mountain ecosystems and the natural environment are significant features of the community culture. Showcasing them in art and heritage endeavors heightens awareness and engenders interest in their condition and sustainability.</p>
	<p>Carbon Neutral Energy and Emissions</p> <p>None</p>
	<p>Minimal Waste</p> <p>None</p>
	<p>Responsible Water Use</p> <p>None</p>
	<p>Affordable, Accessible Housing</p> <p>Affordability allows individuals time to engage in cultural activities and funds to support cultural events.</p>
	<p>Caring, Engaged Community</p> <p>Cultural activities and events are ideal ways to engage a broad spectrum of community members, promoting the sharing of viewpoints and ideas,</p>
	<p>Strong, Vibrant, Creative Identity</p> <p>A vibrant culture, grounded in our heritage and the arts, is one of the foundations of our strong community identity.</p>
	<p>Healthy, Active, Safe Citizens</p> <p>Leisure activities are an important component of healthy lifestyles, with the arts and heritage pursuits often filling leisure time.</p>
	<p>Locally Diverse Economy</p> <p>A vibrant cultural sector can attract more heritage enterprises and artists, growing the local economy. Cultural activities and events can draw in visitors, or convince them to stay a day or two longer, bringing accommodation, food and other revenues to the community. Permanent residents can also be drawn to the community because of its vibrant cultural scene, thus growing the local population and economy.</p>
	<p>Global Connections</p> <p>A vibrant culture makes a community more intriguing and inviting, prompting people from other cultures and from around the globe to want to connect with community members.</p>
	<p>Adequate, Skilled Workforce</p> <p>Skilled workers are often attracted to communities with a vibrant culture, as they seek a high quality of life generally. Cultural activities can also be venues for developing workforce skills in communications, graphic design and other areas.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

6.1 Heritage Conservation

Integrating Goal: Showcase and celebrate our rich community heritage.

What We Know About our Community

- Heritage is a valued element of the community, reflected in the turn-of-the-century theme of the downtown revitalization program, restoration of homes and business buildings, numerous public and private sector museums and several public art installations that highlight local history.
- The City began a \$2.8 million Downtown Revitalization Project in the mid 1980s to strengthen existing heritage and promote tourism. The first phase of Grizzly Plaza was established at this time along MacKenzie Ave. between Victoria Rd. and First St. The revitalization project helped establish Revelstoke as a cultural and heritage tourist destination. An extension of Grizzly Plaza took place in 2009 that included street improvements from First St. to Third St. along MacKenzie Ave.
- The community’s heritage is showcased at a number of locations in the community:
 - The Community Museum, which is overseen by the Revelstoke Museum and Archives Association. The museum houses artifacts, mounts displays of local history and provides programming for adults and children.
 - The Revelstoke Railway Museum is owned and operated by a non-profit society, with displays tracing the history of railroading in the area.
 - A small museum at the City Fire Hall displays antique fire fighting equipment.

The BC Interior Forestry Museum/Discovery Centre, initiated in 1999, is owned and operated by a non-profit society and traces the history of forestry in Revelstoke and the southern interior. A recent strategy recommends revising the museum by moving to a 30-acre forested location by the Columbia River, changing the name to the “Columbia Forest Centre”, including interpretive trails, a campsite and restaurant, and focusing on activity-centered programming as well as holding artifacts.

- The Nickelodeon Museum showcasing mechanical musical equipment is privately operated.
- The Revelstoke Museum & Archives has hosted highly successful events celebrating Revelstoke’s history & culture (1912 Roger’s Pass Commemoration, Land of Thundering Snow Exposition). The Museum and Archives have also published several photographic books highlighting Revelstoke’s history, heritage and culture, and are available for sale throughout the community.
- There are concerns that without heritage conservation requirements, heritage buildings are at risk of demolition to make way for new developments.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • City Heritage Commission provides advice to City Council regarding protection and enhancement of existing heritage buildings, residences and historical sites, maintains a Heritage Registry for information purposes and makes annual heritage conservation awards. • The Museums & Gallery Collective brings together the administrators of the museums and the Visual Arts Centre to implement joint marketing, expand joint programming and enhance sharing of resources and expertise. • The City has <i>Bringing the Past into the Future Revelstoke Heritage Strategy</i> (1995). • The Enhancement Committee was re-established in 2010 to advise City Council and staff on development proposals within the City’s core and along highway corridors.
Specific tools or programs	<ul style="list-style-type: none"> • Heritage Conservation Area in residential portion of downtown.

	<ul style="list-style-type: none"> • Heritage Building Registry • Community and Railway Museums and the Interior BC Forest Museum/Discovery Centre directed by a volunteer Boards with staff. • Small City Fire Hall museum. • Nickelodeon, a private mechanical music museum. • The City runs a Sign and Façade Design Program. The program pays for a Heritage Consultant to develop a coloured rendering of renovations to buildings within the Heritage Conservation Area.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Explore heritage conservation area designation for appropriate portions of the community including the downtown commercial core	High			City Plan
2. Incorporate heritage into arts and culture events and programs.	Med-high	x	x	MGC RAC
3. Update the City's <i>Heritage Strategy</i>	Med-high			City Plan
4. Update heritage building maintenance standards bylaw	Med-high			City Plan
5. Create a Smartphone app for the heritage walking tour	Med-high	x		MGC
6. Develop and implement a management strategy to address protection of any First Nations cultural sites identified north of Shelter Bay in the Arrow Lakes Reservoir.	Med-high	x	x	BC Hydro FN

Heritage Conservation [All Actions]				
Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Support preservation and restoration of heritage buildings.				
CDAP/2007/ p. 63	1. Explore heritage conservation area designation for appropriate portions of the community including the downtown commercial core	AP – High	City Plan	Low
RAP/ p. 47	2. Update the heritage strategy	AP – Med-high	City Plan	
	3. Update heritage building maintenance standards bylaw	AP – Med-high	City	

Objective: Continue the joint efforts of the Museums and Gallery Collective.				
	4. Incorporate heritage into arts and culture events and programs	AP – Med-high	MGC RAC	
	5. Create a Smartphone app for the heritage walking tour	AP – Med-high	MGC	
	6. Hire a professional community archivist			
Objective: Preserve First Nations heritage.				
CRPWU P/ p. 20	7. Develop and implement a management strategy to address protection of any First Nations cultural sites identified in the Arrow Lakes Reservoir.	AP – Med-high	City/FN/ BC Hydro	
Objective: Encourage and incorporate heritage components and elements into arts and culture events and programs, and provide avenues for growth and excellence in heritage endeavours.				
RCS 2011 Rec11	8. Partner with arts and culture organizations to cross-promote heritage.	Med- & Long-term	MGC PRCAC	
RCS 2011 Rec11	9. Set up action plan to add to the Community Heritage Register.	Med- & Long-term	MGC RAC	
RCS 2011 Rec11	10. Support activities of Museums & Gallery Collective.	Short-term	MGC City PRC	
Objective: Develop the Forestry Museum as funds and capacity allow.				
CDAP/2 007/ p. 63	11. Rebrand and refocus on interpretation for broader appeal		Forestry Museum	Low
CDAP/2 007/ p. 63	12. Acquire capital development funds to build infrastructure		Forestry Museum	High

6.2 Arts

Integrating Goal: Maintain a rich array of artistic activities and establish adequate facilities to present the community's artistic offerings to residents and visitors.

What We Know About our Community

- Volunteer groups host theatre, music, visual arts and speaker events throughout the year in a number of different venues. In summer, the evening music and Saturday morning Farmers' Markets in Grizzly Plaza are popular gatherings. Early winter craft fairs offer local and regional products.

- The Art Group is a gathering of local artists who have run an independent gallery, and now maintain collections, host art shows and provide learning opportunities.
- Until 2007 the award winning Theatre Company ran MacKenzie Playhouse in the old ski chalet – this is now closed. The Theatre Company now hosts events at the McGregor’s Theatre in the Powder Springs Hotel, and the new Revelstoke Performing Arts Centre for larger performances. The Theatre Company is looking for a permanent home with performance, rehearsal and storage space.
- The Revelstoke Performing Arts Centre was opened in the new high school in September, 2012. A group including representatives of the School District and the Arts Council are guiding the expansion of the use of this space and have hired a part-time manager. The Centre estimates that it has reached 40% of Revelstoke’s population since it opened.
- Since 2004 the Visual Arts Society has operated the Visual Arts Centre which houses an art gallery and pottery, painting, photography and woodworking spaces.
- One private gallery and an art collective display local and other art.
- Not-for-profit volunteer groups lead this sector, with part-time, paid staff at the Arts Council, the Visual Arts Centre and the Performing Arts Centre. The pool of volunteers is limited, many people wear multiple hats and burnout is too common a phenomenon.
- Revelstoke Mountain Resort currently holds upwards of 20 events and there is a strong desire among the arts, culture and heritage community to develop more links, support and collaboration with the resort.
- Many 2012 community survey respondents noted the lack of variety in arts & culture programs as a gap in community services.
- When asked how important it was for the municipality to take leadership to address the range of issues facing the community, 32% of survey respondents deemed “cultural” to be very important and 48% somewhat important; this is lower support than in the 2007 survey when 48% rated vary important and 39% somewhat important. While significant, this was lower than responses for environmental, economic or social issues.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • <i>City’s Revving UP Revelstoke Cultural Strategy (2011)</i> – Being refined and will be implemented via the City Parks, Recreation and Culture Department. • Arts Council is a volunteer umbrella organization with membership from the majority of arts groups in the community and a part-time Coordinator. The Arts Council recently launched new branding and a new website with social media links. • Visual Arts Centre managed by the Revelstoke Visual Arts Society as a not-for-profit community facility, in partnership with the City of Revelstoke, the Revelstoke Art Council, with a part-time manager, the Public Art Gallery and spaces for pottery, painting, photography and woodworking used by artists and where classes are held. • Management of the New Performing Arts Centre at the high school through a collaborative committee, with a paid part-time manager, providing music, theatre, dance, movie and speaker events. • The City has a Public Art Policy and works with public art promoters to manage a Public Art Program. A City Public Art Committee oversees installations • Downtown Art Gallery run by a collective of local artists • Community festivals organized largely by volunteers: Spirit Fest in February with the Carousel of Nations, Mountain Beats festival in June, Timber Days in July, Railway Days in August • Summer Street festival with music in the plaza during July and August hosted by

	<p>the City and the Arts Council</p> <ul style="list-style-type: none"> • The Revelstoke Accommodation Association is beginning to work with arts & culture groups to promote the tourism potential of Revelstoke by providing cash and in-kind support.
Specific tools or programs	<ul style="list-style-type: none"> • Volunteer groups: Revelstoke Theatre Company, Pottery Guild • Community Centre art classes • Private sector music and dance training • Bar music • Coffee House music jam • 200 practicing artists call Revelstoke home

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Re-assess the feasibility of repurposing historic Mountain View school as a community cultural/interdisciplinary arts centre.	Very high			City RAC
2. Enhance City support for the cultural sector through the establishment of the Parks, Recreation and Culture Advisory Committee, with a semi-annual idea exchange amongst cultural organizations.	Very high	x	x	City RAC
3. Work collaboratively to maximize the use of the new Performing Arts Centre to meet the needs of the community.	High	x	x	SD19 RAC
4. Create and implement a cultural tourism marketing program and events plan in partnership with the tourism sector	Med-high Create	x Actions	x	RAC RAA CoC RMR
5. Re-establish a Festival and Events Committee to support the volunteers who host many of the community cultural events	Med-high	x	x	City CED &City PRC CFDC CoC
6. Prepare an inventory of sites and buildings of cultural significance, specifying the level of protection desired.	Med-high	x		City
7. Assess the effectiveness of the available mechanisms for scheduling events and communicating with the breadth of audiences for cultural activities, then design and implement any additional tools that are needed to improve scheduling and/or communications.	Med-high	x		RAC CoC
See the Sense of Belonging section in Strong Community Capacity for multi-cultural actions				

Plan Year Page	All Actions	Priority	Lead	Cost/ Funding
Objective: Ensure that Revelstoke has adequate cultural facilities in which to present the community's cultural offerings.				
CDAP/ 2007/ p. 65	1. Re-assess the feasibility of repurposing historic Mountain View school as a community cultural/interdisciplinary arts centre.	AP – Very high	RAC, City	Medium
	2. Work collaboratively to maximize the use of the new Performing Arts Centre to meet the needs of the community.	AP – High	SD19 RAC	
PRC/ 2011/ p. 10	3. Prepare an inventory of sites and buildings of cultural significance, specifying the level of protection desired.	AP – Med-high	City	
CDAP/ 2007/ p. 65	4. Make provisions for facilities and equipment for outdoor cultural events and performances		RAC, City, Cultural Orgs	High
CDAP/ 2007/ p. 65	5. Build on the ingrained philanthropy and pride of the community to garner support for adequate facilities.		Cultural Organizations	Low
	6. Create a space specific to the Revelstoke Theatre Company for creating and performing art affordably			
Objective: Acknowledge cultural services as a core municipal responsibility, consistent with the vision for Revelstoke, and identify an appropriate community or municipal agency to coordinate the delivery of cultural services.				
	7. Enhance City support for the cultural sector through the establishment of the Parks, Recreation and Culture Advisory Committee, with a semi-annual idea exchange amongst cultural organizations.	AP – Very high	City RAC	
CDAP/ 2007/ p. 64	8. Assign the Revelstoke Arts Council or a purposely newly formed committee to review applications for cultural grants-in-aid and make recommendations for their support to City Council. Consider extending grants to a three-year cycle.		City / RAC / Other	Low
CDAP/ 2007/ p. 64	9. Designate the Revelstoke Arts Council as the primary community organization for delivering cultural services. Note: The cultural strategy calls for a paid coordinator.		City / RAC	High
Objective: Increase the awareness of culture and the perception of its value among residents, and make culture accessible to all segments of Revelstoke society.				
CDAP/ 2007/ p. 64	10. Re-establish a Festival and Events Committee to support the volunteers who host many of the community cultural events	AP – Med-high	CFDC/City CED/CoC	Lowest
	11. Assess the effectiveness of the available	AP – Med-high	RAC	

	mechanisms for scheduling events and communicating with the breadth of audiences for cultural activities, then design and implement any additional tools that are needed to improve scheduling and/or communications.		CoC	
CDAP/ 2007/ p. 64	12. Support and create cross-community projects, such as the Banner Project, where diverse members of the community work side-by-side. + Spirit Fest		City Cultural Presenters	Medium
CDAP/ 2007/ p. 64	13. Broaden cultural programming to encourage participation of residents that do not usually get involved in cultural events.		Cultural Presenters	Medium
RAP/ p. 50	14. Integrate arts and culture into City parks and recreation programming.		City PRC	
CDAP/ 2007/ p. 64	15. Increase cultural content in schools via instruction, extracurricular activities (e.g. field trips, performances), and work experience with cultural groups.		SD19 & Cultural Groups	Low
RCS 2011 Rec12	16. Attract Revelstoke residents not currently involved in arts, culture & heritage by: <ul style="list-style-type: none"> Educating arts, culture & heritage groups about using social media Conducting exit surveys at all arts, culture and heritage events Conducting annual online survey of residents to measure satisfaction and recommendations around arts, culture and heritage. 	Med-term Med-term Med- & ongoing	RAC RAC City RAC	
RCS 2011 Rec5	17. Launch membership growth campaign using updated RAC website, and links from new City website.	Med-term	RAC CoC RAA City PRC	
RCS 2011 Rec5	18. Measure Revelstoke Arts Council Growth campaign against goals: suggest five year goals be set by launch.	Med-term	RAC PRCAC	
CDAP/ 2007/ p. 64	19. Target all segments of the local population in marketing cultural activities, using clear language.		Cultural Presenters	Medium
RCS 2011 Rec5	20. Utilize exit surveys at Grizzly Plaza events to measure resident and tourist numbers, and assess popularity of events.	Med-term	RAC	
RCS 2011 Rec5	21. Sell memberships with benefits at all events.	Med-term	RAC	
	22. Seek opportunities to integrate elements of our mountain culture into the design of public spaces within the City, recognizing the importance of the natural environment, views,			

	heritage, and local arts & culture			
Objective: Continue to build Revelstoke as a unique and memorable destination in culture and heritage.				
CDAP/ 2007/ p. 66	23. Create and implement a cultural tourism marketing program and events plan in partnership with the tourism sector.	AP – Med-high	RAC RAA CoC RMR	High
CDAP/ 2007/ p. 66	24. Market Revelstoke as a cultural and recreational destination.		City, CoC, Cultural Organizations	High
RCS 2011 Rec14	25. Raise awareness of timing implications for the arts, culture and heritage sectors at City Council, Chamber of Commerce, RAA, and highlight on all websites.	Med-term	RAC	
RCS 2011 Rec14	26. Communicate core “year round” arts, culture and heritage message to all tourism bodies, websites, particularly Hello, BC.	Med- & ongoing	RAC CoC PRCAC	
RCS 2011 Rec15	27. Evolve a Cultural Tourism Marketing Program benchmarks and deliverables and report out to the community, funders, City Council and stakeholders on a per-event basis, and at least semi-annually]at arts roundtable for input.	Med-term	RAC RAA CoC	
Objective: Foster excellence in the culture of Revelstoke by building community organizational capacity.				
RCS 2011 Rec4	28. Investigate new ventures, such as research models in Rossland, Whistler, Banff, to expand winter tourism and Roxy Theatre booking opportunities.	Med- & Long-term	RAC RAA CoC	
RCS 2011 Rec4	29. Expand use of tourism infrastructure funding; ensure accessibility and information to all arts organizations.	Med- & Long-term	RAC RAA CoC	
CDAP/ 2007/ p. 65	30. Boost volunteerism across all age groups, in conjunction with the activities by Community Futures and the Social Development Committee, thus alleviating volunteer ‘burnout’.		‘Volunteer Revelstoke’ Group	Low
RCS 2011 Rec16	31. Create a city-wide Programming Committee made up of all arts, culture and heritage organizations to exchange information, brainstorm new programs and communication methods, registration tips and benchmarks.	Short- & ongoing	City PRC OC RAC	
CDAP/ 2007/ p. 65	32. Assist community cultural organizations to increase board capacity by means of workshops and accessible literature.		RAC/ CFDC	Lowest
CDAP/ 2007 p. 65	33. Consider adopting creative funding structures.		Cultural Organizations	Low
	34. Partner with the Revelstoke Accommodation		RAC	

	Association to organize and coordinate cultural events and activities that bring “heads to beds”.		RAA	
RCS 2011 Rec4	35. Set up quarterly review process to review progress with Chamber, funders, promotional media; report back to member associations.	Short-term	RAC w/ Leaders of RAA & CoC	
RCS 2011 Rec6	36. Launch “Arts Support Arts” offering discounts, improved event information, cross-promotional support [to support each other’s activities within the arts, culture and heritage community.].	Short-term	RAC PRCAC	
RCS 2011 Rec13	37. Sponsor social media “how to” workshop for all arts, culture and heritage organizations. Collaborate with City of Revelstoke Social Planning.	Med-term	RAC City PRC OC	
Objective: Maximize the effectiveness of the downtown core of Revelstoke to support cultural events.				
CDAP/ 2007/ p. 65	38. Encourage downtown businesses to keep longer hours. This can extend to participating in joint business marketing initiatives as well as the selling of items that relate specifically to cultural events.		Downtown Business Owners, Cultural Orgs., CoC	Low
CDAP/ 2007/ p. 65	39. Encourage businesses to maintain and preserve the heritage character of the downtown core as a cultural landscape.		Downtown Businesses CoC	Low
Objective: Take advantage of the cultural opportunities available as a result of the Revelstoke Mountain Resort.				
CDAP/ 2007/ p. 65	40. Partner with developers including Revelstoke Mountain Resort with respect to events and marketing.		Cultural Organizations, RMR, Other Developers	Low
CDAP/ 2007/ p. 65	41. Explore the viability of hosting a Winter School of the Arts (similar to Banff’s Summer School of Fine Arts)			
CDAP/ 2007/ p. 65	42. Establish a task force to seek creative ways to take advantage of the potential cultural opportunities linked with the new developments.		City/Cultural Organizations, RMR, Other Developers	Low
Objective: Improve community information exchange through enhanced communications.				
RCS 2011 Rec8	43. Strive for broad inclusivity and accurate information in Community Calendar.	Med-term	RAC PRCAC	
RCS 2011 Rec8	44. Ensure broadband access for artists.	Med-term	PRCAC CBT	
RCS 2011 Rec8	45. Create a communications plan for the arts, culture and heritage communities.	Short-term	PRCAC	
RCS 2011	46. Utilize links from new RAC website to new City website, and all related organizations in	Med- & Long-term	RAC PRCAC	

Rec8	Revelstoke, provincially, and nationally.			
Objective: City of Revelstoke to take on a greater role in supporting the arts, in turn creating community & tourism benefits. Utilize the newly convened PRC Advisory Committee.				
RCS 2011 Rec7	47. Update City Council and Mayor quarterly with arts culture and heritage accomplishments.	Med-term	PRCAC	
RCS 2011 Rec7	48. Update Arts & Business community (all organizations) semi-annually with arts accomplishments, new plans, funding reports. Consider basic report format.	Med-term	RAC PRCAC OC	
Objective: Continue to acquire and install public art				
RCS 2011 Rec10	49. Ensure vibrant, broad representation on Public Art Committee.	Short-term & ongoing	PRCAC PAC RAC City PRC	
RCS 2011 Rec10	50. Develop a per cent for art policy	Med-term	PAC City PRC RAC	
Objective: Engage entire local arts, culture and heritage community, emphasizing new members from youth-oriented culture and senior decision-makers from government.				
RCS 2011 Rec2	51. Appoint local representatives from youth-oriented arts, culture and heritage organizations to lead a new Revelstoke Arts Council (RAC) committee to drive change in local projects.	Immediate	RAC	
RCS 2011 Rec2	52. Present progress reports to City Council on semi-annual basis, and to RAC at monthly meetings.	Short-term & ongoing	RAC YAC	
	53. Establish criteria for measuring progress on implementing arts, culture and heritage actions at least twice a year, including at the semi-annual idea exchange..			

Abbreviations

AP	ICSP Action Plan
CBT	Columbia Basin Trust
City	City of Revelstoke
City CED	City Community Economic Development Department
City Plan	City Planning Department
City PRC	City Parks Recreation and Culture Department
CoC	Revelstoke Chamber of Commerce
CFDC	Revelstoke Community Futures Development Corporation
FN	First Nations
MGC	Museums & Gallery Collective
OC	Okanagan College
PRCAC	Parks, Recreation & Culture Advisory Committee
RAA	Revelstoke Accommodation Association
RAC	Revelstoke Arts Council
RMR	Revelstoke Mountain Resort
SD19	School District 19 (Revelstoke)
YAC	Youth Advisory Committee

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest

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Appendix 7
Dynamic & Local Economic Development

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Purpose

This Appendix compiles the updated community information that was used to prepare the *State of Sustainability Report*, information in the *Action Plan* and all of the ideas for actions that were collected during the ICSP project.

It has been created to provide background for the ICSP reports and to support future ICSP and community planning.

Dynamic & Local Economic Development

Support a diverse, resilient economy through enhanced business development services, retaining and attracting a skilled workforce, and improved global transportation and communications links.

Goals

- **Community Economy:** Maintain a diverse and strong local economy
- **Workforce:** Retain and attract a skilled workforce, and locally based employment support services and skills development
- **Retail & Services:** Strengthen retail opportunities and activities
- **Forest Sector:** Retain a strong forest sector by continuing to implement safe, sustainable forest practices and explore opportunities to add value to products
- **Tourism:** Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation
- **Out-of-Town Transportation:** Strengthen highway, rail, and air transport links between Revelstoke and destinations beyond to improve the safety, reliability and cost of transportation to Revelstoke

Sustainability Framework Linkages

Spheres of Influence



Through the Official Community Plan, the City plans for available land inventory for business development. The City manages infrastructure (roads, water, etc.) that supports business activities.



The City supports the Community Economic Development Department to facilitate business and employment development.



The City works collaboratively with the Columbia Shuswap Regional District to support the Revelstoke Area Economic Development Commission and with senior governments, WorkBC, the Chamber of Commerce, the Revelstoke Accommodation Association, and businesses to address local employment and business needs.

Relationship to Sustainability Priorities

	<p>Climate Resilience and Healthy Ecosystems</p> <p>One of the important community assets that draws people to Revelstoke as guests and as residents is the opportunity to work, live and play in the surrounding expanse of wilderness and open spaces near to and within the City, and to enjoy a healthy outdoor lifestyle.</p>
	<p>Carbon Neutral Energy and Emissions</p> <p>Energy, particularly carbon-based energy is expensive, and those costs are likely to increase in the future. Because of carbon emissions carbon based energy is also creating a threat to long-term climate stability. Both energy costs and the potential impacts of climate change could impact the economic base of Revelstoke.</p>
	<p>Minimal Waste</p> <p>Waste is both a cost to households and a cost to the environment. Reducing waste reduces cost of living and doing business, and enhances environmental quality</p>
	<p>Responsible Water Use</p> <p>Access to safe adequate water is essential not only for residents of the community, it is also essential for commercial services such as the food and accommodations sector on which tourism and related employment depends.</p>
	<p>Affordable, Accessible Housing</p> <p>Cost of housing is a major component of household costs. Inability to find adequate housing or the necessity of paying a significant component of household income for shelter can affect quality of life and deter people from moving to Revelstoke.</p>
	<p>Caring, Engaged Community</p> <p>Smaller communities such as Revelstoke have appeal for both visitors and newcomers because they have strong social and organizational connections and relationships that give people a sense of community and that they matter. That has a significant impact on quality of life.</p>
	<p>Strong, Vibrant, Creative Identity</p> <p>Strong community identity gives residence a sense of pride in where they live, which encourages community active community participation in civic life and in sharing a common vision for the future of the community.</p>
	<p>Healthy, Active, Safe Citizens</p> <p>Being healthy and feeling safe and secure is are basic human needs, and making sure that residents and visitors are able to be healthy, safe and secure, and to respond adequately when they are not is essential to quality of life, at home, and in the workplace.</p>
	<p>Locally Diverse Economy</p> <p>Maintaining a diverse and strong local economy creates a broader range of job options, and a broader range of options for goods and services that are available locally. Those options can reduce mobility from the community, and the need to travel to regional centres.</p>
	<p>Global Connections</p> <p>Improved highway, rail, and air transport links between Revelstoke and destinations beyond increases personal safety and reduces related costs. Improved access can help the tourism sector, and help attract new residents and businesses.</p>
	<p>Adequate, Skilled Workforce</p> <p>A skilled workforce, and locally based employment support services and skills development both benefit the diversity and resiliency of local businesses, and help to keep residents employed in the community as new jobs are created or the need for new job skills develops.</p>

Note: Abbreviations in the remainder of this Appendix are listed on the back page.

7.1 Diverse Community Economy

Integrating Goal: Maintain a diverse and strong economy.

What We Know About our Community

- Three key business sectors - forestry, tourism and transportation (primarily Canadian Pacific Railway) - as well as public services and government transfers are the major sources of income in the community. This is a relatively high level of economic diversity compared to other rural BC communities, and helps provide relative economic stability.
- The value of building permits has shifted substantially in the past 5 years – from a high of approximately \$92 million in 2010 with further RMR development and the construction of two new schools, to a low of just over \$11 million in 2009; \$63 million in 2007 with the initial resort development, \$35 million in 2008 and \$11.5 million in 2012.
- Revelstoke Mountain Resort (RMR) has the potential to transform Revelstoke’s economy over time. In 2007, its first phase of development invested approximately \$100 million. Further development will be dependent on continuing increases in visitor destination days, increases in real estate demand and prices or both.
- The number of business licenses increased from 670 in 2006 to 920 in 2012. Many of the new businesses are small and home based businesses.
- In 2006 (most recent information), 435 people in Revelstoke were self-employed.
- 8% of 2012 community survey respondents describe the state of the economy as growing and 46% described it either as stable or declining. This differs dramatically from the 2006 survey when 50% described the economy as growing. As well, 59% of survey respondents would encourage people to start businesses in Revelstoke. This is down from 78% in 2006.
- Tourism/hospitality and education/training services received the highest ranking in the 2012 community survey as the most important economic sectors to develop.
- Affordable housing was identified by survey respondents as the most important economic and employment issue needing attention. Activities for youth and meeting basic needs/child poverty rounded out the top three.
- The level of satisfaction in business support in Revelstoke has dropped significantly in the last few years - in the 2007 community survey, satisfaction with local business services was the fourth-highest of the twelve services sampled and was identified as the lowest priority for improvement; in 2012 business support had dropped to the fourth lowest and was identified as the fourth-highest priority for improvement.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • Revelstoke and Area Economic Development Commission represents a range of business and economic interests in the community and makes recommendations to the Council and CSRD. • A central Business Information Centre provides “one stop” access to the Chamber of Commerce, the Economic Development Department, and Community Futures Revelstoke. The close partnership between Community Futures and the City was recognized with a provincial award in 2007. The total budget for these organizations is approximately \$1.5 million, with eight full-time and three part-time and 10 seasonal staff. • City initiatives to improve business and development friendliness include meetings with Chamber representatives and discussions with developers to streamline processes.
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	<ul style="list-style-type: none"> • City CED Department and Chamber of Commerce market Revelstoke as a place to live, to do business and to invest.
Specific tools or programs	<ul style="list-style-type: none"> • The City CED Department provides a range of services, including supporting existing businesses, retaining open lines of communication with the largest community employers, supporting the Revelstoke Accommodation Association (RAA) and the new Technology Advisory Committee and undertaking research such as the recent business attraction/retention survey and inventory of business types. • The Chamber of Commerce promotes and supports local business through promotion, networking, training and provision of services. • Community Futures offers a range of services that include the provincial self-employment program, small business loans, training, and other business services. • Two City-owned and cooperative businesses have been established (Revelstoke Community Forest Corporation and Revelstoke Community Energy Corporation) and the City has created a not-for-profit Revelstoke Community Housing Society. • City regularly reviews services, budgets, business tax rates and development fees to ensure that tax rates and fees are competitive with other communities in the region • Credit service for small businesses is available through Community Futures and the Credit Union. Provision of equity is the only development support that is absent. • A partnership with Invest Kootenay has been developed to assist with marketing business succession and investment both nationally and internationally. • Digital communication is available throughout the community (cell coverage, internet, phone, cable, etc.).

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Improve communication between the City and business and development clients to give them a clear picture of what will be required in terms of plans, costs, processes, etc. for “property improvement” and development initiatives.	Very high			City CoC
2. Develop a strategy and related businesses to support seniors staying in their homes and/or in Revelstoke.	Very high	x		City CED RSA
3. Develop a better understanding of the built assets that could be repurposed (e.g., hospital grounds, old schools, older downtown buildings).	Very high	x		City CED
4. Support small/home-based businesses by: <ul style="list-style-type: none"> • Creating opportunities for “group work environments” such as shared office and services facility • Creating a network of these businesses and showcasing some of 	High	x	x	City CED

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
<p>them to the community and outside the community as a work/lifestyle opportunity in Revelstoke</p> <ul style="list-style-type: none"> • Develop specific training programs for these businesses, with a first priority on marketing. • Support value chains of small business 				
5. Review the need and options for providing incentives such as taxation relief for new and existing businesses, including larger businesses with council approval for each case	Med-high			City

Diverse Community Economy [All Actions]

Plan Year Page	All Actions	Priority	Leader	Cost/Funding
Objective: Improve the City's competitiveness in attracting and retaining business				
	1. Improve communication between the City and business and development clients to give them a clear picture of what will be required in terms of plans, costs, processes, etc. for "property improvement" and development initiatives.	AP - Very High	City	
	2. Develop a better understanding of the built assets that could be repurposed (e.g., hospital grounds, old schools, older downtown buildings)	AP – Very High	City CED	
	3. Review the need and options for providing incentives such as taxation relief for new and existing businesses, including larger businesses with council approval for each case	AP – Med-High	City	
	4. Promote Revelstoke to manufacturing, forestry value added, technology and service businesses as a place to locate/relocate		EDC, CoC	
	5. Improve the linkages between engineering and planning when dealing with planning for strategic infrastructure investment		City CoC	
Objective: Promote new business opportunities				
	6. Develop a strategy and related businesses to support seniors staying in their homes and/or in Revelstoke	AP – Very High		
Objective: Support the development of small and home based business				
	7. Support small/home-based businesses by: <ul style="list-style-type: none"> • Creating opportunities for "group work" 	AP – High	City CED CoC	

Diverse Community Economy [All Actions]

Plan Year Page	All Actions	Priority	Leader	Cost/Funding
	<p>environments” such as shared office and services facility</p> <ul style="list-style-type: none"> • Creating a network of these businesses and showcasing some of them to the community and outside the community as a work/lifestyle opportunity in Revelstoke • Develop specific training programs for these businesses, with a first priority on marketing. • Support value chains of small business 			
	8. Improve the access to and the scope of the support system for new entrepreneurs to both start new small businesses and to enhance their achieving success		EDC CoC CBT	
	9. Recreate the Business Enterprise Mentors to support enterprise facilitation		EDC CoC	
Objective: Maintain business support services.				
	10. Update the current business profile based on current business licenses		EDC CoC	
	11. Enhance the promotion of Basin Business Advisors services, business management, and business succession.		CBT EDC CoC	
CDAP 2007	12. Provide and improve business supports including the provincial self-employment program, small business loans and business facilitation		CFDC City CED	Highest
CDAP 2007	13. Develop an inventory of community members with specific business skills		CFDC CED CoC	Lowest
	14. Lobby the provincial government to change the criteria for the self-employment program to expand program accessibility		City CED CFDC CoC	
Objective: Enhance local food self-reliance				
	15. Undertake a 'niche exploration' study to identify opportunities and barriers for local food production		City CED CoC	
Objective: Support Community owned businesses				
CDAP 2007	16. Support current, or develop community-owned corporate enterprises as a vehicle for economic diversification and employment creation.		EDC	

7.2 Workforce

Integrating Goal: Retain and attract a skilled workforce, and locally based employment support services and skills development

What We Know About our Community

- In 2009, 4,400 individuals over the age of 15, earned employment income, down from 4,970 in 2006. In 2006, the most recent year information is readily available, the average labour force participation rate in Revelstoke was 70.2%. Men had a higher participation rate (78.2%) than women (62.5%). Overall, the city's labour force participation rate was slightly higher than the provincial average of 65.6%.
- The unemployment rate locally fluctuates due to seasonal work in tourism, retail, service and forestry – for example, during January - May 2012 approximately 4% of the workforce were receiving employment insurance, with 2-3% receiving insurance during the summer months. This is approximately 10% below the 2011 levels however close to or slightly above double the provincial levels in 2012, except in September when levels are closer to the provincial average. Workers older than 55 experienced reduced seasonal swings in employment in 2012.
- In 2012, workers aged 25 to 44 experienced the highest unemployment levels – reaching almost 6% in March/April 2012 then declining to 3.5% in September-November – more than double the provincial trends. Workers older than 55 experienced the lowest unemployment levels, hovering around 1% over the year – consistent with provincial levels. Young workers aged 15-24 had mid-range unemployment levels in February/March at almost 4.5%, ranging down to just below 1% in August-September.
- The number of employment insurance (EI) recipients within the local health area peaked at approximately 500 in mid-2009 and fell to approximately 210 in December 2012. More men than women received employment insurance in 2012.
- In 2012 1.0% of the population in the Local Health Area was receiving Income Assistance Benefits. This is below the provincial average of 1.8% and is the lowest level since 2009. In 2011 27.7% of recipients were single parent families, slightly higher than the provincial average of 24.9%. The percentage of the population age 15 or older in 2011 that were receiving assistance and are employable was 0.6%, with 0.2% receiving assistance for one year or longer, and 0.4% for less than 1 year.
- At the beginning of April 2012, WCG International began management of the employment services centre as WorkBC Revelstoke, under the new Employment Program of British Columbia. Information from the beginning of April 2012 to the end of November indicates that positions advertised on WorkBC's Job Bank and at the local employment services centre for Revelstoke and region include 555 in hospitality, 207 in trades, 90 in office and professional, 57 in retail and 101 positions which are specifically pinpointed as seasonal.
- Most individuals who are not working experience multiple barriers to being successful full-time employees, including life skills challenges, substance abuse, mental health issues, lack of experience or training and limited transportation and childcare options.
- Employers are generally seeking work-ready employees – creating a challenge to placing local unemployed individuals into local positions. As of November 2012, the employment outcome rate for case-managed clients at the Employment Services Centre is 46%.
- For some employers it is difficult to pay a 'living wage' that keeps pace with the rising cost of living and higher paying jobs elsewhere. 31 % of 2012 community survey respondents listed higher wages as the primary reason they or someone they knew has or is working out-of-town rather than in Revelstoke, with jobs that match skills/education (25%) and better benefits (17%) as other reasons for out of town work.
- Immigration has been considered one possible solution to fill job vacancies – particularly in terms of business succession as demographic shifts occur with an aging population. While over two thirds of 2012 survey respondents

thought Revelstoke is welcoming to people of all cultures, only 56% thought it was a good idea to consider immigration as one possible solution if Canadians cannot be found to fill available jobs.

- In 2006 (the most recent year this information is available), the education profile for the population over the age of 15 reveals:
 - the percentage who have not achieved high school graduation was approximately five per cent above the provincial average. However, in the recent years, high school completion rates in Revelstoke have increased significantly.
 - a higher percentage of population has an apprenticeship or trades certificate or diploma than the provincial average, but this is heavily bolstered by the 35-64 age group - workers 15-24 and 25-34 are below the provincial average for apprenticeship or trades certificates or diplomas, suggesting a need for more trades training targeted at young workers.
 - approximately half as many individuals in all age groups have university level education compared with provincial levels.

Initiatives and Supportive Actions to Continue	
Strategic plans and collaborative action	<ul style="list-style-type: none"> • City, Chamber of Commerce and RAA are promoting the City as a place to live or establish a business. • The WorkBC Employment Services Centre has established a Labour Market Committee (employers, agencies, and training organizations) to focus on labour market issues and solutions, especially related to the seasonal labour force. • A partnership between Okanagan College, Thompson Rivers University (TRU) and the City has been established to develop the expansion of TRU’s Adventure Tourism Course to Revelstoke. Enrolment is projected to begin in September 2014. • Community/District Literacy Plan (updated annually) is implemented by the Literacy Action Committee, the advisory body for the Columbia Basin Alliance for Literacy, the Okanagan College volunteer adult literacy tutoring program, the English as a Second Language Settlement Assistance program (ELSAP). • A variety of community collaborations actively address identified training and employment barriers (e.g. affordable housing, child care) for local workers, being mindful of the potential differences in barriers for young workers (under 30 years).
Specific tools or programs	<ul style="list-style-type: none"> • The Revelstoke WorkBC Employment Services Centre provides a variety of employment support services, including job postings, employment coaching and support for workers with multi-barriers and for immigrants and temporary foreign workers. • Community Futures provides self-employment support. • The Chamber of Commerce works with businesses on resolving local workforce related issues. • Okanagan College, with input from the Revelstoke Advisory Committee, provides a variety of training, trades and education programs as well as educational programs to reduce barriers to employment (e.g. Experience Works, Youth Skills Link); programs are limited by the small community population, requiring base funded, subsidized, or innovative programming in addition to cost-recovery programming. • Larger employers, including RMR, CPR and the forest sector, seek to maximize

	<p>employment of local residents.</p> <ul style="list-style-type: none"> • Businesses are attracting both temporary and permanent labour from international sources. • A “Welcome Guide”, translated in multiple languages, is available on-line.
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Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Expedite the involvement of youth (14- 29 year olds) in local employment (e.g. via job mentoring, co-op programs apprenticeships, food security businesses), particularly by identifying and actively addressing employment barriers – see Youth Action Plan	Very High	x	x	YAC WorkBC SD19 City CED
2. Explore options to increase household incomes (i.e. living wage) to address affordability issues.	Very high	x		SDC CoC Employers

Workforce [All Actions]				
Plan Year Page	All Actions	Priority	Leader	Cost/Funding
Objective: Community organizations work together on an ongoing basis to meet the needs of local employers and workers.				
CDAP 2007	1. Explore options to increase household incomes (i.e. living wage) to address affordability issues.	AP – Very High	CoC City CED City	Low
CDAP 2007	2. Work with RMR to maximize employment opportunities for local residents		City CED, RESC	Lowest
CDAP 2007	3. Support initiatives that make new and existing businesses more viable and to continue to provide employment		City CoC City CED	Low
CDAP 2007	4. Encourage and support the creation of year-round employment throughout the community		City CED CoC City	Low
CDAP 2007	5. Work with the City, the development community and RCHS to address affordable housing needs		City RCHS	Highest
CDAP 2007	6. Support employers in recruiting and retaining workers		WBC CoC City CED	Low

Workforce [All Actions]

Plan Year Page	All Actions	Priority	Leader	Cost/Funding
	7. Expand linkage with cooperative work/learning programs at educational institutions		OC CoC	Low
CDAP 2007	8. Encourage older workers to extend their working lives		WBC OC	Medium

Objective: Provide supports for residents to reduce their employment barriers so they are able to join the workforce and earn an adequate income.

	9. Expedite the involvement of youth (14- 29 year olds) in local employment (e.g. via coop programs) – see Youth Action Plan <ul style="list-style-type: none"> • job mentoring • apprenticeship • food security business opportunities 	AP – Very High	TIC WorkBC SD19 City CED	
	10. Actively address identified barriers for young workers (under 30 years)		YAC WorkBC CoC City CED	
	11. Encourage employers to adopt flexible working arrangements, job sharing and unpaid leaves of absence for family and other reasons		CoC EDC CFDC	

See Community Capacity and Responsive, Caring Services sections for actions to address identified barriers for local workers (i.e. substance abuse, affordable housing, transportation, literacy).

Objective: Expand supports for newcomers and immigrants to Revelstoke.

	12. Celebrate the achievements of immigrant business owners and workers		CoC	
CDAP 2007	13. Develop a website for newcomers accessible in multiple languages and ensure it is linked to the City of Revelstoke website		City City CED OC	Medium
CDAP 2007	14. Establish and maintain links with regional immigration settlement services		City CED WorkBC City OC	Low
CDAP 2007	15. Designate a community contact for immigration information for employers and potential new workers		City CED WorkBC CoC	Lowest

7.3 Retail/services

Integrating Goal: Strengthen retail opportunities and activities

What We Know About our Community

- 1,050 workers were employed in the sales and service sector according to the 2006 census (most recent available information). Approximately half are part-time or seasonal workers.
- Although the largest employment sector in the community, lower wages and intermittent work leads to a lower contribution to community income.
- The retail sector ranked fifth and services ranked seventh most important for development in the 2012 community survey. Environmental services were ranked eighth in the 2012 survey.
- There are three distinct commercial areas: the downtown core and its vicinity where most activity is currently concentrated, the 'gateway' area situated along the Trans Canada Highway (TCH) at the western entrance, and the industrial park near the eastern access. The resort development at Mount McKenzie will create a fourth area. The need to create balance amongst commercial areas has been recognized.
- 78% of local residents indicated in a retail survey in 2006 that they shop out of town once per month or more. Reasons given were: items not available in town, price, selection, and part of a trip away.

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> • Chamber of Commerce and the Revelstoke and Area CED Department provide support to the retail sector. • A comprehensive retail strategy was completed in 2006.
Specific tools or programs	<ul style="list-style-type: none"> • Chamber of Commerce and the City encourage businesses to remain open later in the day, especially during peak seasons.

Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Prioritize and designate responsibility for the recommendations included in the Retail Strategy (2006).	Very high	x	x	City CED CoC

Retail Services [All Actions]

Plan Year Plan	All Actions	Priority	Leader	Cost/Funding
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Objective: Build community and visitor support for the local retail sector.

Retail Services [All Actions]

Plan Year Plan	All Actions	Priority	Leader	Cost/Funding
	1. Prioritize and designate responsibility for the recommendations included in the Retail Strategy (2006).	AP – Very High	City CED CoC	
	2. Establish an ongoing “buy local” campaign.		CoC	
	3. Identify & promote retail business opportunities that are currently un-serviced or underserved		EDC CoC	

7.4 Forest Sector

Integrating Goal: Retain a strong forest sector by continuing to implement safe, sustainable forest practices and explore opportunities to add value to products

What We Know About our Community

- Forestry and wood manufacturing is the largest industrial sector employer with 450 workers.
- Downie Timber is the main wood manufacturer and employer with both a sawmill and value-added processing plant, Selkirk Cedar. A number of smaller sawmilling operators, a pole plant operator, cedar shake/shingle cutters and independent logging, hauling, road building, forest management services and silviculture contractors operate in the community.
- In 1993, the City of Revelstoke, in partnership with three local sawmills, formed the Revelstoke Community Forest Corporation and took responsibility for managing a Tree Farm License on public land, a unique entity in the province.
- The sector has weathered several international marketplace challenges in recent years, with the high Canadian dollar and a drop in housing starts as the most recent issues. Continuing local challenges are managing habitat for threatened mountain caribou and disposing of wood waste.
- In the 2012 community survey value-added forestry was ranked as the third most important economic sector, up from seventh in 2007¹. Only 21% of respondents ranked value-added wood manufacturing as an important economic activity needing attention, down from 40% in 2007.
- 43% of respondents to the 2012 community survey flagged sustainable forestry practices as one of the most important environmental factors needing attention - the 4th highest priority, which is very similar to the 2007 survey.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • Revelstoke Community Forest Corporation established as a City-owned business in partnership with Industry. • The Revelstoke Forest Workers Society maintains open communication between the forest sector, community and government and supports high quality training
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¹ NOTE: in 2007 the category was labelled “Forestry” rather than “Value-Added Forestry”

	<p>for local forest workers.</p> <ul style="list-style-type: none"> • City Wood First policy and local wood products brochure developed with input from the Forest Workers Society • Mountain caribou recovery planning lead by the Ministry of Forests, Lands and Natural Resource Operations (MFLNRO), with participation of the industry and the City • High wildfire preparedness through cooperation amongst the City, BC Wildfire Protection, Parks Canada and the industry • Forestry road infrastructure and use designed by industry and MFLNRO for extreme weather events including increased avalanche occurrence and heavy rainfall events.
Specific tools or programs	<ul style="list-style-type: none"> • Independent third party certification of forest practices by industry. • Ongoing focus on worker safety with low accident levels for local workers.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Investigate ways to use more of the wood by-product from the Downie Timber/Selkirk Cedar operations for additional heat or energy production.	Very high	x		Downie Timber Ltd.

Forest Sector [All Actions]				
Plan Year Page	All Actions	Priority	Leader	Cost/Funding
Objective: Expand utilization of local timber volumes and products.				
CDAP 2007	1. Investigate ways to use more of the wood by-product from the Downie mill for additional heat or energy production.	AP - Very High	Downie City RCEC	
CDAP 2007	2. Promote the use of local wood products in local construction projects		Industry City CoC	Lowest
	3. Explore opportunities to expand value-added wood manufacturing		City CED	Lowest
	4. Explore opportunities to use hemlock and other under-utilized materials to greater economic advantage.		City CED Industry	Medium

7.5 Tourism

Integrating Goal: Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation

What We Know About our Community

- The natural environment, summer and winter recreational activities, area history and heritage, and location on the TCH next to two National Parks provide opportunities for a significant and growing tourism sector. Sports events, music and cultural festivals, and four museums augment outdoor recreation activities.
- In 2012 there were approximately 2,800 beds for travelers in motels and hotels, plus estimate of 50 beds in cabins, B and B's and small Inns. That total includes 222 hotel rooms and approximately 690 beds at RMR.
- In 2006 (most recent information available), 540 people were employed in accommodation and food services, and 135 in arts, entertainment and recreation. Note that these totals do not include part time or seasonal workers who do not have Revelstoke as their permanent address
- Income from the tourism sector is quite low relative to other sectors, compared to the level of employment because many tourism jobs are entry level, part-time and/or seasonal, with relatively low wage rates. These positions do create opportunities for youth and second household incomes.
- The tourism sector continues to grow, with hotel and motel room tax revenues more than doubling between 2001 and 2010.
- The RMR development will lead further expansion in this sector over time.
- Respondents to the 2012 community survey ranked this sector as the highest priority for development. In 2007 it ranked second.

Initiatives and Supportive Actions to Continue

<p>Strategic plans and collaborative action</p>	<ul style="list-style-type: none"> • Revelstoke is promoted globally by RMR, RAA, Chamber of Commerce, and the City CED Department through several websites, brochures and other marketing strategies, using the “Close to Heaven, Down to Earth” marketing theme. Revelstoke is profiled as a festivals and events destination. • Since 1997, the City has maintained a tourism development strategy, implemented by a tourism development coordinator in partnership with the Chamber of Commerce. • The City implements the Resort Municipality Initiative Funding Program. • A new Visitor’s Information Centre will also house the Business Centre bringing all these services together under one roof.
<p>Specific tools or programs</p>	<ul style="list-style-type: none"> • Promotion of Revelstoke through RMR with the Freeskiing World Tour, magazine and newspaper articles and ads, and through RMR’s website. • Revelstoke has been used as a set for movies with an international market. • Two National Parks attract international visitors and are connected to the community through Parks promotion and websites. • Private sector owns and operates tourism businesses.

	<ul style="list-style-type: none"> • Businesses, the RAA and the Chamber of Commerce focus on improving the quality of tourist accommodations and services. • The City maintains and continues to work on improving basic infrastructure (roads, sewer, water, community facilities). • A new visitor’s information center is being developed.
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Moving Forward on Sustainability [Highest Priority Actions]

Priority Actions	Short term	Mid term	Long term	Leader
1. Improve the coordination of both destination tourism and economic development related marketing.	Very high			City CED RAA CoC RMR
2. Improve marketing of general recreation such as biking, water/paddling, rock climbing, hiking, etc. for summer and shoulder seasons, as well as the whole range of opportunities available in Revelstoke e.g., recreation center, restaurants etc.	Very high			CoC
3. Consider the opportunity of historic Mountain View School as arts center and conference center, and/or a condo conversion	Very high	x		City CED City PRC
4. Encourage more soft “age appropriate” tourism experiences to tap older market (e.g., horseback riding, bike rental, beginner and intermediate ski terrain.)	High	x	x	CoC
5. Work with accommodation providers and other service providers to develop incentive travel packages and conference opportunities in the “shoulder seasons.”	High	x	x	CoC
6. Develop improved boating facilities such as docks or a marina to accompany the boat ramp on Lake Revelstoke and improvements to the boat ramp at Shelter Bay.	Med-high	x	x	City
7. Provide free wireless access in the downtown area and at all community facilities.	Med-high	x		City CED
8. Develop a more united vision of the resort, and tourism as a priority within a diversified economy.	Med-high	x		City CED

NOTE: For trail development and eastern highway access improvement see: Transportation in Resilient Infrastructure Section

NOTE: For skateboard park development see: Recreation in the Responsive, Caring Social Systems Section

Tourism [All Actions]

Plan Year Plan	All Actions	Priority	Leader	Cost/Funding
Objective: Maintain and expand marketing and promotion activities.				
CDAP 2007	1. "Improve the coordination of both destination tourism and economic development related marketing."	AP Very High	City CED RAA CoC RMR	
	2. Improve marketing of general recreation such as biking, water/paddling, rock climbing, hiking etc. for summer and shoulder seasons, as well as the whole range of opportunities available in Revelstoke e.g., recreation center, restaurants etc.	AP – Very High	City CED RAA CoC	
	3. Develop a more united vision of the resort, and tourism as a priority within a diversified economy.	AP – Med High	City CED	
	4. Identify the affluent visitors who are here for the winter season and market Revelstoke investment opportunities to them		CoC RMR	
	5. Work with accommodation and service providers and other tourism oriented web sites and owners, and tourists, to develop a better understanding of Revelstoke visitors, how they found out about Revelstoke and how they got here. There could be much improved "mining" of web sites. Priority should be for an on-line strategy, and more formal information sharing		CoC RAA	
	6. Focus on high value international and domestic tourism. Consider marketing to Asia as a new market		CoC RMR	
	7. Develop an information brochure/smart phone app for travelers on what to do in the event of a highway closure and distribute through traffic control flaggers, on line and the Drive BC link. Develop an "Avalanche and Slide" discount program with local businesses		CoC EDC	
CDAP 2007	8. Maintain communication between the tourism industry and the community		CoC	High
CDAP 2007	9. Update the conference package & actively market the community as a conference location		CF CoC City CED	Lowest
	10. Develop an ambassador program to link long-term residents with possible newcomers and with seasonal workers		CoC	
CDAP	11. Comprehensive review of all directional and way-		City CED	Medium

Tourism [All Actions]

Plan Year Plan	All Actions	Priority	Leader	Cost/Funding
2007	finding signage in and around Revelstoke including highway sign with international activity symbols and event info, without increasing the number of signs		City Plan CoC MOT	
Objective: Expand/improve community-wide tourism infrastructure				
NOTE: See also Resilient Infrastructure Integrating Strategy				
	12. Consider the opportunity of Mountain View School as arts center and conference center, and/or condo conversion	AP – Very high	City CED	
	13. Develop improved boating facilities such as docks or a marina to accompany the boat ramp on Lake Revelstoke and improvements to the boat ramp at Shelter Bay.	AP – Med High	City	
	14. Provide free wireless access in the downtown area and at all community facilities.	AP – Med High	City CED	
	15. Turn three blocks of Mackenzie Street into a pedestrian mall		City	
	16. Through UBCM, encourage the province to review and update current liquor laws and taxes to make them consistent with other provinces and adjacent northern US States.		City	
	17. Develop a snowmobile Welcoming Centre with related services, possibly including a new facility and accommodations		EDC RSC CoC	
CDAP 2007	18. Upgrade the Community Centre to better serve as a conference centre		City	High
CDAP 2007	19. Complete the river trail system from the TCH Bridge to Centennial ball fields. Examine alternate routes including along the banks of the Columbia River, along Front or Third Streets.		City	Low to High
CDAP 2007	20. Explore options to create an adventure centre on TCH as a focus for visitors.		CoC	Highest
	21. Monitor and advocate for maintaining accessibility to the back country (e.g., logging roads) and that any restrictions are appropriate (e.g., protected areas)		CoC City CED	
	22. Assess the opportunities for expanded mountain adventure businesses		EDC	

Tourism [All Actions]

Plan Year Plan	All Actions	Priority	Leader	Cost/Funding
Objective: Increase shoulder season visitation				
	23. Encourage more soft “age appropriate” tourism experiences to tap older market (e.g., horseback riding, bike rental, beginner and intermediate ski terrain.)	AP – High	CoC	
	24. Work with accommodation providers and other service providers to develop incentive travel packages and conference opportunities in the “shoulder seasons.”	AP – High	CoC	
	25. Develop a better understanding of current role of and future opportunities for arts and culture in the local economy and in the community and for tourism. Some possibilities suggested include “Sundance North”.		EDC CoC City PRC RAC	
CDAP 2007	26. Open national & provincial park sites earlier in the year/later in the fall		City	
	27. Focus on starting a new outdoor event(s), e.g. some kind of “athlon” race.		CoC EDC RAA RMR	
Objective: Develop tourism opportunities on Westside Road and on Lake Revelstoke				
CDAP 2007	28. Maintain and/or improve communications with provincial agencies		CoC EDC City	Lowest
CDAP 2007	29. Refine OCP and zoning bylaw to permit tourism uses		City Plan	Lowest

7.6 Out-of-town transportation

Integrating Goal: Strengthen highway, rail, and air transport links between Revelstoke and destinations beyond to improve the safety, reliability and cost of transportation to Revelstoke

What We Know About our Community

- The TCH and Highway 23 South provide east-west and north-south access. Both roads experience occasional closures during winter and spring months for avalanche control, avalanches and mud slides.
 - Parks Canada reports that closures of TCH and the CPR line for avalanche control between Revelstoke & Golden for Glacier National Park 37 times (77.5 hrs total) in 2008/09, 37 times (52 hrs total) in 2009/10, 73 times (128 hrs total) in 2010/11, and 131 times (211.5 hrs total) in 2011/12.² The average amount and time of annual closures is 54 times for an average of 102 hrs. per season. The closures are primarily less than 2 hrs (77%), 2-4 hrs (15%), 4-12 hrs (6%), 12-24 hrs (1%) and 24+ hrs (0.5%).³
 - Ministry of Transportation and Infrastructure (MOTI) reports that winter highway closures from 2006-2011 averaged 38.5 hrs for west of Revelstoke and 73.3 hrs from Revelstoke to Golden. Summer highway closures from 2006-2011 averaged 7.3 hrs for west of Revelstoke and 8.2 hrs from Revelstoke to Golden.⁴
- There is a high incidence of motor vehicle accidents on the TCH in both summer and winter seasons. The RCMP report that they attended 192 motor vehicle accidents outside of town in 2008, 157 in 2009, 154 in 2010, and 125 in 2011.
- The main line of the Canadian Pacific Railway (CPR) runs through the centre of the community but is not available for passenger service.
- Greyhound bus, charter bus and freight services are available.
- The Revelstoke Connection Ski shuttle bus operates between Revelstoke and the Kelowna airport. The shuttle operates a 15-passenger van and a 20-passenger bus, with 4 return trips daily from December until the resort closes, though minimum numbers apply.
- A full service airport is owned and operated by the Columbia Shuswap Regional District (CSRD). There is no scheduled commercial passenger or freight airline service to Revelstoke.
- Maintenance of out-of-town roads is the responsibility of a private company under contract with the provincial government.

Initiatives and Supportive Actions to Continue

Strategic plans and collaborative action	<ul style="list-style-type: none"> • CSRD has developed a 5 year capital plan and is developing a 10 year airport management plan to accommodate additional use, in cooperation with the City and users. • Revelstoke for a Safe TCH, the City and other organizations continue to lobby
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² The higher incidence of closures in the 2010/11 and 2011/12 seasons are results of higher snowfall years, and closures used to register the new avalanche control gun. In 2010/11 the highway was closed for 21.75 hrs. for gun registration and 107 hrs. for avalanche control. In 2011/12 the highway was closed 60.5 hrs. for gun registration and 151 hrs. for avalanche control.

³ It should be noted that these numbers do not include closures for accidents or other weather/maintenance events. Only avalanche closures are included.

⁴ MOT closure information 2006-2011

	<p>federal and provincial government to reduce safety hazards on TCH.</p> <ul style="list-style-type: none"> • MOTI and Parks Canada continue to develop improved avalanche control and innovative snow removal and avalanche control practices.
Specific tools or programs	<ul style="list-style-type: none"> • A private shuttle bus operates between Revelstoke and the Kelowna airport. • RCMP enhanced policing at high accident locations. • The wheelchair accessible Health Connections bus travels to Kamloops and Kelowna on Tuesdays and Wednesdays. It is used primarily for out of town medical appointments. • The Seniors Association host a Volunteer Transportation Program in which volunteer drivers provide transportation to and from out-of-town medical appointments for those who have no other options.

Moving Forward on Sustainability [Highest Priority Actions]				
Priority Actions	Short term	Mid term	Long term	Leader
1. Work with transportation service providers to strengthen ground transport shuttles from Kelowna and Calgary airports	High	x		City CED
2. Work with a new air service provider, the CSRD and Transport Canada to develop the necessary airport improvements to provide scheduled services	Med-high	x		City CED
3. Explore the need and options for public or private regional ground transportation systems to Vernon, Kelowna, and Golden.	Med-High	x		City CED
4. Advocate for improved information and communication regarding road conditions with Drive BC	Med-high			CoC

Out-of-Town Transportation [All Actions]				
Plan Year Page	All Actions	Priority	Leader	Cost/Funding
Objective: Improve ground transportation services				
	1. Work with transportation service providers to strengthen ground transport shuttles from Kelowna and Calgary airports	AP – High	City CED	
	2. Explore the need and options for public or private regional transportation systems to Vernon, Kelowna, and Golden.	AP – Med high	City CED	
Objective: Improve the safety and accessibility of the highway system serving the community to reduce the number of accidents and the number of road closures.				

Out-of-Town Transportation [All Actions]

Plan Year Page	All Actions	Priority	Leader	Cost/Funding
	3. Advocate for improved information and communication regarding road conditions with Drive BC	AP – Med high	CoC City	
	4. Advocate for improved avalanche control and innovative snow removal and avalanche control practices		MOTI	Highest
CDAP 2007	5. Lobby federal and provincial government to reduce safety hazards and recurring road closures on the TCH		Citizens for a Safe TCH City CoC	Low
CDAP 2007	6. Advocate for enhanced policing at high accident locations		CoC City RCMP	Low
Objective: Promote scheduled air services and implement related feasible and appropriate airport development, recognizing the terrain and weather limitations of this area.				
	7. Work with a new air service provider, the CSRD and Transport Canada to develop the necessary airport improvements to provide scheduled services	AP – Med-high	City CED	
	8. Work with RMR, accommodation providers and tourism businesses to attract a scheduled air service provider		CSRD EDC CoC RAA RMR	
Objective: Promote passenger rail transport when feasible.				
	9. Pursue Revelstoke as a stop for the Rocky Mountaineer, and if successful, develop the necessary infrastructure to support that service		EDC CoC	
Objective: Maintain the existing rail system and business in the community				
CDAP 2007	10. Maintain communication links between CPR, the City and Chamber of Commerce		CPR City CoC	Lowest

Abbreviations

AP	ICSP Action Plan
CBT	Columbia Basin Trust
CF	City Finance Department
CFDC	Revelstoke Community Futures Development Corporation
City	City of Revelstoke
City CED	City Community Economic Development Department
City Plan	City Planning Department
City PRC	City Department of Parks, Recreation and Culture
CoC	Revelstoke Chamber of Commerce
CPR	Canadian Pacific Railway
CSRD	Columbia Shuswap Regional District
EDC	Economic Development Commission
MOTI	Ministry of Transportation & Infrastructure
OC	Okanagan College
RAA	Revelstoke Accommodation Association
RAC	Revelstoke Arts Council
RCEC	Revelstoke Community Energy Corporation
RCHS	Revelstoke Community Housing Society
RCMP	Royal Canadian Mounted Police
RMR	Revelstoke Mountain Resort
RSA	Revelstoke Seniors Association
RSC	Revelstoke Snowmobile Club
SD19	School District 19 (Revelstoke)
SDC	Social Development Committee
TCH	Trans-Canada Highway
WorkBC	Work BC Employment Services
YAC	Youth Advisory Committee

Cost Categories

\$0 - \$999	Lowest
\$1,000 - \$9,999	Low
\$10,000- \$49,999	Medium
\$50,000 – \$99,999	High
> \$100,000	Highest