

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.

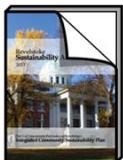
Part I summarizes the main points of the plan and will require infrequent updating.



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.

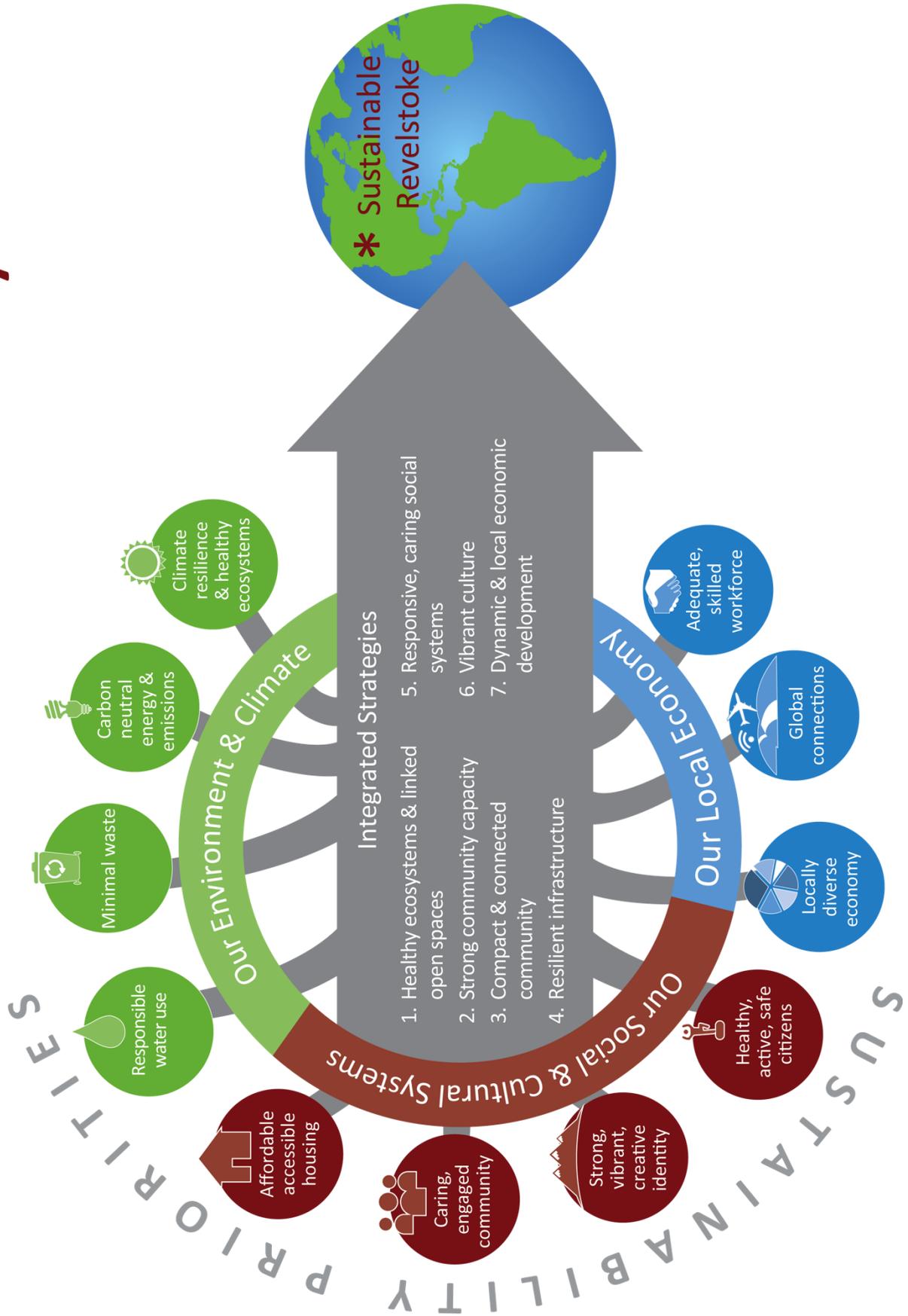
A sustainable society depends upon the achievement of four conditions – not as isolated priorities, but as interconnected essentials:

- 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

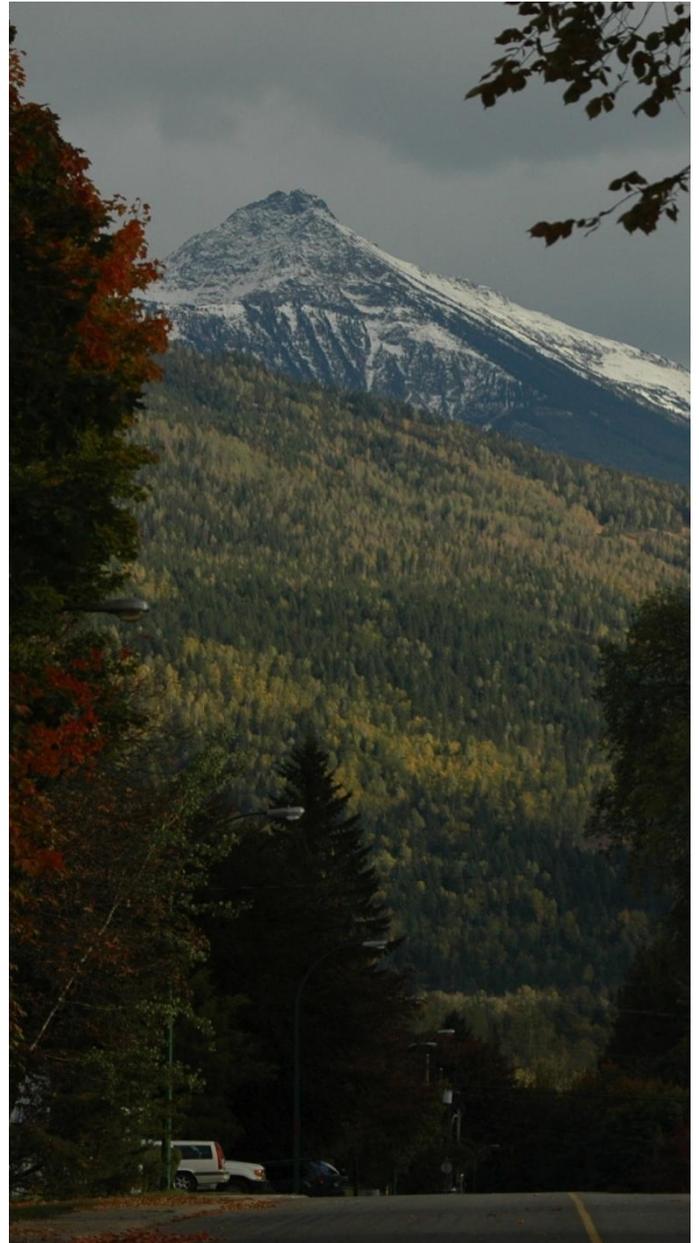
Perhaps the greatest challenge to achieving community sustainability is implementing innovative, cross-cutting actions through collaborative and sustained efforts. Revelstoke has a long history of taking collaborative, local, innovative actions to improve the community. This community capacity will need 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	
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 • 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

	<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

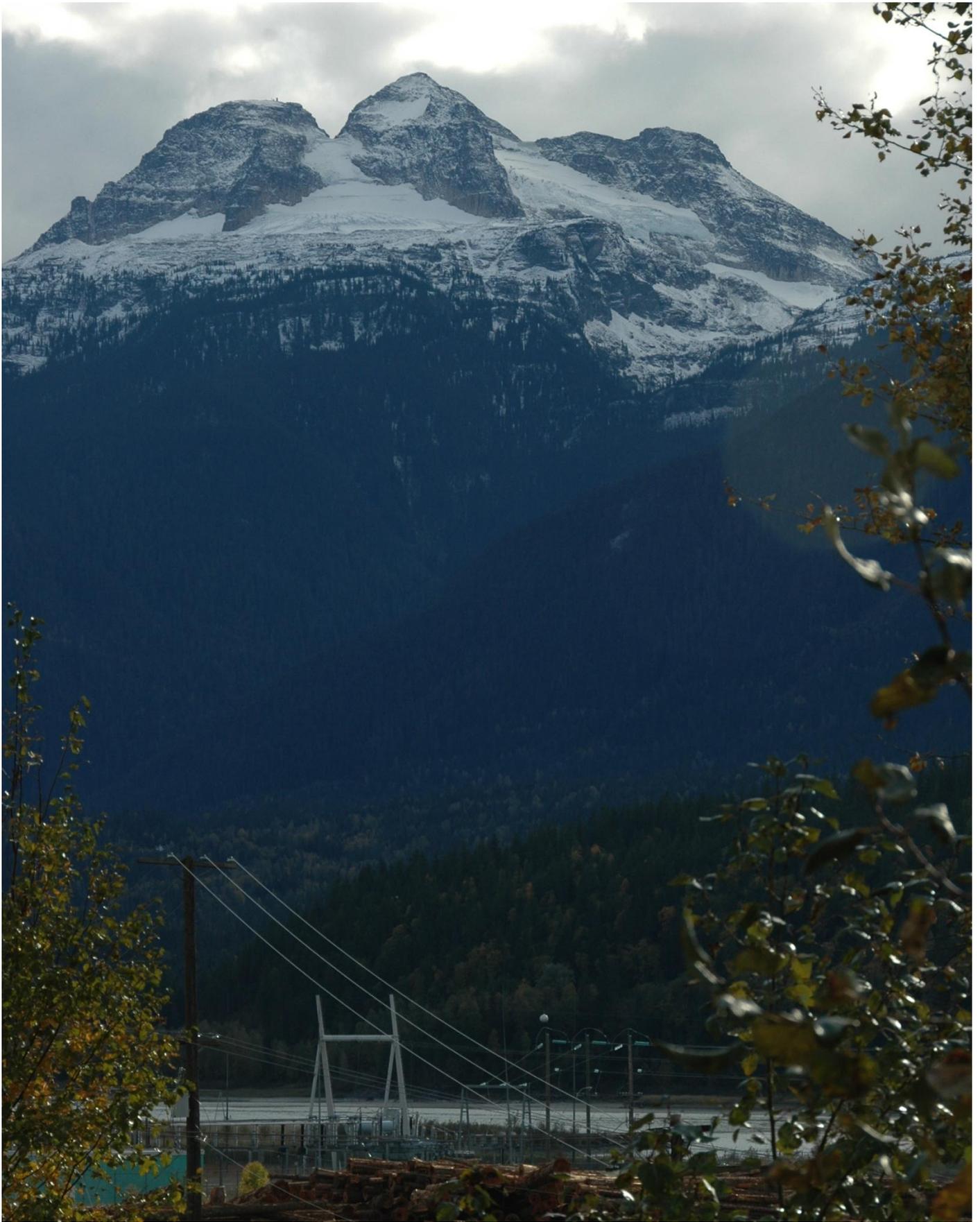
Strategic plans and collaborative action	<ul style="list-style-type: none"> Official Community Plan amendments that included community emission reduction target of 6% by 2020 based on 2007 levels. Corporate Energy and Greenhouse Gas Emission Inventory and Reduction Strategy (2011) being implemented by 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. CSRSD 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 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

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 (1995)</i>. 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