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# Revelstoke and Area Community Development Action Plan

**September, 2007**

**Prepared for:**

City of Revelstoke  
Columbia Shuswap Regional District

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*Cindy Pearce and Jill Zacharias*

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Jennifer Gorman, Citizen  
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## Revelstoke and Area Community Development 2007 Action Plan Summary

### Background

Creating a Community Development Action Plan is a process where community members come together to decide how to address community issues and take advantage of opportunities. This plan is for the area within the municipal boundaries of the City of Revelstoke as well as the rural areas surrounding the City. **This is not a plan for City and Columbia Shuswap Regional District (CSRD) operations only – it is a community plan that provides guidance to citizens, community organizations and federal and provincial agencies, as well as the City and the Regional District.**

Our community has a long history of community planning. Initially focused on economic development, the focus has shifted to include social, environmental and cultural dimensions of community life. This is the first plan that spans the economic, environmental, social and cultural dimensions of Revelstoke and area. It is grounded in the 1994 Community Vision Statement and compiles the 20 strategic plans and impact assessments that have been prepared for specific aspects of the community since the 2001 Action Plan was completed (see Appendix 1). Priorities are based on responses to a community survey and input from individuals and community organizations at a number of discussion forums.

### Context

While this Action Plan was being prepared, the long awaited development of the Mount MacKenzie ski area became a reality. It now appears that the resort will develop quickly over a number of years. However, the exact implications for community life, and community priorities remain hazy. Both the City and the CSRD have embarked on Official Community Planning processes which may significantly shift community directions and priorities. At the same time, the community must learn to adjust to a warming climate. Given the rapid rate of change, the term for this plan is three years, not five years as for past plans.

### Community Goals

Twenty eight community goals were compiled from the existing strategy reports. These community goals are broad directions for closing the gap between where the community is now, and where we want to be in the long-term. An analysis of the interactions between these goals revealed that the majority have no interaction and therefore no impact on one another. Most of the remaining goals are either very complimentary or somewhat complimentary to one another. A small number, housing and transportation particularly, have potential for uncomplimentary interactions, but even these can be avoided with adequate planning and education. Community goals are listed in the tables at the end of this summary.

### Achieving Community Goals

Transforming strategic plans into action to achieve community goals is the challenge of community development. In a community the size of Revelstoke, partnerships, communication and cooperation between the municipality, government agencies, community organizations, the private sector and volunteers are essential to achieve the greatest outcomes efficiently.

Compared to other similar-sized BC communities, community capacity is relatively rich in Revelstoke, an attribute the community has worked hard to create. However, there are striking differences between the sectors and their capacity to take action collectively. The community has an admirable history of working together to address economic development priorities. Unfortunately this is not the case with social, environmental and cultural priorities. Citizens have called on the municipality to hire staff to coordinate each of these sectors to expedite action. As this is not currently feasible, an alternative model is suggested.

It is recommended that the City adopt an organizational structure with one Department (possibly titled Community Development, Community Actions or Community Life Department) responsible for community development activities across all sectors, with strong linkages to other City departments so integration of community action planning and implementation can occur on a day-to-day basis. It is expected that more than one staff as well as adequate project funds will be required. The roles of this department would be to:



- provide staff support to the Economic and Cultural/Social Committees of Council,
- convene and act on directions of the existing Economic Development Commission, a new Social Action Council and a new Environmental Action Network, and support these groups to create new Community Development Action Plans roughly every three years,
- attend Arts Council meetings and provide support as feasible including assistance with priority actions and facilitating cultural sector involvement in creating new Community Development Action Plans,
- liaise with Planning, Public Works and Parks/Recreation departments to craft community strategic plans ,
- monitor progress on implementing Community Development Action Plans including collecting information and reporting on indicators,
- facilitate and when appropriate initiate action on priority tasks within Action Plans when governments and community organizations do not take leadership, and
- host an annual plan review and update.

### **Defining Priorities**

Objectives, possible and priority actions and community leadership organizations for most actions are identified for each of the goals. Priorities have been determined through the community survey responses and discussion forums. For most of the highest and high priorities, community organizations have offered to take leadership. The tables at the end of this summary list the goals and the high and highest priority actions.

### **Indicators**

Monitoring progress on achievement of goals is an essential task in the implementation of any plan. This is accomplished by defining indicators – information that tells us whether we are moving towards or away from the goal. Defining indicators is a relatively new tool in community development. It requires a commitment of resources and attention to detail over time to yield fruitful results.

A preliminary listing of indicators for each community goal has been compiled. The relevant components of this list should be reviewed with the Economic Development Commission, the recommended Social Action Council, the recommended Environmental Action Network and the Arts Council, as well as committees which specific knowledge such as for Affordable Housing, Health Services and Air Quality to confirm the highest priority indicators and secure commitments to collect and report this information over time.

### **Implementation**

Any plan, and particularly a plan such as this which spans the entire community during times of change, should be considered a 'living document' which is updated and refined as new information becomes available and as conditions change. The recommendations below recognize the need to revisit this Action Plan frequently to incorporate new information and priorities:

1. Plan refinement and updating – There is less detail and somewhat dated actions for sectors where recent plans have not been prepared, particularly some segments of the social sector and the environmental topics, where the 2003 Environmental Strategy has not been updated. Further consultation and refinement of these sections with the recommended Social Action Council and Environmental Action Network is advised. A master copy of the plan should be retained where all revisions and updated information is compiled. Every effort should be made to make sector strategies readily available on the City's website.
2. Indicator monitoring approach - Once the preliminary indicators have been confirmed or revised through the recommendations above, the City will need to document baselines for the final indicators, and develop a monitoring plan which identifies responsibilities, timelines and resources for accessing, storing, reporting and updating indicator information
3. Incorporating 2006 census results and new directions from the new Official Community Plans – The City and CSRD OCPs are scheduled to be completed by the fall of 2008, and the 2006 census information will be available at that time. The Community Portrait and Action Plan should be updated to reflect this new information and any changes in priorities.



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4. Annual updates – The City should continue the past practices of hosting an annual review of the Action Plan to report achievements and invite input to add new actions and reprioritize actions.
5. Facilitate integration of new strategies – The structure and format of new strategies for specific sectors or topics should facilitate integration into the overall Action Plan.

This Action Plan includes a large number of priority actions that are critical if the community is to achieve its vision and goals during the upcoming period of substantial change. By expanding the municipal role to support collective action across all sectors, the City can continue to support community organizations and citizens to create and enjoy the high quality of life that we cherish in Revelstoke.



## 2007 Action Plan Summary Community Goals and Priority Actions

Note: This list contains the high and highest priority actions only. The full report lists all suggested actions.  
 Actions in gray tones are a continuation of ongoing activities.

### Integrating Goals

<b>Housing</b>	<p>GOAL - Increase the availability of affordable, suitable, adequate, safe and environmentally sound housing that enables all citizens to choose to live their entire lives in the community and shelters our workforce.</p> <ul style="list-style-type: none"> <li>• Continue the Affordable Housing Committee and increase the City's capacity to address housing issues.</li> <li>• Expedite expansion of legal secondary suites and detached dwellings.</li> <li>• Establish zoning, land and funding for a mix of affordable housing.</li> <li>• Create a range of affordable housing for a mix of residents, including families and seniors, throughout the community, including rental, subsidized, ownership and employee housing.</li> <li>• Address issues associated with seasonal/part-time homeowners, absentee landlords and housing for short-term workers that may affect the social conditions of neighbourhoods.</li> </ul>
<b>Transportation</b>	<p>IN-TOWN GOALS</p> <ul style="list-style-type: none"> <li>• Create more affordable, accessible transportation alternatives for seniors and citizens living with disabilities or on low incomes.</li> <li>• Maintain safe, efficient, affordable and environmentally sound access throughout the community, including to the south side of the Illecillewaet River and the resort.</li> <li>• Encourage use of alternatives to private automobiles, especially non-motorized transportation, as part of healthy lifestyles, to reduce congestion as the community grows, and reduce greenhouse gas emissions.</li> <li>• Continue the handi-pass program and re-create the Handi-dart service for wheelchair users.</li> <li>• Continue the BC Transit bus service, and expand as demand allows.</li> <li>• Continue to monitor the safety and efficiency of the western City access.</li> <li>• Establish a reliable taxi service.</li> <li>• Complete an assessment to identify accessibility issues for persons with disabilities.</li> <li>• Monitor traffic patterns to identify when improvements are needed to safely access the south side of the Illecillewaet River and the resort.</li> <li>• Promote reduced vehicle use by expanding the bike/walking trails; creating walkable neighbourhoods; promoting transit use, the car share co-op and carpooling; and initiating a commuter challenge.</li> </ul> <p>OUT-OF-TOWN GOAL - Enhance existing highway, railway and air transportation options to improve the safety, reliability and cost of transportation to Revelstoke.</p> <ul style="list-style-type: none"> <li>• Continue to support innovative snow removal and avalanche control practices on local highways, enhanced policing at high accident locations and lobbying to reduce safety hazards on Highway 1.</li> <li>• Continue communications with CPR and explore rail passenger options.</li> <li>• Continue airport operations, with plans to expand as demand requires.</li> </ul>



<p><b>Workforce and adult learning</b></p>	<p>WORKFORCE GOAL - Alleviate workforce shortages by collective actions focused on employment of local residents, particularly by reducing the barriers faced by youth, women and the working poor and by attracting new residents to fill jobs that cannot be filled by residents.</p> <ul style="list-style-type: none"> <li>• Continue the employment supports in the community.</li> <li>• Create a workforce partnership with community groups involved in business, employment and training and major employers to prepare a workforce strategy.</li> <li>• Reduce barriers for local workers seeking employment (e.g. affordable housing, training, transportation, child care, substance abuse, literacy).</li> <li>• Increase employment of people with disabilities.</li> <li>• Attract and retain workers from other provinces and countries to fill gaps that cannot be filled by local workers.</li> </ul> <p>ADULT LEARNING GOAL - Strengthen the adult education system to support local residents to access available employment and support continuous learning.</p> <ul style="list-style-type: none"> <li>• Continue the local trades training opportunities, expand to provide introductory construction labourer training and advocate for reasonable trades training entrance criteria.</li> <li>• Continue community partnerships to maintain and expand learning opportunities, including responding to changing needs.</li> <li>• Expand literacy and numeracy learning opportunities.</li> <li>• Reduce barriers to training (e.g. transportation, child care, funding).</li> </ul>
<p><b>Child and Youth Learning</b></p>	<p>GOAL - Support the current high quality formal education for children and youth, and provide informal learning opportunities.</p> <ul style="list-style-type: none"> <li>• Continue the early childhood development and early literacy strategies and activities, bullying prevention program, programs leading to improvements in academic and social results, opportunities for youth and seniors to learn together, age appropriate sex education, and the Screen Smart program.</li> <li>• Complete the evaluation of elementary school consolidation options, implement decisions and explore community opportunities for use of surplus facilities.</li> </ul>
<p><b>Drinking Water and Food Security</b></p>	<p>DRINKING WATER GOAL - Maintain safe and secure sources of drinking water for all residents of the City of Revelstoke and area.</p> <ul style="list-style-type: none"> <li>• Protect Greeley and Dolan Creek watersheds.</li> <li>• Provide public education on protecting wells and surface water sources.</li> </ul> <p>FOOD SECURITY GOAL - Community members are aware of food security issues.</p> <ul style="list-style-type: none"> <li>• Develop and implement a long-term plan.</li> </ul>
<p><b>Community Character and Sense of Belonging</b></p>	<p>COMMUNITY CHARACTER GOAL - Retain the friendly, beautiful, safe, clean small-town community character in this historic mountain setting where a diverse mix of people live as respectful neighbours enjoying a high quality of life.</p> <ul style="list-style-type: none"> <li>• Citizens continue to welcome new neighbours, informing them about community norms.</li> <li>• Zoning limits vacation rental properties within residential neighbourhoods.</li> <li>• Community Handbook/Directory is completed and updated as needed.</li> </ul> <p>SENSE OF BELONGING GOAL - Continue the high level of participation, volunteerism and involvement of citizens in community activities and decisions, which leads to the current high sense of belonging.</p> <ul style="list-style-type: none"> <li>• Continue the City services website survey, seeking community input on strategic and development plans and the Volunteer Revelstoke Group (consider establishing a volunteer coordinator/point of contact).</li> </ul>



<p><b>Natural Ecosystems and Sustainable Resource Management</b></p>	<p>GOAL - Continue to be involved in land management processes and decisions for the North Columbia Mountains to retain the biodiversity, connectivity and habitats in the area, while allowing for economic and recreational uses.</p> <ul style="list-style-type: none"> <li>• Continue to implement the Drawdown Zone Management Plan.</li> <li>• Develop and implement a management plan for the Illecillewaet wetlands and other wetlands/riparian habitats within and adjacent to developed areas.</li> <li>• Implement the Columbia River Water Use Plan.</li> <li>• Develop and implement a backcountry recreation plan.</li> <li>• Develop a Sustainable Resource Management Plan for the North Columbia Mountains.</li> </ul>
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## Primarily Economic Goals

<p><b>Community Economy</b></p>	<p>GOAL - Maintain a diverse and strong economy.</p> <ul style="list-style-type: none"> <li>• Continue business supports, ongoing improvements to the City's business and development friendliness and open lines of communication with the largest employers.</li> <li>• Develop an inventory of community members with specific business skills.</li> </ul>
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<p><b>Tourism</b></p>	<p>GOAL - Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation.</p> <p>Marketing and promotion</p> <ul style="list-style-type: none"> <li>• Continue the funding plan for tourism marketing, multi-level winter/summer promotion and packaging (including the shoulder season), communications between the industry and the community, profiling Revelstoke as a festival and events destination, while managing noise pollution, and extended summer business hours.</li> <li>• Explore joint promotion activities with Revelstoke Mountain Resort.</li> <li>• Encourage increased diversity in tourism activities.</li> </ul> <p>Infrastructure</p> <ul style="list-style-type: none"> <li>• Create and implement a tourism infrastructure development strategy for spending the accommodation tax revenues.</li> <li>• Extend Grizzly Plaza.</li> <li>• Expand walking/cycling trails based on a comprehensive plan.</li> <li>• Upgrade the Community Centre to better serve as a conference centre.</li> <li>• Explore opportunities for a multi-purpose facility at Centennial Park.</li> </ul> <p>Westside Road and Lake Revelstoke</p> <ul style="list-style-type: none"> <li>• Maintain communications with provincial agencies.</li> <li>• OCP zoning to permit tourism uses.</li> </ul>
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<p><b>Retail/Services</b></p>	<p>GOAL - Implement the 2006 retail strategy recommendations.</p> <ul style="list-style-type: none"> <li>• Implement the recommendations of the 2006 Retail Strategy.</li> </ul>
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<p><b>Forest Sector</b></p>	<p>GOAL - Retain a strong forest sector by continuing to implement safe, sustainable forest practices and explore opportunities to add value to products.</p> <ul style="list-style-type: none"> <li>• Continue to maintain high attention to safety, to participate in mountain caribou recovery planning, to seek certification of forest practices, to explore opportunities to use hemlock and other under-utilized materials (eg. for bioenergy) and to maintain high wildfire preparedness.</li> <li>• Encourage use of local wood products in local construction projects.</li> <li>• Ensure road infrastructure and use is suitable for extreme weather events.</li> </ul>
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## Primarily Social Goals

<p><b>Safety and Emergency Services</b></p>	<p>GOAL - Improve on the current high sense of safety in the community by continuing to address conditions that lead to violence and crime and providing emergency services and services to support victims.</p> <ul style="list-style-type: none"> <li>• Continue policing, fire protection and search and rescue services to meet existing needs.</li> <li>• Continue counseling services for children and families experiencing violence, victim support services, Women's Shelter and the Community Response Network.</li> <li>• Establish additional fire protection services for the resort area.</li> <li>• Stabilize paramedic staffing and establish a permanent base location.</li> <li>• Monitor population growth and visitor levels, and crime incidents to identify and implement needed service expansion.</li> <li>• Revitalize the emergency preparedness program.</li> <li>• Implement the community wildfire protection plan.</li> <li>• Encourage households to practice emergency preparedness.</li> <li>• Re-establish the dating anti-violence program.</li> </ul>
<p><b>Health and Wellness</b></p>	<p>MEETING BASIC NEEDS GOAL - Increase the wellness and sense of belonging of citizens coping with poverty, mental health challenges or social isolation.</p> <ul style="list-style-type: none"> <li>• Continue the community food bank/garden/kitchen and outreach program, church sponsored soup/lunch programs, Meals on Wheels/Seniors Helping Seniors/Helping Hands programs, programs and services for developmentally disabled citizens, awareness and outreach program for citizens with mental health challenges, hospital-based life-skills worker, free summer entertainment in the plaza .</li> <li>• Expand school breakfast/lunch programs to all schools.</li> <li>• Monitor opportunities to relocate the food bank to a permanent site with universal accessibility, and take action when appropriate.</li> <li>• Provide points of contact for citizen concerns about government services.</li> <li>• Explore ways to offer free entertainment in non-summer seasons.</li> <li>• Develop local collective solutions to meet short-term emergency needs.</li> </ul> <p>HEALTHY LIFESTYLES GOAL - Promote and encourage healthy lifestyles to improve the health of all citizens.</p> <ul style="list-style-type: none"> <li>• Continue the Screen Smart Committee to promote alternative family activities to 'screen time'.</li> <li>• Inform the community about the highest preventable sources of mortality, and prevention options.</li> <li>• Raise the profile and broaden the Community Health Fair.</li> <li>• Limit junk food sales in community and school facilities.</li> </ul>



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<p><b>Health and Wellness</b> (continued)</p>	<p>SUBSTANCE ABUSE GOAL - Recognize substance abuse as a major factor limiting the social and economic life of individuals, families and the community and act collectively to reduce abuse and support treatment.</p> <ul style="list-style-type: none"> <li>• Continue the full-time school based prevention program with expansion to elementary schools, the crystal meth prevention program, drug and alcohol counseling services in the community, advocacy for access to regional detox and treatment services, municipal policy on sales of alcoholic beverages at community events, community based awareness program on affects of alcohol and drugs during pregnancy.</li> <li>• Community-wide communication about substance abuse levels, effects and available treatment.</li> <li>• Inform employers about the local situation and resources available.</li> <li>• Create community events around drug awareness week.</li> <li>• Encourage enhanced policing of drug and alcohol related activities.</li> <li>• Substance abuse related offenders to enter intervention programs and pay fines to local programs.</li> <li>• Information campaign to increase awareness of barriers to access to detox and treatment services.</li> <li>• Hospital staff to be trained to handle detox and mental health patients.</li> <li>• Life skills support to be available for individuals involved in substance abuse counseling.</li> <li>• Tuberculosis test available more frequently to expedite access to regional detox services.</li> <li>• Encourage designated driver system at events.</li> </ul> <p>HEALTH CARE SERVICES GOAL - Encourage enhancement of local health care services and assistance to citizens to access out-of-town care when needed.</p> <ul style="list-style-type: none"> <li>• Maintain the Mayor's Health Services Advisory Committee and the out-of –town medical bus service.</li> <li>• Improve the responsiveness and access to the medical equipment/aids loan cupboard.</li> <li>• Develop a shared understanding of the need for medical services expansion as the resort develops.</li> <li>• Reinforce medi-vac services to ensure teams are available as needed and air transport is facilitated.</li> <li>• Monitor 'no refusal' protocol for hospital transfers.</li> <li>• Clarify the future use of the Moberly Manor building.</li> </ul>
<p><b>Families, Children and Youth</b></p>	<p>GOAL - Continue to demonstrate that our community cares about our children, youth, and families by expanding childcare services and maintaining diverse recreational, cultural, educational and employment opportunities.</p> <ul style="list-style-type: none"> <li>• Continue the Community Child Care Resource and Referral program; existing support services for all families, including recreation, prevention counseling and crisis supports; Youth Program Coordinator and events; S.A.F.E.R. walk-in sexuality clinic.</li> <li>• Encourage a full complement of child care options within the community.</li> <li>• Develop ways to involve teens and youth in community processes.</li> </ul>
<p><b>Seniors</b></p>	<p>GOAL - Support seniors to enjoy a high quality of life within the community.</p> <ul style="list-style-type: none"> <li>• Continue and expand seniors programs and services.</li> <li>• Expand seniors' participation in programs and services.</li> <li>• Provide ongoing learning opportunities about personal safety and avoiding abuse.</li> <li>• Explore options to reduce the cost of lifeline services so more seniors can afford this service.</li> <li>• Develop supports for seniors to purchase medical supplies and services.</li> <li>• Re-establish the fall prevention program.</li> <li>• Expand snow removal, yard and handyman services.</li> <li>• Pharmacist support to help sort out and dispose of old medications.</li> <li>• Expand home care nurse support.</li> <li>• Monitor opportunities to relocate the Seniors Centre.</li> </ul>



<b>Recreation</b>	<p>GOAL - Retain the broad range of recreation opportunities and support accessibility for all citizens.</p> <ul style="list-style-type: none"> <li>• Continue to upgrade community park equipment.</li> <li>• Examine and implement feasible and affordable options to upgrade the Forum rinks and to replace the aging grandstand at Centennial Park.</li> <li>• Develop permanent bocce and lawn bowling facilities.</li> </ul>
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## Primarily arts, culture, heritage goals

<b>Heritage Conservation</b>	<p>GOAL - Showcase and celebrate our rich community heritage by promoting our museums and retaining heritage buildings and natural heritage areas.</p> <ul style="list-style-type: none"> <li>• Continue and expand joint marketing and joint programming to increase awareness and attendance at museums and galleries, and sharing resources and expertise.</li> <li>• Continue the City Heritage Commission and awards.</li> <li>• Develop the Forestry Museum as funds and capacity allow by securing Crown land for an expanded site, rebrand and refocus on interpretation for broader appeal, and acquiring capital development funds to build infrastructure.</li> <li>• Explore heritage conservation area designation for appropriate portions of the community.</li> </ul>
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<b>Arts and Culture</b>	<p>GOAL - Maintain a rich array of cultural activities and establish adequate facilities to present the community's cultural offerings.</p> <ul style="list-style-type: none"> <li>• Continue to support and create cross-community projects where diverse members of the community work side-by-side; continue the Festival and Events Committee.</li> <li>• Develop one reliable, closely managed, well-publicized, and easily accessible community cultural calendar available online and in hard copy downtown and in the local newspaper.</li> <li>• Broaden cultural programming to encourage those segments of the local population that do not usually participate in cultural activity to become engaged.</li> <li>• Recognize that a cultural program is supportive of the overall City Vision Statement and therefore is a core municipal responsibility.</li> <li>• Designate the Revelstoke Arts Council as the primary community organization for delivering cultural services.</li> <li>• Alleviate volunteer 'burnout' by boosting volunteerism across all age groups.</li> <li>• Assist community cultural organizations to increase board capacity through workshops and accessible literature.</li> <li>• Build on the ingrained philanthropy and pride of the community to garner support for adequate facilities.</li> <li>• Locate a temporary home and storage for the Theatre Company.</li> <li>• Secure a community performance venue that seats 150 – 250 people with adequate rehearsal space, lobby, greenroom and scene shop.</li> <li>• Develop another feasibility study for an interdisciplinary Arts Centre.</li> <li>• Look for opportunities to partner with developers including Revelstoke Mountain Resort on events and marketing.</li> </ul>
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## Primarily Environmental Goals

<b>Environmental Education and Awareness</b>	<p>GOAL - Increase ecological and environmental literacy amongst citizens, businesses, and government.</p> <ul style="list-style-type: none"> <li>• Continue to deliver school curriculum on environmental issues and sustainability. Support existing curriculum with new materials.</li> <li>• Continue Eco-facts and other initiatives to inform the public and businesses about local environmental values and green practices.</li> </ul>
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<p><b>Solid Waste Management/ Recycling</b></p>	<p>GOAL - Reduce the amount of solid waste produced and increase recycling.</p> <ul style="list-style-type: none"> <li>• Continue the community septage / composting facility; license to permit community reuse and explore options to expand to include kitchen waste.</li> <li>• Complete updated Solid Waste Management Plans which address the frequent overfull conditions of the recycling depot bins by the arena, ongoing plastic recycling needs and curb-side household recycling options.</li> <li>• Expand the current CSRD recycling information to a broad based, community-wide awareness program for the 3Rs (Reduce, Re-use, Recycle) including the range of materials and locations where items can be recycled.</li> <li>• Establish a community “free store” for reusable disposables.</li> <li>• Update the City’s solid waste bylaw, policies and management practices to encourage and support broader and more comprehensive reduction and re-use initiatives.</li> <li>• Implement mandatory separation of recyclable building materials as part of the building / demolition permit system.</li> <li>• Work with and encourage the Recycling Council of British Columbia to increase the range of items that have a deposit / return levy (e.g. the current deposit and cash return for beverage containers).</li> <li>• Encourage Bear-Aware household composting.</li> <li>• Implement an eco-procurement policy for the City.</li> <li>• Explore expanded business and government recycling options.</li> </ul>
<p><b>Water</b></p>	<p>GOAL - The potential for limited sources of clean water over the long-term is recognized and acted on through water conservation and maintaining high water quality in local waterways.</p> <p>Water conservation</p> <ul style="list-style-type: none"> <li>• Continue public education to enhance water conservation and implementing City landscape planning and maintenance programs to reduce water use.</li> <li>• Fully implement the Water Conservation Strategy.</li> <li>• Develop a long-term water metering implementation plan (voluntary initially).</li> <li>• In conjunction with the updated Provincial Building Codes, enforce mandatory water conservation in new buildings as part of Building Permit Issuance and Inspection (use of water efficient devices).</li> </ul> <p>Water quality</p> <ul style="list-style-type: none"> <li>• Complete required upgrades to the sewage treatment plant and updating the City Liquid Waste Management Plan.</li> <li>• In conjunction with the water conservation strategy, implement a public awareness program to educate residents about decreasing water usage and thus water treatment costs, and the effects of disposing toxic substances into the waste water treatment system.</li> <li>• Separate the storm water and sewage lines so storm water doesn’t inadvertently enter treatment plant, increasing costs .</li> <li>• Retain storm water on site through new storm water practices.</li> <li>• Place oil/chemical separators in new storm sewers, especially in high use parking areas, as a building permit requirement.</li> </ul>
<p><b>Climate Change and Energy Conservation</b></p>	<p>GOAL - Strive for carbon neutral lifestyles and commercial/institutional practices.</p> <ul style="list-style-type: none"> <li>• Develop a greenhouse gas emission reduction action plan including:             <ul style="list-style-type: none"> <li>- a greenhouse gas inventory and forecast. (Note: should be done in conjunction with the air quality emissions inventory)</li> <li>- identifying the most effective approaches to reduce emissions and energy use in municipal buildings and operations (including lighting), and in the community broadly, including public education and awareness.</li> <li>- establishing baselines for emission sources and procedures to monitor changes</li> </ul> </li> <li>• Develop and implement a Green Building bylaw for public, and if feasible, private buildings.</li> <li>• Explore and distribute information on incentives for ownership of fuel efficient vehicles.</li> <li>• Encourage homeowners to follow “Energide for Houses” (to cut greenhouse gas emissions.</li> <li>• Promote “Green Homes Visit” program to provide tips on how to improve home energy efficiency.</li> </ul>



## Revelstoke and Area Community Development Action Plan – September 2007

<b>Air Quality</b>	<p>GOAL- Improve air quality.</p> <ul style="list-style-type: none"> <li>• Maintain the City's Air Quality Committee and continue to support the Air Quality Monitoring Program.</li> <li>• Complete an air quality emissions inventory (including greenhouse gas emissions).</li> <li>• Institute a "Clean Air" bylaw to reduce the amount of particulate and CO<sub>2</sub> emissions from industry, wood burning stoves/furnaces for the purposes of home heating.</li> <li>• Access federal and provincial incentives to retro-fit and/or upgrade to more efficient furnaces and woodstoves.</li> <li>• Provide more education about impacts on air quality and ways to reduce air pollution.</li> </ul>
<b>Parks and Green Space</b>	<p>GOAL - Maintain, or expand and improve on the scale, diversity and management of parks and green space.</p> <ul style="list-style-type: none"> <li>• Adopt and implement the 2005 draft Parks Master Plan including: <ul style="list-style-type: none"> <li>- As feasible, add to parks, including neighbourhood parks in Central Revelstoke and Southside, and within Revelstoke Mountain Resort development where an additional 33.2 hectares of public community park area and 16.6 hectares of neighbourhood parks will be needed</li> <li>- Individual park management plans</li> <li>- improvements in general policies for tree management and noxious weed control, and</li> <li>- upgrading conditions in specific parks (bear proof containers, mature tree replacement, more shade trees)</li> </ul> </li> <li>• Support school ground greening programs (Note: On hold while school consolidation planning is completed).</li> <li>• Retain parks/green space associated with schools.</li> </ul>
<b>Urban Forests</b>	<p>GOAL - Improve the long-term planning and management of trees and forest areas in the community.</p> <ul style="list-style-type: none"> <li>• Continue to implement the Tree Preservation policy and bylaw, including during pruning for powerline protection.</li> <li>• Utilize the Urban Forestry Plan Feasibility Study as guidelines for completing an Urban Forestry/Tree Preservation Strategy.</li> <li>• Plant food trees species that are consistent with Bear Aware practices (mainly nuts) as part of the food security strategy.</li> <li>• Increase community awareness and involvement in urban forestry in Revelstoke.</li> </ul>
<b>Fish and Wildlife</b>	<p>GOAL - Maintain healthy fish and wildlife populations by reducing the number of human-wildlife conflicts, retaining habitats and taking actions to recover species at risk.</p> <ul style="list-style-type: none"> <li>• Continue support and funding for the Revelstoke Bear Aware Program and actively participate in provincial caribou recovery activities.</li> <li>• Strive to become classified as a Bear Smart community by implementing the outstanding required action of developing and maintaining a bear-proof municipal solid waste management system.</li> <li>• Prior to implementation, all activities and projects supported or approved by the city should be examined to identify potential human-wildlife conflicts and appropriate mitigation actions.</li> </ul>
<b>Toxic Substances</b>	<p>GOAL - Reduce the amount of toxins used and provide for proper disposal.</p> <ul style="list-style-type: none"> <li>• Continue practices to reduce reliance on pesticides on City property.</li> <li>• Public education information about toxic substances, alternatives and disposal options.</li> <li>• Expand the opportunities for toxic waste disposal.</li> <li>• Develop and implement city bylaws that restrict the use of pesticides and herbicides within City boundaries.</li> </ul>
<b>Noise and Light Pollution</b>	<p>GOAL - Minimize unwarranted noise and light pollution.</p> <ul style="list-style-type: none"> <li>• Continue to use low wattage bulbs in the decorative city entrance portals.</li> <li>• Revise/update and enforce the City of Revelstoke Noise Bylaw to deal with new recognized noise standards.</li> <li>• Develop and implement a Dark Night Sky by-law and policy.</li> </ul>



## A. Overview

### What is a Community Development Action Plan?

Creating a Community Development Action Plan is a process where community members come together to decide how to address community issues and take advantage of opportunities. **This is not a plan for City and Columbia Shuswap Regional District (CSRD) operations only – it is a community plan that provides guidance to citizens, community organizations and federal and provincial agencies, as well as the City and the Regional District.** As well as building community capacity and finding common ground, this action plan will guide community priorities for the next three years. The plan identifies the most practical and effective economic, environmental and social initiatives our community should complete to meet defined community goals and objectives. A key part of the action plan is the involvement of as many citizens as possible to identify community views and preferences.

Our community has a long history of economic development planning beginning in 1985. In 2001, a strategic action plan was completed which wove economic and social planning together, as a first step towards embracing the full range of planning for long-term sustainability. Based on a strong recommendation from citizens participating in that plan, in 2003 an environmental strategy was prepared. As well, since 2001 20 strategic plans or impact assessments have been prepared for specific aspects of the community (see Appendix A). This plan brings all community goals and priorities from these reports and other sources together in one document.

This section of the Action Plan provides the context for the more detailed information that follows. The rapid changes in the community as Revelstoke Mountain Resort is developed create significant challenges for setting priorities at the community level. These challenges and how they have been handled in this project are described. This is followed by a description of how this action plan was created – who was involved, what information was reviewed, and who decided on the priorities that are identified.

Section B includes our Community Vision Statement, community goals which provide the broad directions for moving the community from where we are to where we want to be, and an analysis to identify complementary and potentially conflicting goals.

Implementing actions to achieve community social, environmental and arts/culture/heritage goals has proven to be difficult. Section C reviews the community's track record in achieving goals, describes existing community capacity and provides suggestions for balancing capacity to improve the achievement of the range of goals.

In Section D, priority community actions are identified. For each community goal, background information, objectives, indicators, potential projects/tasks, priority, leader(s) and order of magnitude costs are detailed. The background information in this Action Plan is brief; the Revelstoke and Area Community Portrait – September 2007, a companion document to this Action Plan, contains a full description of the social, environmental and economic dimensions of the community.

Monitoring achievement of goals through indicators is a new aspect of this Action Plan. Preliminary indicators are identified in Section E.

The final section provides recommendations on implementing this plan including tracking progress, designing community strategies to fit within this Action Plan and annually refining priorities.

**Pick up a copy of the Revelstoke and Area Community Portrait at the Business Information Centre  
or from the City of Revelstoke website ([www.cityofrevelstoke.com](http://www.cityofrevelstoke.com)).**



## Priorities in Changing Times

In 2001 when the most recent Community Development Action Plan was completed for Revelstoke and area, the declining population was a deep concern for the community. 'Halting the decline' was a first order priority. Persistent, sustained marketing of the community as an affordable lifestyle alternative, and tourism development slowly brought more new citizens and visitors to the community, over a number of years.

How fast times change! In a few short months the slow pace of increasing activity has escalated to the frenzied pace of international resort development. The potential of a resort development on nearby Mt. MacKenzie has existed for at least 20 years. During that time community members have watched development processes gain steam, then fizzle repeatedly. Many citizens have expected the recent efforts would likely have a similar outcome – and some still do.

However, the world has discovered Revelstoke. At this point, while it appears the resort will develop quickly over a number of years, the exact implications for community life, and community priorities remain hazy.

In support of the resort development, the City has embarked on a much-needed overhaul of our out-of-date Official Community Plan (OCP), and the Columbia-Shuswap Regional District (CSRD) is completing a separate OCP for the adjacent Electoral Area 'B'. These plans define appropriate land uses and identifies supporting bylaws and policies for the City and the CSRD to implement. They are founded on a community sustainability framework which encompasses most aspects of community life. When these plans are completed – expected in December 2007 for the Area 'B' plan, and late 2008 for the City plan - they will influence community priorities.

At the same time, the community must learn to adjust to a changing climate. The climate in the Columbia Basin has warmed in the last century, with the greatest change in the last 30 years. Further warming is predicted, with the potential for more frequent and more extreme weather events. A warmer climate will change many aspects of life in Revelstoke, with the need to reorder community priorities.

Setting community priorities across economic, environmental, social and cultural/heritage dimensions is a complex task without the challenges of accounting for rapid, large-scale resort development, potentially transformative OCPs and climate change. While preparing this plan we explicitly discerned 'community-based' priorities that would exist without the resort development or climate change, then examined how these factors exacerbated, or lessened the urgency or importance of these priorities. In this way, if the resort or climate change don't materialize as estimated, it will still be possible to identify original community priorities.

With regards to the OCP, it is recommended that in the fall of 2008, after the Plan is completed, and before the annual review of community priorities, a comprehensive review of the OCP be completed to align this action plan with the OCP. Community goals, objectives, projects/tasks and priorities may need to be revisited in some cases. This new information can then be considered in the annual review, where updated priorities will be set. Finally, given the rapid rate of change, the term for this plan is three years, not five years as for past plans. This reflects the expected rate of change, and speed of implementation of priorities.



## Creating this Action Plan

This project included three phases:

1. Information collection, including a speaker series and workshops on three current issues (workforce shortages, climate change and resort development in mountain communities).
2. Compilation of recommendations from 20 strategic plans (see Appendix 1) for specific sectors that have been prepared since 2001, and interviews and workshops with knowledgeable individuals about priority sectors/issues where recent strategies were not available.
3. Crafting the action plan including goals, objectives and priority projects, with public review and input.

During each phase community members were consulted to test the accuracy of the available information, evaluate the current situation in the community and measure community support for suggested goals, objectives and priorities.

A number of sources of information have been combined to create the accompanying Community Portrait, and this Action Plan:

- a compilation of reports and surveys completed since 2001
- suggestions from 55 participants of 3 workshops with expert speakers on workforce challenges, climate change and resort development in mountain communities
- workshop with social service providers
- interviews with services providers
- responses to a community survey distributed in February 2007
- input from the Steering Committee members (see second page for list of members)

The information compiled for this project is available at the Business Information Centre and the City of Revelstoke website ([www.cityofrevelstoke.com](http://www.cityofrevelstoke.com)). Copies of the Community Portrait, which provides a summary of the key information collected for this project, are also available from these sources.



## B. Community Vision and Goals

### Community Vision Statement

The 1994 Community Vision Statement below has guided this project. Though created some years ago, 85% of respondents to the 2007 community survey reaffirmed this vision as reflecting their desires for Revelstoke in the future. Comments indicated the following aspects of community life might not be fully reflect: affordability; environmental protection rather than just citizenship; inclusive of all citizens and support for diversity -old, very young, rich, poor, etc.; act locally/think globally; and architectural heritage conservation. Plenty of comments also questioned “Are we doing it”?

#### ***Community Vision Statement***

*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 is 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 and 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.*

1994

### Community Goals

In this plan, community goals are **broad directions for closing the gap between where the community is now, and where we want to be**. They are based on long-term community values expressed in the Community Vision Statement and some of the strategic reports, and current issues gathered during the process.

While economic, environmental and social dimensions of community life have traditionally been considered to be largely independent, over time these boundaries are blurring. For example, housing is now the highest priority from both economic and social perspectives, with environmental implications in terms of energy use and water conservation. Community character and sense of belonging, transportation, workforce and education and sustainable resource management also have strong cross-sector interest.

Other aspects of community life are primarily economic, environmental or social, with some links to other sectors. For example, strengthening health and wellness is seen as a social, but they significantly affect workforce readiness; or reducing toxins is an environmental goal, but it has health and wellness implications.



## Revelstoke and Area Community Development Action Plan Community Goals

### Integrating Goals

#### 1. Housing

- Increase the availability of affordable, suitable, adequate, safe and environmentally sound housing that enables all citizens to choose to live their entire lives in the community and shelters our workforce.

#### 2. Transportation

- Create more affordable, accessible transportation alternatives for seniors and citizens living with disabilities or on low incomes.
- Maintain safe, efficient, affordable and environmentally sound access throughout the community, including to the south side of the Illecillewaet River and the resort.
- Encourage use of alternatives to private automobiles, especially non-motorized transportation, as part of healthy lifestyles, to reduce congestion as the community grows, and reduce greenhouse gas emissions.
- Enhance existing highway, railway and air transportation options to improve the safety, reliability and cost of transportation to Revelstoke.

#### 3. Workforce and adult learning

- Alleviate workforce shortages by collective actions focused on employment of local residents, particularly by reducing the barriers faced by youth, women and the working poor and by attracting new residents to fill jobs that cannot be filled by residents.

- Strengthen the adult education system to support local residents to access available employment and support continuous learning.

#### 4. Child and youth education

- Support the current high quality formal education for children and youth, and provide informal learning opportunities.

#### 5. Water and food security

- Maintain safe and secure sources of drinking water for all residents of the City of Revelstoke and area.
- Community members are aware of food security issues.

#### 6. Community character and sense of belonging

- Retain the friendly, beautiful, safe, clean small-town community character in this historic mountain setting where a diverse mix of people live as respectful neighbours enjoying a high quality of life.
- Continue the high level of participation, volunteerism and involvement of citizens in community activities and decisions, which leads to the current high sense of belonging.

#### 7. Sustainable resource management

- Continue to be involved in land management processes and decisions for the North Columbia Mountains to retain the biodiversity, connectivity and habitats in the area, while allowing for economic and recreational uses.

### Primarily Economic Goals

#### 8. Community economy

- Maintain a diverse and strong economy.

#### 9. Tourism

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

#### 10. Retail and Services

- Implement the 2006 retail strategy recommendations.

#### 11. Forest Sector

- Retain a strong forest sector by continuing to implement safe, sustainable forest practices and explore opportunities to add value to products.



## Primarily Social Goals

### 12. Safety and emergency services

- Improve on the current high sense of safety in the community by continuing to address conditions that lead to violence and crime and providing emergency services and services to support victims.

### 13. Health and wellness

- Increase the wellness and sense of belonging of citizens coping with poverty, mental health challenges or social isolation.
- Promote and encourage healthy lifestyles to improve the health of all citizens.
- Recognize substance abuse as a major factor limiting the social and economic life of individuals, families and the community and act collectively to reduce abuse and support treatment.

- Encourage enhancement of local health care services and assistance to citizens to access out-of-town care when needed.

### 14. Families, children and youth

- Continue to demonstrate that our community cares about our children, youth, and families by expanding childcare services and maintaining diverse recreational, cultural, educational and employment opportunities.

### 15. Seniors

- Support seniors to enjoy a high quality of life within the community.

### 16. Recreation

- Retain the broad range of recreation opportunities and support accessibility for all citizens.

## Primarily Cultural Goals

### 17. Heritage conservation

- Showcase and celebrate our rich community heritage by promoting our museums and retaining heritage buildings and natural heritage areas.

### 18. Art and culture

- Maintain a rich array of cultural activities and establish adequate facilities to present the community's cultural offerings.

## Primarily Environmental Goals

### 19. Environmental education and awareness

- Increase ecological and environmental literacy amongst citizens, businesses, and government.

### 20. Solid waste management/recycling

- Reduce the amount of solid waste produced and increase recycling.

### 21. Water

- The potential for limited sources of clean water over the long-term is recognized and acted on through water conservation and maintaining high water quality in local waterways.

### 22. Air quality

- Improve air quality.

### 23. Climate change and energy conservation

- Strive for carbon neutral lifestyles and commercial/institutional practices.

### 24. Parks and green space

- Maintain, or expand and improve on the scale, diversity and management of parks and green space.

### 25. Urban forests

- Improve the long-term planning and management of trees and forest areas in the community.

### 26. Fish and wildlife

- Maintain healthy fish and wildlife populations by reducing the number of human-wildlife conflicts, retaining habitats and taking actions to recover species at risk.

### 27. Toxic substances

- Reduce the amount of toxins used and provide for proper disposal.

### 28. Noise and light pollution

- Minimize unwarranted noise and light pollution.



## Goal Analysis

To identify the potential for complementary and uncomplimentary actions, the implications of each of the goals were examined against one another. This type of analysis identifies potential incongruities between goals, and highlights opportunities to creatively develop approaches to avoid conflicts. It also highlights complementary goals, where actions could have multiple benefits.

The goal analysis tables are included in Appendix 2.

The majority of the goals have no interaction and therefore no impact on one another. Most of the remaining goals are either very complimentary or somewhat complimentary to one another. A small number of goals have potential for uncomplimentary interactions, but even these can be avoided with adequate planning and education.

The highlights of this analysis reveal the following:

<ul style="list-style-type: none"><li>• All of the integrating goals complement the economic and social goals.</li><li>• Housing goals will need to be planned to avoid the potential for uncomplimentary outcomes in terms of safety/emergency services such as fire protection and emergency access.</li><li>• All of the environmental goals support the community character and health and wellness goals which reflect the importance citizens place on the contributions of a healthy environment to quality of life.</li><li>• The environmental education and awareness objective is consistent with the housing, transportation, workforce/adult education community character, health and wellness and arts, culture and heritage objectives. The environmental education and awareness goal may not complement the economy goals if residents come to see existing economic sectors and businesses as environmentally unfriendly. However, inaction on environmental issues can have consequences as well, and with proper planning and education, environmentally sound businesses can also be economically sound businesses.</li><li>• The parks and green space goal complements the goals for community character, health and wellness, families, children, youth and families and arts, culture and heritage.</li></ul>	<ul style="list-style-type: none"><li>• The housing goal may complement or be uncomplimentary to the toxic substance, noise and light, solid waste/recycling, air quality, climate change/energy, water, urban forest and wildlife goals. Thoughtful siting, planning, construction, operation and maintenance of housing initiatives will be needed to achieve community goals.</li><li>• The transportation goal may complement or be uncomplimentary to the noise and light, air quality, climate change/energy, water and urban forest goals. Incorporating environmental goals in the design and construction of transportation systems, and in the choice of transportation modes will potentially avoid unnecessary environmental impacts.</li><li>• As the current sewage treatment system is operating at its maximum level, the water goal, which encourages improvements to the system, complement the economic, employment and population objectives.</li><li>• The environmental goals for solid waste/recycling and climate change/energy may create workforce/adult education and economic opportunities, depending on the actions taken.</li><li>• The interactions between several environmental objectives, particularly for sustainable resource management, noise and light, air quality, climate change/energy and fish and wildlife, and the economy goals depend, to a large degree, on the actions taken – actions that achieve environmental objectives, but may have negative impacts on the economy and employment should be avoided in favour of more complementary approaches.</li></ul>
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## C. Achieving Community Goals

Transforming strategic plans into action to achieve community goals is the challenge of community development. In a community the size of Revelstoke, partnerships, communication and cooperation between the municipality, government agencies, community organizations, the private sector and volunteers are essential to achieve the greatest outcomes efficiently.

This section provides an overview of the existing community capacity, reviews the community's success in taking action on economic, social, environmental and cultural goals over the past five years, and provides suggestions for strengthening collective capacity.

### Existing Community Capacity

Compared to other similar-sized BC communities, community capacity is relatively rich in Revelstoke, an attribute the community has worked hard to create. There are many government agencies, community organizations, businesses and individuals who work together in a variety of ways to achieve community goals. This depth of capacity has contributed to the community's success in many ways such as the creation of the Railway Museum and the District Energy Corporation and the recent activities of the Early Childhood Development, Literacy Now and Screen Smart Committees.

However, there are striking differences between the sectors within the community as shown on the table below.

Characteristic	Sector			
	Economic	Social	Cultural	Environmental
Number organizations involved	City 2 non-profit organizations	4 provincial agencies 6 non-profit organizations Many volunteer groups	14 non-profit societies	2 provincial agencies/1 federal office 5 non-profit organizations
Combined annual budget	\$ 1 million	\$3 million plus provincial government funding for health, education and other services	Approximately \$1 million	Approximately \$360,000 for non-profits
Combined staffing	City – 1 Non-profits - 7 full-time/7 part-time	Public services - ~230 Non-profits - ~110 (many part-time)	Non-profits – 9 full-time; Several seasonal	Public services - ~ 150 Non-profits – 3 full-time/ Several seasonal
City role	Council Committee Community Economic Development Director Economic Development Commission	2 Council Committees Several committees with citizen reps	Council Committee	Council Committee
Coordinating Groups	Not needed as groups are co-located with strong working relationships	Early Childhood Development Committee Literacy Action Committee	Arts Council	None



For over 20 years the City has been actively involved in economic development through the Community Economic Development Department working in partnership with community organizations. These organizations are tightly partnered, well-resourced and highly cooperative, which has been recognized with a provincial award.

For more than a decade the social sector has asked for City staff support to develop strategic plans and facilitate action on community priorities that don't clearly fall within the jurisdiction of existing organizations. The City does support the social sector by funding activities (e.g. Victim's Assistance), hosting committees (e.g. Advisory Committee on Health Care Services, Housing Committee), and supporting planning by including social goals and actions in the 2001 Community Development Strategic Action Plan. However, no City staff is designated to support community organizations to achieve social priorities.

Most of the cultural endeavors in the community are lead by volunteers. The volunteer Arts Council provides some coordinating functions and the Museums and Gallery Collective (who include members of the Arts Council) has implemented joint marketing and other activities. Both the 2001 Community Development Strategic Action Plan and the 2007 Cultural Strategy recommends municipal staffing to coordinate and take action on cultural priorities. The loss of the Mountain Arts Festival in 2007 due to lack of volunteer capacity highlights the capacity issue for this sector.

Organizations in the environmental sector are relatively new, and are also primarily made up of volunteers. There are no formal connections amongst these groups, or with the City. The 2003 Community Environmental Strategy examined possible approaches to support and coordinate implementation of the large number of highest and high priority actions identified in the strategy. The strategy recommended an environmental coordinator be hired by the City.



## Track Record Achieving Strategic Priorities

It is informative to examine how effective the existing community capacity has been in achieving strategic priorities. The table below enumerates the highest and high priorities and the portion that were achieved from the 2001 Community Development Action Plan and the 2003 Community Environmental Strategy. While this does not account for new priorities that came up and were acted on since these plans were prepared.

Sector	Priority Actions from Recent Community Plans					
	Highest priority			High priority		
	Number in plan	Number implemented	% implemented	Number in plan	Number implemented	% implemented
Economic	37	34	+90%	38	22	~60%
Social	19	5 fully – 1 in part	~25%	24	10	~40%
Cultural	3	1	~30%	4	1	~25%
Environmental	26	6 fully/2 in part	~ 30%	56	6 fully/5 in part	~15%

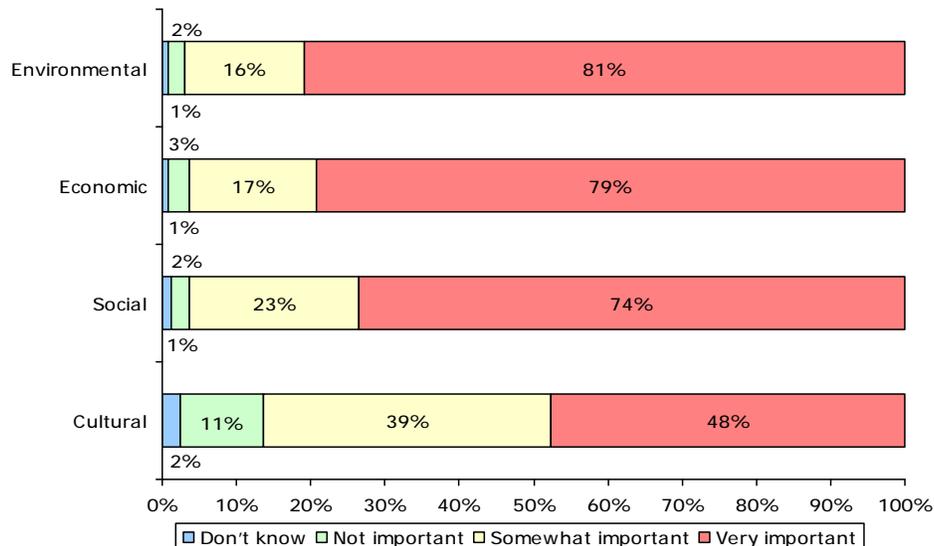
This analysis shows the community does have capacity to implement actions across all sectors. It also provides a picture of the disparate activity within the community, and perhaps illuminates reasons for the frustration within the social, cultural and environmental sectors. The outstanding priorities that these sectors seek support to implement include:

- **Social** – funded service coordination entity, housing, transportation, substance abuse
- **Cultural** – funded event coordination and support, marketing, performance centre
- **Environmental** – funded coordinator position, energy conservation/greenhouse gas emission reduction, recycling, water conservation

Several of these outstanding priorities are going to become more critical as the resort develops, and more difficult to implement through volunteer efforts if volunteerism continues to decline.

## Community Views

The 2007 community survey asked how important is it for the City to take leadership to address the full range of community issues. Responses are shown below.





These responses clearly indicate that citizens expect the City to be involved in all aspects of the community, with leadership particularly important in the environmental, economic and social dimensions of community life. This is in contrast to the current situation where there is a designated City staff person explicitly assigned to supporting action on economic priorities, but no assignment of staff to social, cultural or environmental priorities.

## Long-term View to Balance Community Capacity

Recent discussions about bolstering community capacity have focused on the social sector. The City has approved an amount of funding in the 2007 budget to begin to meet this need, in partnership with funds provided by Revelstoke Mountain Resort. However, there is a growing need to create links between the City and environmental organizations and support the cultural sector, whose volunteers organize many of the activities citizens and visitors have come to expect, is facing steep declines in volunteers.

It is suggested that the City define long-term goals and a structure for a department with staff who work with community organizations across the sectors to take action on community priorities, just as the Director of Community Economic Development does for economic priorities currently.

Suggested initial goals for the City for this initiative are:

1. Ensuring municipal and regional district resources are adequate to address community priorities.
2. Maintain the efficient working relationships and high level of coordination within the economic sector to continue to act swiftly on economic priorities.
3. Strengthen the social support system to develop a coordinated, accessible, responsible and caring network, with enhanced leadership, partnerships, capacity and services, and a focus on identified community priorities.
4. Create an environmental network to enhance community ecological and environmental literacy and collectively take action on community priorities.
5. Support the existing arts, culture and heritage organizations to extend partnerships and expand organizational capacity and act on priorities.

These goals could be achieved by assigning responsibility to existing City departments (e.g. goal 3 regarding an environmental network and achievement of environmental priorities could be assigned to Public Works). Alternatively, one department could be responsible for these goals.

It is recommended that the City adopt an organizational structure to meet these goals that would retain these functions in one Department (possibly titled Community Development, Community Actions or Community Life Department), with strong linkages to other City departments so integration of community action planning and implementation can occur on a day-to-day basis. It is expected that more than one staff as well as adequate project funds will be required to meet these goals.

The roles of this department would be to:

- provide staff support to the Economic and Cultural/Social Committees of Council,
- convene and act on directions of the Economic Development Commission, a new Social Action Council and Environmental Action Network, and support these groups to create new Community Development Action Plans roughly every three years,
- attend Arts Council meetings and provide support as feasible including assistance with priority actions and facilitating cultural sector involvement in creating new Community Development Action Plans,
- liaise with Planning, Public Works and Parks/Recreation departments to craft community strategic plans ,
- monitor progress on implementing Community Development Action Plans including collecting information and reporting on indicators,
- facilitate and when appropriate initiate action on priority tasks within Action Plans when governments and community organizations do not take leadership, and
- host an annual plan review and update.



## Building Environmental Capacity

Unlike the economic and social sectors where there are a number of long-standing community organizations and provincial agencies to take leadership on priorities, and leadership tasks are spread amongst these organizations, most of the environmental priorities fall to the City or Regional District. Recognizing this, the 2003 Environmental Strategy recommended that an environmental coordinator be hired by the City to implement many of the tasks in the Strategy.

During the development of this Action Plan, the concept of 'embedding' environmental responsibility within all local government staff and operations was adopted, rather than focusing this perspective in one position.

To implement this concept it is recommended that the City access 'green' funds from senior governments, or foundations to retain a municipal environmental specialist to guide the City, and where appropriate the Regional District, to implement key environmental priorities including:

- reduce, reuse, recycle practices,
- greenhouse gas inventory and reduction plan,
- municipal energy conservation practices,
- 'green' building bylaws

## Possible First Steps

This long-term structure could be initiated by:

- renaming the Community Economic Development department to better reflect current activities,
- build on the involvement in the crafting of this Community Action Plan to create a Social Action Council and an Environmental Action Network,
- develop a three year workplan for the department based on input from the Economic Development Commission, the recommended Social Action Council and Environmental Action Network, as well as the Arts Council,
- implement staffing and contracted projects to achieve the workplan, including a municipal environmental specialist contracted to support City staff to implement key environmental tasks.

In the interim it is essential that reasonable priorities be set, reflecting the existing capacity of community organizations, volunteers and City staff. Priorities that should be acted upon based on the potential benefits should continue to be ranked as high, however it is equally important to indicate those that can be acted upon with available community resources and capacity. Continuing to identify high priority actions that cannot be acted upon with available community resources and capacity creates unrealistic expectations. However, discerning high priorities that cannot be acted on from those that are likely to be achieved alerts the community to important actions that will remain unachieved.

Following this approach, priorities have been set in this plan based on the importance of each action. City leadership is indicated based on the assumption that municipal staff will be increased in a manner that results in achievement of the goals and roles described above over three years. The existing capacity of the 'clusters' of community organizations who work collectively on goals is reflected by whether a 'leader' has stepped forward to take leadership on particular actions. High priority actions may be identified in this plan which are not acted upon because no community organization has the capacity or interest to lead its achievement.

## D. Defining Priorities

This Action Plan is expected to guide community initiatives over the next three years, with annual updates to recognize achievement, add new information and refine priorities.

The following information is provided for each of the community goals:



- **Brief background** – A short review of information about the goal to provide an understanding of the current situation. This information highlights current issues - full details on the community are provided in the Community Portrait.
- **Community goals** - Broad directions for closing the gap between where the community is now, and where we want to be in 3 years. These goals are based on long-term community values expressed in the Community Vision Statement and some of the strategic reports, and current issues gathered during the process.
- **Objectives** – Specific measurable benchmarks to serve as milestones against which progress can be assessed.
- **Possible projects/tasks** – Specific actions that, if implemented successfully, will lead toward the achievement of the objective. For each project/task, priority, leader and costs have been assigned.

**Priority** – Priorities have been established for each project/task to assist in determining which projects should move ahead first. Priorities have been determined through the community survey responses and workshop input. Priority indicates the relative importance of each project/task in achievement of the objective, and thus the relative timing of implementation.

The following **principles** have guided the selection and prioritization of objectives and possible projects/tasks in this action plan:

1. Broad community input and support.
2. Local community organizations exist who can take responsibility for actions, including advocacy to provincial and federal governments, and other groups and organizations to address priorities within their jurisdiction and/or the public interest.
3. Measurable criteria to gauge the success of actions taken.
4. Timelines for completion or significant implementation of actions is within the 3 year term of the plan.
5. Affordable, technically feasible approaches exist to support implementation, monitoring and reporting.
6. Forward thinking by accounting for emerging challenges.

**Leader** – Ideally leaders are identified for each project/task to define which organization will take leadership to action on each priority. These leaders are not solely responsible for implementation, but would spearhead the project and engage others as appropriate. Entries in the leader column are coded as shown below.

Leader Code	Meaning
No entry	No possible leader identified – implementation is unlikely
(Leader in brackets)	Suggested leader
Leader in plain text	Listed leader has agreed to act on this priority
Leader starred*	Leader has taken action on this priority

**Cost categories** – An attempt has been made to identify ‘order of magnitude’ costs for implementing each project/task. While not necessarily an over-riding factor, costs often significantly affect the ability to implement projects/tasks. The following cost categories are used (annual if an ongoing project/task; one-time if not):

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

**Note:** A listing of the abbreviations for the organizations in these tables is provided on the back page.



## Integrating Goals

### 1. Housing

#### What We Know About our Community

- In 2006 there were 3,275 private dwellings in Revelstoke - 5.3% were owned by non-residents.
- Dwellings and rental stock are aging with 90% constructed prior to 1991 and 50% prior to 1965.
- Most dwellings are single family detached houses with an average assessed value of over \$200,000 in 2006 - assessed values have doubled over the past five years.
- Since 2003, vacancy rates have dropped annually – families are currently having difficulty finding suitable rental accommodation.
- A 2005 Affordable Housing Study identified the following issues:
  - a lack of community awareness of housing issues,
  - lack of information about homelessness,
  - aging, deteriorating housing stock,
  - a depleted rental housing stock,
  - rising housing ownership costs,
  - rising rental housing costs,
  - increasing numbers of residents in 'core housing need',
  - unsuitable rental stock for families,
  - insufficient subsidized (non-market) housing, and
  - a significant increase in the wait-list for social housing in the past two years.
- A 2006 Affordable Housing Strategy researched impacts specific to resort communities and found that:
  - an 'affordability gap' occurs when housing prices significantly outpace wages,
  - lack of affordable housing is the primary reason cited by employers in resort communities for labour shortages.
  - and non-resident home ownership compromises the social integrity of neighbourhoods, increases vulnerability to crime, reduces long term rental stock and creates competition for local buyers.
- 86% of respondents to the 2007 community survey identified affordable housing as the most important economic and employment issue, and 85% viewed it as the most important social issue. The resort development was perceived to influence housing through reduced low cost housing availability, increased property taxes, higher house prices and increased non-resident homeowners.

#### What We Are Doing

- The City has convened a Housing Committee for many years.
- Housing for seniors includes the new residential cottages next to Queen Victoria Hospital (three units with 15 beds each) and 11 subsidized assisted-living suites at the Moberly Manor site. Private facilities include Herbert House (private shared home with 8 rooms ) and Wintergreen Inn (private facility with 10 rooms) –both are on the market.
- Subsidized housing is provided at Mt. Begbie Manor (75 units for seniors) and Monashee Court Apartments (49 units for seniors and people with disabilities) Both have waiting lists.
- Recently City Council has adopted a housing vision statement and several goals.
- The City planning department has drafted standard of maintenance and secondary suit/carriage cottage construction bylaws.
- Existing City-owned lands are being considered and reserved for affordable housing.
- RMR is required to allocate 10% of total bed units at the resort to employee housing.

**Community 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.



## Revelstoke and Area Community Development Action Plan – September 2007

**Objective:** Improve City and community capacity to actively address housing issues.

Projects/Tasks	Priority	Leader	Cost
1. Maintain the Affordable Housing Committee	Highest	City ED*	Lowest
2. Improve community understanding of affordable housing issues and opportunities through community forums, publications, etc.	Highest	Committee	Lowest
3. Create a non-profit housing corporation similar to RCFC/RCEC to direct the affordable housing initiative - Create a staff position to manage the housing corporation and act on housing initiatives. - Include a Housing Resource Centre as part of the corporation's mandate	Highest	City ED	High
4. Create a Dwelling Accounting system to track housing options and set targets	Highest	City ED	Low

**Objective:** Expedite expansion of legal secondary suites and detached (carriage house) dwellings.

Projects/Tasks	Priority	Leader	Cost
5. Continue to communicate the requirements of the new secondary suite and 'carriage house' bylaws to homeowners and construction businesses	Highest	City Plan*/CFDC*	Lowest
6. Provide adequate building inspection services to fast-track approval of these dwellings	Highest	City Plan	Medium
7. Create a source of information for homeowners to access landlord/tenant information and to advertise rental opportunities and provide relocation advice (until the housing corporation is in place)	Highest	(City, CC)	Low

**Objective:** Establish zoning, land and funding for affordable housing in the community.

Projects/Tasks	Priority	Leader	Cost
8. Allow for higher density zoning and encourage creative design to maximize land use through the OCP	Highest	City Plan*	Lowest
9. Reserve and contribute City-owned land for affordable housing, including the former "Co-op" property	Highest	(City ED)	Highest
10. Establish a contribution policy for all developers for affordable housing units or cash-in-lieu	Highest	(City ED)	Lowest
11. Research other means of generating funds for affordable housing (eg. non-resident purchase tax)	Highest	City ED*	Low

**Objective:** Create a range of affordable housing for a mix of residents, including families and seniors, in a variety of geographic settings throughout the community, including a variety of options for rental, subsidized, ownership and employee housing.

Projects/Tasks	Priority	Leader	Cost
12. Construct/create housing via the housing authority including subsidized housing for families, seniors and people with disabilities, transition housing for women and families leaving the Shelter	High	City ED*	Highest
13. Developers to construct units or provide cash-in-lieu	High	Developers	Highest
14. Create affordable long-term parking solutions for recreational vehicles/small mobile homes used by transient workers	High	Committee/Private Sector	Lowest
15. Continue to explore options for affordable housing via non-profit organizations	Low	Committee	Lowest

**Objective:** Address issues associated with seasonal/part-time homeowners, absentee landlords and housing for short-term workers that may affect the social conditions of neighbourhoods.

Projects/Tasks	Priority	Leader	Cost
16. Explore means to encourage occupation of empty homes by full-time residents (eg. property maintenance bylaw for non-resident homes, higher tax rates for resident versus non-resident home ownership)	High	(City)	??
17. Explore means to control vacation rentals in residential neighbourhoods	High	(City)	??

Note: This objective is linked to Goal 6. Community Character and Sense of Belonging



## 2. Transportation

### What We Know About our Community

#### Within the community

- Citizens who responded to the 2007 community survey rely largely (50% in winter/60% in summer) on vehicles, mostly with single passengers to travel to work. About 20% walk in winter and 30% walk summer when 20% bicycle as well. Citizens have expressed an interest in walking and biking more often.
- A taxi company and BC Transit bus service are available. There is a high level of satisfaction with the transit service. Issues are cited with the taxi service. Neither are wheelchair accessible.
- Transportation options are not adequate for seniors, people with disabilities, and those on low incomes, creating social isolation and making it difficult for these citizens to be employed and to access services.
- Increased traffic is already being experienced with the Revelstoke Mountain Resort development.

#### Outside the community

- The Trans-Canada Highway (TCH) and Highway 23S provide east-west and north-south access. Both roads experience closures during winter and spring months for avalanche control, avalanches and mud slides. There is a high incidence of motor vehicle accidents on the TCH.
- The main line of the Canadian Pacific Railway runs through the centre of the community but is not available for passenger service.
- Greyhound bus, charter bus and freight services are available. The taxi service can be unreliable.
- A full service airport is owned and operated by the Columbia Shuswap Regional District. Scheduled air service to Calgary began in 2007. The resort will likely drive further improvements to facilitate more and larger aircraft.

### What We Are Doing

- The City develops and maintains the road networks within City limits. The City convenes the community Transit Committee to provide advice on transit use and services, and a Biking Trail Committee to provide advice on expanding trail networks, including construction of a pedestrian bridge across the Illecillewaet River.
- A 'handi-pass' system is in place that subsidizes 20 one-way taxi rides for people with disabilities.
- IHA and BC Transit have partnered to provide a 'health bus' which makes trips to Kamloops and Kelowna weekly for people with medical appointments.
- Maintenance of out-of-town roads is the responsibility of a private company under contract with the provincial government.
- CSRD is preparing a 10 year airport management plan to accommodate additional use.

### Affordable, accessible transportation alternatives in-town

**Community goal** - Create more affordable, accessible transportation alternatives for seniors and citizens living with disabilities or on low incomes.

**Objective:** Transportation does not unduly restrict citizen access to basic needs, or cause isolation.

Projects / Tasks	Priority	Leader	Cost
18. Continue the Handi-pass program. Evaluate accessibility issues created by having the application process at the hospital.	Highest	Transit Comm.	Lowest
19. Recreate a Handi-dart service that is wheel-chair accessible for Handi-pass users and others	Highest	(Transit Comm. SCA Others)	Medium
20. Establish a reliable taxi service	Highest	(Industry)	Lowest



		Transit Comm.*, CFDC, SCA and others	
21. Continue the BC Transit bus service and expand as demand allows	High	Transit Comm*/ BC Transit	High
22. Complete a Community Accessibility Assessment to identify further accessibility issues.	High	CC*	Medium
23. Consider expanding access to bus passes for people living in poverty.	Medium	(TransitComm.)	Low
24. Investigate grants to provide access to the Car Share Coop	Medium	Car share Coop	Lowest

Note: Continuing the 'medical bus' service is included in the Health services section.

### Safe vehicle access

**Community goal** – Maintain safe, efficient, affordable and environmentally sound access throughout the community, including to the south side of the Illecillewaet River and the resort.

**Objective:** Ensure safe, efficient access to the City off Highway 1 at the western entrance

Projects / Tasks	Priority	Leader	Cost
25. Continue to monitor the safety and efficiency of the western City access route	Highest	CE & PW* MOTH	Medium

**Objective:** When needed, create new routes to the south side of the Illecillewaet River and the resort to alleviate growing congestion on Victoria and 4<sup>th</sup> Street and create a second emergency exit route.

Projects / Tasks	Priority	Leader	Cost
26. Monitor traffic patterns to identify needed improvements	Highest	CE & PW*	Medium
27. Construct new access	Medium	CE & PW	Highest

### Alternatives to private automobiles

**Community goal** - Encourage use of alternatives to private automobiles, especially non-motorized transportation, as part of healthy lifestyles, to reduce congestion as the community grows, and reduce greenhouse gas emissions.

**Objective:** Decrease the use of motor vehicles.

Projects / Tasks	Priority	Leader	Cost
28. Implement approaches which promote reduced vehicle use: <ul style="list-style-type: none"> <li>- complete the planning and implementation a system of bikeways on city streets (including painting of bike lanes, providing end-of-trip facilities with more bike racks with secure locking capacity and plowing snow on the river trail)</li> <li>- revise municipal subdivision control bylaws to provide for sidewalks, bikeways and pathways to be constructed as part of new subdivisions</li> <li>- encourage walkable neighbourhoods through zoning in OCPs</li> </ul>	High	City ED/Plan*  (CE/PW)  City*/ CSR D*	Medium  Low  Lowest
29. Implement strategies to increase transit ridership, including: <ul style="list-style-type: none"> <li>- promotional campaign and incentives</li> <li>- major service additions,</li> <li>- extended hours</li> <li>- addition of Sunday service</li> <li>- business use incentives (eg. coupons)</li> </ul>	High	Transit Comm.*	Medium
30. Support reduced vehicle use by expanding:	High	Citizens*	Lowest



- use of the car share co-op. - carpooling including using the ride share (carpooling) website			
31. Initiate a commuter challenge or 'Leave Your Car At Home Week'.	High	(Car Share Coop, NCES)	Lowest

### Out-of-town transportation

**Community goal** – Enhance existing highway, rail and air transportation options to improve the safety, reliability and cost of transportation to Revelstoke.

**Objective:** Improve the safety and accessibility of the highway system serving the community to reduce the number of accidents and the number of road closures

Projects	Priority	Leader	Cost
32. Continue to support innovative snow removal and avalanche control practices	Highest	MOTH	Highest
33. Continue the enhanced policing at high accident locations.	Highest	RCMP*	Highest
34. Continue to lobby federal and provincial government to to reduce safety hazards on Highway 1	Highest	Citizens for a Safe Highway 1*; City; CoC	Low

**Objective:** Maintain the existing rail system and business in the community, and enhance passenger rail transport when feasible.

Projects	Priority	Leader	Cost
35. Continue communication links between CPR, the City and Chamber of Commerce	High	CPR*	Lowest
36. Explore options for rail passenger transport	High	City ED/ CoC/RMR*	Lowest

**Objective :** Implement feasible and appropriate airport development, recognizing the terrain and weather limitations of this area

Projects	Priority	Leader	Cost
37. Continue to operate the airport for a range of users	High	CSRD*	Highest
38. Complete the 10 year management plan to accommodate additional use	High	CSRD*	Low

### 3. Workforce and Adult Learning

#### What We Know About our Community

- In 2004 4,700 individuals earned employment income, with 2,470 being men and 2,210 women. In 2001, the most recent year information is readily available the average labour force participation rate in Revelstoke was 69%. Men had a higher participation rate (74%) than women (63.8%). Overall, the city's labour force participation rate was slightly higher than the provincial average of 65.2%.
- Since 2001 unemployment rates have declined, though the rate locally remains higher due of seasonal work in tourism, retail, service and forestry, with the summer and winter months being the high demand seasons. In September 2006 the annual average Employment Insurance (EI) recipient level was 4.5% of all workers - higher than the provincial average of 2.7.
- Responses to the 2007 community survey identified lack of training for the jobs available and people not wanting to work as the main reasons for unemployment, with no jobs, drug or alcohol abuse and lack of daycare and transportation less important. This is a big change from 2000 when 70% of responses cited 'no jobs' as the main reason.
- There are about 100 unfilled positions chronically advertised at the Employment Centre for a variety of jobs from housekeepers to trades people. Skilled labour/trades represent about 25% of these vacancies. Most local trades employers are already experiencing shortages and anticipate this to increase.



- From December 2006 to May 2007, workers seeking employment support at the Employment Services Centre had the following characteristics:
  - more younger people than older: 40% 15-29 years, 25% 30-39 years, 20% 40-49 years, 15% 50 plus years
  - more women (56%) than men (44%)
  - most with grade 12 education (46%), 25% with post secondary training, and approximately 15% with Grade 11 or Grade 9 and 10
  - a wide range of work preferences, with labourer, equipment operator, truck driver and carpenter being most frequent.
- Most individuals who are not working experience multiple barriers to being successful full-time employees, including weak life skills, substance abuse, mental health issues, lack of experience or training and limited transportation and childcare options. Employers are seeking work-ready employees – creating a challenge to placing local unemployed individuals into local positions.
- Over the last year 38 disabled individuals have sought support to achieve employment. Wheel chair accessibility, particularly downtown, as well as barriers experienced by others limit employment options for these individuals.
- There are 25% fewer people aged 15 to 29 years compared to those who are 45 to 65 years old, signaling a growing labour shortage without new workers coming to the community.
- The Revelstoke Mountain Resort development will require a significant number of workers, as will BC Hydro's fifth turbine installation and potentially new school construction and/or renovations.
- Paying a living wage with rising housing costs and competing with higher-pay jobs elsewhere, particularly in nearby Alberta are challenges. 66% of 2007 community survey respondents listed higher wages as the primary reason they or someone they knew has or is working out-of-town rather than in Revelstoke. Better benefits and training followed at 32% and 30%.
- Some employers have not realized that the shift to a very competitive employee job market will require them to adopt 'employer of choice' practices including placing a high value on employees by showing sincere respect and appreciation, providing perks and offering opportunities to contribute to work decisions and share rewards.
- Immigration may be one possible solution. While two thirds of 2007 survey respondents thought Revelstoke is welcoming to people of all cultures, only 55% thought it was a good idea to consider immigration as one possible solution if Canadians cannot be found to fill available jobs, with younger respondents being especially unsupportive.
- Adult education levels in 2001 compare well with provincial levels, with more 35 to 44 year olds with high school graduation and trades training, with the following exceptions:
  - a higher portion of 20 to 34 year olds and 45 to 64 year olds have not achieved high school graduation which suggest literacy challenges, and
  - for all age groups half as many individuals have university level education.
- Interest in adult education is strong, with almost 60% of survey respondents having participated in training.
- Based on community surveys, citizens were satisfied with both the quality and access to education and training services in Revelstoke. Barriers to participation cited in 2007 include lack of time/too busy, cost, courses offered but not run due to low registration of participants, no training available in field or to suit needs, and cost of travel/accommodation for out of town programs.
- In the 2007 community survey education and training was the top priority economic and employment sector that the community should develop.

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### **What We Are Doing**

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- The total annual budget for the organizations providing adult learning and employment services in the community is approximately \$2.5 million. Currently approximately 25 people are employed full-time, and 55 people are part-time employees of these organizations.
- The Revelstoke Employment Services Centre and Stepping Stones Consulting offer employment and pre-employment support services for workers and recruitment support for employers. Goshen Consulting provides employment supports to residents with disabilities. Revelstoke Community Futures Corporation hosts the Self Employment Benefit program. These services are funded primarily by Service Canada. The City assists employers with workforce issues.



- Okanagan College runs basic adult education, employment training, English as a second language and literacy tutoring through classroom sessions, a Distance Learning Centre and one-on-one activities.
- The Literacy Action Committee is the advisory body for the Columbia Basin Alliance for Literacy, the Okanagan College volunteer adult literacy tutoring program, and the Literacy Now implementation plan. The college continues to expand literacy work for both adults through strong community partnerships.
- The Columbia Mountains Institute and the Canadian Avalanche Centre provide ecological and avalanche safety and management activities for citizens and non-residents.

## Workforce

**Community goal** - Alleviate workforce shortages by collective actions focused on employment of local residents, particularly by reducing the barriers faced by youth, women, older workers and the working poor and by attracting new residents to fill jobs that cannot be filled by residents.

**Objective:** Community organizations work together on an ongoing basis to meet the workforce needs of local employers and workers.

Projects / Tasks	Priority	Leader	Cost
39. Create a 'Workforce Partnership' including the City, Community Futures, the Employment Services Centre, Okanagan College, Stepping Stones Consulting, the School District/high school, Literacy Action Committee, Childcare Society and major employers.	Highest	City ED*	Lowest
40. Develop and implement a workforce strategy to: <ul style="list-style-type: none"> <li>• Identify current and future workforce gaps</li> <li>• Support employers to recruit and retain workers</li> <li>• Maximize local employment at the resort</li> <li>• Expedite the involvement of youth (14- 29 year olds) in local employment (e.g. via coop programs)</li> <li>• Encourage older workers to extend their working lives (care for aging parents may be a barrier)</li> <li>• Address barriers for citizens to be successful in the workforce</li> <li>• Expand linkage with cooperative work/learning programs at educational institutions</li> </ul> Communicate the results broadly in the community.	Highest	Partnership	Low
41. Explore options for employers to test and implement feasible approaches to reduce the number of employees needed in some operations (e.g. automated check-in/check-out at hotels; self check-out at grocery stores)	Medium		Low

**Objective:** Enrich the employment experience to attract and retain workers.

Projects / Tasks	Priority	Leader	Cost
42. Encourage employers to involve workers as team members where appropriate	High	(Chamber)	Low
43. Encourage employers to consider 'perks' (e.g. events, gift certificates, bonuses)			

**Objective:** Provide supports for residents to reduce their employment barriers so they are able to join the workforce and earn an adequate income.

Projects / Tasks	Priority	Leader	Cost
44. Continue the community-based employment supports, including job postings, employment coaching and support for workers with multi-barriers.	Highest	OC*/ Service Canada	Medium
45. Develop and implement strategies to address identified barriers (affordable housing, training, transportation, child care, substance abuse, literacy) for local workers, being mindful of the potential differences in barriers for young workers (under 30 years)	Highest	RESC*, OC*, Stepping Stones*, RLAC*, RCCS*	
46. Develop and implement strategies for employment of workers with disabilities to achieve the provincial '10 by 10' challenge (10% increase in employment of people	High	(Goshon Consulting)*	



## Revelstoke and Area Community Development Action Plan – September 2007

with disabilities by 2010).

City ED, RESC\*

**Objective:** Attract and retain workers from other provinces to fill gaps that cannot be filled by local workers.

Projects / Tasks	Priority	Leader	Cost
47. Learn from other communities who are successfully attracting Canadian workers	Highest	Partnership	Lowest
48. Advertise in strategic locations to attract workers based on community assets (eg. ski-hill, outdoor adventure opportunities, early childhood learning supports)	Highest	Partnership	Medium

**Objective:** Attract and retain workers from other countries to fill employment gaps that cannot be filled by local workers.

Projects / Tasks	Priority	Leader	Cost
49. Designate a community contact for immigration information for employers and potential new workers, including information about the START Canada hospitality immigration program and the provincial nominee program	Highest	City ED* (OC)	Lowest
50. Recruit recent graduates from resort management programs by participating in career fairs and coop learning programs	High		
51. Improve the experience of settling in the community <ul style="list-style-type: none"> <li>Continue to provide English as a second language training for adults and expand the Host program</li> <li>Complete the community handbook/directory and produce in multiple languages</li> <li>Create a 'language bank' of trained volunteer interpreters</li> <li>Community services available in multiple languages</li> </ul>	High	OC* City ED*	Low Medium
52. Establish and maintain links with immigration settlement services in Vancouver and Calgary, including job board links.	High	City ED RESC	Low
53. Develop and implement targeted attraction campaigns based on employment gaps and potential employee sources.	Medium	City ED	
54. Encourage the Union of BC Municipalities to advocate for swifter review of immigrant credentials.	Medium	(City)	Low

### Adult learning

**Community goal -** Strengthen the adult education system to support local residents to access available employment and support continuous learning.

**Objective:** Residents have reasonable access to education and training so they are the first choice for hiring by local employers.

Projects / Tasks	Priority	Leader	Cost
55. Continue local trades training opportunities and expand as needed	Highest	SD19*/ OC*	Medium
56. Offer introductory construction labourer training to support local workers to get jobs in the local construction boom.	High	(OC)	Low
57. Expand literacy and numeracy learning opportunities/ tutoring to minimize employment barriers for residents.	High	OC* / RLAC*	Medium
58. Develop and implement strategies to address identified barriers to training for local citizens (eg. transportation, child care, funding).	High	(OC / RLAC)	Low
59. Advocate for reasonable trades training entrance criteria, and adequate funding to create more training spots.	High	City ED, Chamber	Lowest

**Objective:** Provide life-long learning opportunities for all adult community members.

Projects / Tasks	Priority	Leader	Cost
60. Community organizations continue partnerships to maintain and expand learning opportunities.	Highest	RLAC*, OC*, CBAL*, RESC*, SSC*	Lowest



61. Respond to changing learning needs within the community.	Highest	As above	Lowest
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#### 4. Child and Youth Learning

##### What We Know About our Community

- School District 19 runs four elementary schools and one secondary school in the community with provincial government funding. About 150 people (120 full-time equivalents) are employed by the School District.
- School enrollment has declined steadily since 1994 to 1,200 students.
- An independent assessment of the District recognized ‘...the District, like the entire community..., is focused on the well-being of their children. The district and community epitomize the idea that “it takes a village to raise a child”.’
- Assessment results of grade four reading, writing, and math levels found Revelstoke students exceed provincial standards, with Revelstoke 2<sup>nd</sup> highest in the province in reading.
- One measure of scholastic achievement indicates that since 1997, the graduation rate of grade 8 students entering Revelstoke Secondary School has improved from 71%, 10% below the provincial average, to 83%, 5% above the average.. In 2005, RSS graduated 100% of eligible students, with 40% graduating with honours.
- Based on the 2007 survey responses, parents are generally satisfied with the school system, though there is room for continued improvement at the high school. Respondents cited the need for programs for gifted children, increased communication with parents, French Immersion, and more physical education in the elementary schools.
- School facilities are aging, and declining enrollment has prompted the need to examine further elementary school closures.
- The Revelstoke Christian school began operation in September 2005 and now has 48 children enrolled from kindergarten to grade nine, with plans to offer grade 10 next year. The school employs nine staff.

##### What We Are Doing

- The District has set and generally achieved or exceeded goals for reading, math and social responsibility. The social responsibility initiatives have greatly increased students’ sense of safety in schools.
- The District is exploring the feasibility of running an elementary French Immersion program.
- The consolidation of the two downtown elementary schools with construction of a new school, and construction/renovation of the high school is being planned.
- The district participates actively in community child and youth development and learning initiatives. Early learning initiatives include the StrongStart Centre, a free parent and child drop-in program for children 5 years and under and Baby Steps, a free drop-in program for first time parents and babies to 12 months, which the District offers in collaboration with Community Connections. As well, there are plans to open a licensed pre-school.
- The Early Childhood Development Committee is a cross-sectoral volunteer committee which acknowledges, values and supports the shared responsibility of investing in young children (0-6 years) so that they may live, learn, play and dream in safe and healthy surroundings. It facilitates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives.
- The Literacy Action Committee is an advisory body for the Columbia Basin Alliance for Literacy and the Literacy Now implementation plan. Schools continue to expand literacy work for children through strong community partnerships.

**Community goal** – Support the current high quality formal education for children and youth, and provide informal learning opportunities.

**Objective:** Continue to enhance the extensive early childhood development activities, the already high quality of education in the school system and the community-wide literacy programs.

Projects	Priority	Leader	Cost
62. Continue the early childhood development strategy and activities.	Highest	ECDC* SC19*	High



63. Continue early literacy activities through the literacy strategy	Highest	RLAC*, ECDC*, CBAL*, SD19*	High
64. Continue bullying prevention programs in all schools	Highest	SD19*	Low
65. Continue existing programs that are leading to improvements in academic and social results	High	SD19*, CBAL*	Low
66. Continue opportunities for youth and seniors to learn together	High	SD19*, SCA.*	Lowest
67. Continue consistent, age appropriate sex education throughout a student's career	High	Schools*; Public health; SAFER	Medium
68. Continue Screen Smart program	High	RSSC*	Low
69. Complete the evaluation of elementary school consolidation options, implement decisions and explore opportunities for community use of surplus facilities	High	SD19*	Very high

## 5. Drinking Water and Food Security

### Drinking water

Note: See the Water section under Primarily Environmental Goals for information on water conservation

#### What We Know About our Community

- Drinking water is provided through three systems:
  - Greeley Creek watershed/treatment plant – This system serves the needs of the majority of the community. Unfortunately the watershed is not explicitly protected from timber harvesting or other development. A City-operated state-of-the-art plant located 10 km east of town treats this water before distribution to all City residents excepting the Big Eddy area, some properties along Highway 23 North and in Upper Arrow Heights. Water from this source well exceeds mandatory provincial safe drinking water standards in all categories.
  - Big Eddy water system – Surface water and well-sourced water is not disinfected and is under a permanent boil water advisory.
  - Outside the City limits - Wells or surface sources, also vulnerable to contamination, provide water.
- 2007 community survey respondents ranked quality drinking water was the third most important environmental issue with 40% flagging it as important.

#### What We Are Doing

- The City is responsible for the water treatment plant which provides water to most of City residents.
- The City has begun to implement a Water Conservation Strategy which includes irrigation water restrictions and monitoring, repair of water main leaks and a water metering trial. This has helped reduce the amount of water used for irrigation by an estimated 30%.
- A back-up well has been drilled at the City golf course and provides irrigation water to the course. A reservoir has also been added in Arrow Heights.
- A local water purveyor group oversees the Big Eddy water system.

**Community goal** - Maintain safe and secure sources of drinking water for all residents of the City of Revelstoke and area.

**Objective:** Watersheds that provide drinking water for the community are protected and water safety issues related to the City's water system are resolved.

Projects / Tasks	Priority	Leader	Cost
70. Protect the Greeley Creek and Dolan Creek Watersheds by either including the area within the City of Revelstoke city limits, or enhance land-use management practices in	Highest	(CE& PW, Provincial	Medium



these drainages to ensure surface water quality is protected.		agencies)	
71. Provide the public with education on protecting water sources including wells and surface water throughout the community and area	High	(City/CSRD)	Low

### Community-wide food security

Note: For chronic food needs and emergency food services see the Health section, under Meeting Basic Needs

#### What We Know About our Community

- In the early years of the community, local businesses and families met a large portion of their food needs locally through gardening, hunting and agricultural businesses which provided produce, dairy and meat. Farming was a significant component of the economy, particularly to the south of Revelstoke.
- The creation of the reservoir for the Keenleyside dam flooded much of the arable, valley bottom land around the community and to the south.
- Currently there are two small lots of land totaling less than 5 acres/2 hectares within the Agriculture Land Reserve within the City boundaries. The Regional District lands in South Revelstoke include significant areas within the Agricultural Land Reserve, however some of these lands may be eligible for exclusion.
- Most citizens have come to rely on grocery stores for their food.
- Food supply has been disrupted locally because of our isolated geographical location and frequent highway/rail closures. There are concerns about global food distribution disruptions from environmental or political upheavals, or energy shortages.

#### What We Are Doing

- Citizens currently have access to local foods (defined as from within 100 miles of the community) through the weekly summer Farmers Market and winter fairs, as well as from a private sector household 'basket' service and health food store.
- Some citizens continue to garden, hunt and preserve foods, thus supplying a portion their own needs.
- Community Connections Outreach Program has taken the lead in a new initiative with interested community members to educate, create awareness about food security issues and generate enthusiasm for possible solutions.

**Community goal** – Community members are aware of food security issues.

**Objective:** Increase community member awareness of local food security issues.

Projects / Tasks	Priority	Leader	Cost
72. Develop and implement a long-term plan.	High	CC*	
73. Document historical agricultural land uses in the area	Medium	CC*	Low
74. Map available community food sources.	Medium	CC*	Low
75. Explore options to implement local gardening and agriculture activities.	Medium	CC*	Low

## 6. Community Character and Sense of Belonging

#### What We Know About our Community

- The 2007 survey results describe the current community character and sense of belonging:
  - The five words most often cited to describe the community were: friendly, beautiful, safe, scenic, and clean.



- Most citizens are proud of Revelstoke – 78% of survey respondents answered “yes” (up from 60% in 2000) and 21% “somewhat” when asked this question. Almost all survey respondents invited people to vacation in the area - over 44% regularly (up from 18% in 2000), and almost 50% occasionally.
- There is a strong sense of belonging - almost 90% of respondents indicated a very strong or somewhat strong sense of belonging, about 15% more than in 2000.
- There is optimism about the future of the community - almost 90% of responses were ‘yes’ to this question – about 10% higher than the 2000 survey.
- Revelstoke citizens are active volunteers - 64% of respondents indicated they volunteer their time and talents to the community.
- Citizens take an active role in community decisions - as in 2000, almost half of the respondents indicated they had provided input on a major community decision in the past year. Younger respondents were less likely to have provided input - only 19% under the age of 30 responded “yes”, compared to 50 - 55% of those older than 30. Reasons for not providing input included the perception that their voice would not be heard (52% of respondents thought that public input influences major decisions, 22% were not convinced and 26% didn’t know), being too busy, and lack of interest.
- Service providers have identified social isolation as an issue for some seniors, people with disabilities and people living on low incomes.

### What We Are Doing

- The City, CSRD and community organizations provide avenues and mechanisms for the public to provide input into key decisions.
- Many volunteer groups take active roles in the economic, recreational and social dimensions of the community and have been responsible for key initiatives.
- Despite high participation, finding enough volunteers is limiting some groups. The City and the local Community Futures Development Corporation has started a new committee to recognize and attract volunteers.
- The Senior’s Association, IHA funded Adult Day Program for seniors with certain needs, Community Connections Outreach Program and the Awareness and Outreach Program for people with mental disabilities are providing opportunities for socially isolated individuals to engage in activities.

**Community goal** - Retain the friendly, beautiful, safe, clean small-town community character in this historic mountain setting where a diverse mix of people live as respectful neighbours enjoying a high quality of life.

Many of the elements of this goal are covered in other sections of this plan. This section addresses the friendly, small-town, neighbourly aspect of community life.

**Objective:** Residential neighbourhoods retain a high sense of safety and quality of life.

Projects / Tasks	Priority	Leader	Cost
76. Citizens continue to welcome new neighbours and inform them about community norms.	Highest	(Citizens)	Lowest
77. Zoning to limit vacation rental properties within residential neighbourhoods. (duplicated in Housing section)	Highest	(City Plan)	Lowest

**Objective:** New residents and visitors are welcomed to the community and are invited to respect and participate in community life

Projects / Tasks	Priority	Leader	Cost
78. Complete the Community Handbook/Directory describing services and small-town customs; update as needed	High	City ED*	Medium
79. Familiarization (Fam) tours offered to new residents, hosted by long-time residents			
80. Host community events to welcome new residents			



**Community goal** - Continue the high level of participation, volunteerism and involvement of citizens in community activities and decisions, which leads to the current high sense of belonging.

**Objective:** Continue opportunities for community input to planning and decision processes.

Projects	Priority	Leader	Cost
81. Continue the City services website survey.	High	City*	Lowest
82. Continue to seek community input to community and sector strategic plans and development plans	High	City*	Medium

**Objective:** Maintain and expand volunteering.

Projects	Priority	Leader	Cost
83. Continue the Volunteer Revelstoke Group and consider creating a volunteer coordinator position/point of contact	High	CFDC*	Lowest
84. Develop links between groups needing volunteers and seniors	High	SCA.*	Lowest

## 7. Natural Ecosystems and Sustainable Resource Management

### What We Know About our Community

- Local ecosystems are referred to as 'interior rainforests' due to the wet, moderate climate which creates ideal conditions for complex forest ecosystems with large trees, dense understory and extensive moss growth. Alpine meadows with extensive herbs and wildflowers top the steep mountains, along with glaciers.
- Sixteen species of concern (red and blue listed species) and four species of interest are listed in the 2003 Community Environmental Strategy.
- Reduced suitable habitat following logging, creation of hydro reservoirs and increased road access limit some mammal species. Mountain caribou, an endangered species has suffered sharp population declines in the local area.
- Fish species have been impacted by the hydro-electric reservoirs and the water flows associated with hydro dam operations. Hydro reservoir operations have also created extensive seasonal wetlands south of town which provide critical habitat that is used extensively by over 200 species of various birds, including 16 red-listed and 15 blue-listed species.
- Timber harvesting is the dominant industrial activity in forested ecosystems. The community is actively involved in timber management through its ownership of the Revelstoke Community Forest Corporation (RCFC), which manages Tree Farm License (TFL) #56 for the Downie Creek and southern portions of the Goldstream drainages. Management plans direct that one-third of the forested land will be harvested over time. Sustainable forestry practices was the fourth most important environmental issue for respondents to the 2007 community survey, identified by 39% of respondents.
- Hydro-electric transmission lines are also prevalent on the landscape.
- Flooding of valley bottom lands suitable for agriculture leaves the community without adequate farmlands to sustain itself with food.
- Motorized and non-motorized backcountry recreation use is extensive. Heli-skiing, snowmobiling, ski touring, hiking, mountain biking and all-terrain-vehicle use occur both through tenured commercial businesses and public recreation activities. The Revelstoke Mountain Resort development is expected to increase backcountry use, heightening the need for a plan to define compatible uses within ecological and experiential carrying capacities.

### What We Are Doing

- During the 1990's a land use plan developed by community members was endorsed by the provincial government for the area from Mica to Shelter Bay.



## Revelstoke and Area Community Development Action Plan – September 2007

- This land use plan does not address the growing range and intensity of backcountry recreation uses or the potential ecological consequences. A recreation inventory was lead by the Community Futures Development Corporation in 2002 to support a planning process.
- In 2002 the City established a Caribou Recovery Committee to work with community interests and provincial agencies to plan and implement recovery actions for local herds.
- Revelstoke Community Forest Corporation received a clean audit from the provincial Forest Practices Board in 2004 and achieved ISO 14001 certification which includes the requirement for sound environmental management practices. They are now seeking certification under the Sustainable Forestry Initiative.
- BC Hydro has completed and implemented a Management Plan for the Upper Arrow Lakes Drawdown Zone and the Columbia River Water Use Plan.

**Community goal** - Continue to be involved in land management processes and decisions for the North Columbia Mountains to retain the biodiversity, connectivity and habitats in the area, while allowing for economic and recreational uses.

**Objective:** Up-to-date resource management plans are in place for important natural areas (from Mica Creek townsite to Shelter Bay).

Projects / Tasks	Priority	Leader	Cost
85. Continue to implement the 'Drawdown Zone Management Plan for the Columbia River Wetlands to manage for recreation and wildlife values.	Highest	BC Hydro*	Medium
86. Management plan is developed and implemented for the Illecillewaet wetlands.	Highest	(IGS)	Medium
87. Implement the Columbia River Water Use Plan	High	BC Hydro*	Highest
88. A backcountry recreation management plan is developed and implemented.	High	(City, Provincial agencies)	High
89. An update of the Revelstoke Minister's Advisory Committee Plan is incorporated into the development of a Sustainable Management Plan for the North Columbia's. This plan addresses all resource uses, includes an environmental strategy, and incorporates broad public input.	High		Highest

**Objective:** No loss of important wetland and riparian habitats or habitats for species of concern

Projects / Tasks	Priority	Leader	Cost
90. Inventory and prepare management plan for wetlands and riparian habitats within and adjacent to the municipal boundaries.	High	(City/CSRD)	Medium
91. Development of a municipal Water Course Protection By-law to ensure important wetland and riparian habitats are protected. (to be considered in the OCP)	Medium	(City)	Low
92. Work with regional, provincial and national officials and agencies to ensure municipal projects and / or sponsored activities do not cause a reduction of important habitats for species of concern.	Medium	(City Provincial Ministries, Federal Depts.)	Low

## Primarily Economic Goals

### 8. Community Economy

#### What We Know About our Community

- Three business sectors - forestry, tourism and transportation (primarily Canadian Pacific Railway) - as well as public services and government transfers are the major sources of income in the community. This is a high level of diversity and potential stability for a rural BC community.



- Low unemployment, increasing property values, more than a doubling in building permits over the past 2 years (from \$5 million to \$13 million), a 3% real increase in community income since 2000 and a growing tourism sector indicate a growing community economy.
- The Revelstoke Mountain Resort will transform the economy over time. In 2007, its first year, the resort expects to invest \$100 million.
- 50% of 2007 community survey respondents describe the state of the economy as growing, in direct contrast with the 2000 survey when 50% described the economy as declining. As well, 25% more survey respondents would encourage people to start businesses in Revelstoke.
- Education and training services, and tourism and hospitality received the highest ranking in the community survey as the most important economic sectors to develop.
- Affordable housing was identified by survey respondents as the most important economic and employment issue needing attention.

### What We Are Doing

- The Chamber of Commerce, Community Futures Development Corporation and a municipal Economic Development Commission provide a range of development services. 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 million, with seven full-time and seven part-time staff.
- The Revelstoke Credit Union offers banking, lending and insurance services, and provides generous annual donations to various groups in the community.
- 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.
- The level of satisfaction in business support in Revelstoke has risen significantly in the last few years - in the 2000 community survey, satisfaction with local business services was the lowest of the twelve services sampled; in 2007 business support had risen to the fourth highest and was identified as the lowest priority for improvement.

**Community goal** - Maintain a diverse and strong economy.

**Objective:** Maintain business support services.

Projects	Priority	Leader	Cost
93. Continue business supports including the federal self-employment program, small business loans and business facilitation	Highest	CFDC* City ED*	Highest
94. Continue to improve city hall's business and development friendliness by: - regular meeting of City and Chamber representatives - discussions with developers to streamline processes	Highest	City ED*	Low
95. Continue to have open lines of communication with the community's large employers	High	City ED*	Low
96. Develop an inventory of community members with specific business skills	High	CFDC* City ED	Lowest

## 9. Tourism

### What We Know About our Community

- The natural environment, summer and winter recreational activities, history and heritage of the area, and location on the Trans-Canada Highway next to two National Parks provide opportunities for a significant and growing tourism sector. Sports events, music and cultural festivals, and four museums augment outdoor recreation activities.
- 50 'roofed' accommodation properties with 1,355 beds/rooms, 20 campgrounds with 978 sites, and 35 food and beverage establishments were in place in 2007.



- 670 people were employed in accommodation and food services, and 115 in arts, entertainment and recreation in 2001, the most recent census information that is available.
- Income from the tourism sector is quite low relative to other sectors, compared to the level of employment. Many tourism jobs are entry level, and are part-time and/or seasonal. These positions create opportunities for youth and second household incomes.
- This sector continues to grow with hotel and motel room revenues increased 50% between 2000 and 2006.
- The Revelstoke Mountain Resort development will lead further expansion in this sector.
- Respondents to the 2007 community survey ranked this sector as the second priority for development, after education and training. They also identified the relatively low, seasonal wages in this sector were the second most important economic and employment issue needing community attention.

### What We Are Doing

- Since 1997, the City has maintained a tourism development strategy, implemented by a tourism development coordinator in partnership with the Chamber of Commerce.
- In partnership with community organizations the City is supporting expansion of tourism infrastructure including extension of Grizzly plaza, airport upgrade, walking/cycling trail extension (including Illecillewaet pedestrian bridge), Community Centre upgrade for conferences, performing arts centre, forestry museum, snowmobile chalet on Boulder Mountain, public art projects, Centennial Park facility upgrade, highway adventure centre.

**Community goal:** Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation.

**Objective:** Maintain and expand marketing and promotion activities.

Projects	Priority	Leader	Cost
97. Continue the funding plan for tourism marketing	Highest	City*	High
98. Continue multi-level winter/summer promotion including packaging	Highest	CoC*	High
99. Maintain communication between the tourism industry and the community	High	CoC*	Low
100. Continue to profile Revelstoke as a festivals and events destination while managing potential noise pollution	High	CoC*/City ED*	Low
101. Explore joint promotion activities with Revelstoke Mountain Resort	High	CoC*/ RAA */ RMR*	
102. Encourage increased diversity in tourism activity (eg. horseback riding, guided outdoor activities near town, etc.)	High	(CoC) (CFDC)	Lowest
103. Continue to encourage merchants to extend hours of operation during summer	High	CoC	Lowest
104. Update the conference package & actively market the community as a conference location	Medium	CoC	Medium
105. Comprehensive review of all directional signage in and around Revelstoke including highway sign with international activity symbols and event info, without increasing the number of signs	Medium	(City ED)	Medium

**Objective:** Expand/improve community-wide tourism infrastructure

Note: Performance Centre creation, expanding the Forestry museum and public art installments are included in the arts, culture and heritage section

Projects	Priority	Leader	Cost
106. Develop and implement a tourism infrastructure development strategy for the accommodation tax revenues.	Highest	City ED*	Low
107. Extend Grizzly Plaza	High	City ED*	Highest
108. Expand walking/cycling trails based on a comprehensive trail plan, including the	High	City ED*/	Highest



Illecillewaet pedestrian bridge		Rotary*	
109. Upgrade the Community Centre to better serve as a conference centre	High	City ED & Parks & Rec*	High
110. Explore opportunities to build a multi-purpose facility at Centennial Park to serve as an outdoor performing facility, sports changing facility and concession.	High	(City Parks & Rec)	Highest
111. Complete the river trail system from the Highway 1 bridge to Centennial ball fields. Examine alternate routes including along the banks of the Columbia River, along Front or Third Streets.	Medium	(City Ed)	Low to High
112. Establish a snowmobile chalet on Boulder Mountain		City ED, Snowmobile Club/ Society	High
113. Expand the public art installments		City	Medium
114. Explore options to create an adventure centre on Highway 1 as a focus for visitors.		City ED	Highest

**Objective:** Develop tourism opportunities on Westside Road and on Lake Revelstoke

Projects	Priority	Leader	Cost
115. Maintain communications with provincial agencies	High	City ED* CSRD*	Lowest
116. OCP zoning to permit tourism uses	High	City Plan* CSRD*	Lowest

**Objective:** Increase shoulder season visitation

Projects	Priority	Leader	Cost
117. Create packages focused on the shoulder season	High	CoC	Low
118. Open park sites earlier in the year/later in the fall		(CoC, PC , BC Parks)	

## 10. Retail/services

### What We Know About our Community

- 1,150 workers were employed in the retail and service sector according to the 2001 census. Approximately half are part-time or seasonal workers.
- Although the largest employment sector in the community, lower wages and intermittent work leads to a lower contribution to community income.
- The sector ranked third most important for development in the 2007 community survey. Environmental services were ranked as particularly important in the 2007 survey.
- There are three distinct commercial areas: the downtown core and its vicinity where most activity is currently concentrated, the 'gateway' area situated along the TCH at the western entrance, and the industrial park near the eastern access. The resort development at Mount McKenzie will create a fourth area, and the need to create balance amongst commercial areas.
- 78% of local residents indicated in a retail survey in 2006 that they shop out of town once per month or more. Reasons given were: items not available in town, price, selection, and part of a trip away.

### What We Are Doing

- The Chamber of Commerce and the City provide support to the retail sector.



- A comprehensive retail strategy completed in 2006 identified opportunities to increase business activity and improve service attitudes. Business owners expressed strong interest in bringing in new shops and businesses, further downtown beautification, improved parking, and extended shopping hours.

**Community Goal:** Implement the recommendations from the 2006 Retail Strategy.

**Objectives/Indicators:** To be defined with the retail sector

**Note:** The retail strategy has just been completed and actions have not yet been prioritized. An action table will be added to this plan once actions are prioritized. Actions should include retaining affordable shopping opportunities.

## 11. Forest Sector

### What We Know About our Community

- Forestry and wood manufacturing is the largest industrial sector employer with 450 workers.
- Downie Timber Sawmill is the main wood manufacturer and employer with both a sawmill and value-added processing plant, Selkirk Specialty Woods. A number of smaller sawmilling operators, a pole plant operator, cedar shake/shingle cutters and independent logging, hauling, road building, forest management services and silviculture contractors operate in the community.
- In 1993, the City of Revelstoke, in partnership with three local sawmills, formed the Revelstoke Community Forest Corporation and took responsibility for managing a Tree Farm License on public land, a unique entity in the province.
- The sector has weathered several international marketplace challenges in recent years, with the high Canadian dollar and a drop in housing starts as the current issues. Continuing local challenges are managing habitat for threatened mountain caribou and air quality impacts from the local wood waste burners.
- In the 2007 community survey forestry was ranked as the seventh most important economic sector, down from second in 2000. Almost 40% of respondents ranked value-added wood manufacturing as an important economic activity needing attention.
- Almost 40% of respondents to the community survey flagged sustainable forestry practices as one of the most important environmental factors needing attention- the 4<sup>th</sup> highest priority.

### What We Are Doing

- The Revelstoke Forest Workers Society maintains open communication between the forest sector, community and government and supports high quality training for local forest workers.
- The City and Revelstoke Community Forest Corporation are working with UBC to find profitable uses for the abundant low quality hemlock in the region.
- Forest industry representatives are active in mountain caribou recovery activities.
- Major forest companies have achieved forest product certification, and continue to explore higher levels of certification.
- Downie Timber is planning to decommission its beehive burner in 2007.

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

**Objective:** Maintain support for the forest sector within the community.

Projects / Tasks	Priority	Leader	Cost
119. Continue to maintain high attention to safety with resulting low accident levels to retain workers	Highest	Industry*	Medium



120. Continue to participate in mountain caribou recovery planning	Highest	City ED*/ Industry*	Medium
121. Continue to seek certification of forest practices	High	Industry*	Medium

**Objective:** Expand utilization of local timber volumes and products.

Projects / Tasks	Priority	Leader	Cost
122. Continue to explore opportunities to use hemlock and other under-utilized materials (eg. for bioenergy)	Highest	City ED* / Industry*	Medium
123. Encourage use of local wood products in local construction projects	High	Industry*/ (CFDC)	Lowest
124. Encourage value-added wood manufacturing	Medium	City ED*	Lowest

**Objective:** Ensure readiness for extreme weather events

Projects / Tasks	Priority	Leader	Cost
125. Maintain high wildfire preparedness	High	Industry*	Lowest
126. Ensure road infrastructure and use is suitable for extreme weather events including increased avalanche occurrence and heavy rainfall events.	High	Industry*	Medium

## Primarily Social Goals

### 12. Safety and Emergency Services

#### What We Know About our Community

- 95% of the community survey respondents felt safe in the community, and almost 100% of respondents felt safe in their homes, a slight improvement from 2000 when 89% felt safe in the community and about 94% felt safe at home.
- From 1999-2004 total serious crime rate dropped by 22.7%. Crime levels are relatively low, excepting for youth property crimes, spousal assault and non-cannabis drug offenses which are slightly higher than provincial averages.
- The Community Response Network, an organization that trains and supports citizens to identify adult abuse has noted a rising number of incident reports.
- Slightly over half of the 2007 community survey respondents reported that they, their family or a close friend had experienced crime in the past three years. Theft and vandalism are most frequent, followed by physical assault and substance related crimes.
- Community safety generally was not noted as an important community issue in the 2007 survey. Family violence was cited as the third lowest social priority compared to the second highest in 2000.
- Increased crime and the need for more policing are concerns raised by survey respondents about the resort development.
- Wildfires adjacent to Revelstoke in recent years have heightened concerns about risks to the community.
- The annual call volume for paramedics is now over 1000, up from around 600 in 2000. About 30% of these call-outs are for trauma, with a good portion being motor vehicle accident related.
- Citizens have continually been satisfied with fire protection and police services over the past decade. 2007 community survey respondents expressed the highest level of satisfaction for emergency services (police, fire, ambulance) of all services listed, with 85% being somewhat or very satisfied. Emergency services were the second lowest priority for improvement.
- Community Connections and the Ministry of Children and Family Development have identified the need for support for men experiencing and involved in violence.



## What We Are Doing

- Police services are provided by the local branch of the Royal Canadian Mounted Police under contract with the City with 20 full time officers and five auxiliaries. A special unit has been added to police high accident highway locations.
- The Revelstoke Fire Department has six paid members and 29 volunteers and provides service within the City and to some rural areas. The plan for Revelstoke Mountain Resort includes a site for a potential satellite fire station on resort lands.
- In 2006 the City commissioned a Community Wildfire Protection Plan and have created a Community Wildfire Committee to support implementation of the plan.
- The Revelstoke branch of the BC Ambulance Service has two paramedic staff on call 24 hours per day and nine part-time paramedic staff available – down from 13 in 2000. Two emergency vehicles are available and each has a capacity of three patients. A permanent facility is being sought for these services.
- The City has an Emergency Planning Committee involving all emergency organizations, and has, in partnership with CSRD, hired a coordinator.
- A local Search and Rescue Society provides emergency support, which is regularly called upon for motor vehicle accidents and backcountry rescues.
- The City funds Victim Support Services, the Women’s Shelter Society runs Forsythe House with programs to assist women and children experiencing violence as well as the Community Response Network, and Community Connections offers counseling for children and families experiencing violence.

**Community goal** - Improve on the current high sense of safety in the community by continuing to address conditions that lead to violence and crime and by providing emergency services and services to support victims.

**Objective:** Maintain availability of services for policing, fire protection, search and rescue and ambulance, with expansion as needed.

Projects	Priority	Leader	Cost
127. Continue policing, fire protection and search and rescue services to meet existing community needs,	Highest	City*, RCMP* Search & Rescue*	Highest
128. Establish additional fire protection services for the resort area	Highest	RFD / RMR*	Highest
129. Stabilize paramedic staffing and establish a permanent base location	High	Prov gov't*	Highest
130. Monitor population growth and visitor levels, and crime incidents to identify and implement needed service expansion as population and visitations grow.	High	City, RCMP Search & Rescue	??

**Objective:** Expand emergency preparedness and wildfire protection activities

Projects / Tasks	Priority	Leader	Cost
131. Revitalize the emergency preparedness program by: - Continuing to retain a coordinator - Updating the community preparedness plan - Implementing mock-up exercises	Highest	RFD	High
132. Implement the community wildfire protection plan	High	RFD*	High
133. Encourage households to practice emergency preparedness	High	RFD*	Lowest

**Objective:** Reduce family, spousal and relationship violence and abuse

Projects	Priority	Leader	Cost
134. Continue counseling services for children and families experiencing violence	Highest	CC*	Medium,
135. Continue Victim Support Services	Highest	City*	Medium
136. Continue the Women’s Shelter	Highest	WSS*	High
137. Continue the Community Response Network	Highest	WSS*	Medium



138. Re-establish a dating anti-violence program	Highest	RSS/ CC*	
139. Explore approaches for violence prevention for men and women	Medium	MCF/ CC*	

Note: Substance abuse related projects are listed under b) Substance Abuse. Elder abuse related projects are listed under e) Health, Medical and Wellness

## 13. Health and Wellness

### Meeting basic needs

#### What We Know About our Community

- In the last year, price increases have occurred nationally for mortgage interest costs, homeowner's replacement costs, food purchased in restaurants and gasoline. Rental housing costs have also increased locally.
- There are several indicators of increasing hardship for a certain portion of the population: use of the local food bank has risen dramatically since 2001 and there are growing waiting lists for all subsidized housing in the community.
- In 2005 an affordable housing study estimated there are at least 250 families and individuals experiencing 'core housing need' – meaning they were paying more than 30% of their income on housing.
- 2004 income tax returns indicate the following households fall below the low-income cut-offs used by the federal government to define low-income families:
  - 50 couples with no children and median annual income of \$12,100.
  - 60 couples with 80 children and median income with two children of \$21,400.
  - 160 lone parents with 230 children and median income for two children of \$14,900.
  - 370 individuals with median income of \$9,900.
- The percent of Revelstoke's population receiving income assistance is less than provincial averages. Single individuals receive assistance at a roughly 20% higher rate than the provincial average.
- In 2007 186 residents were receiving provincial disability pensions. Many of these individuals live in poverty, particularly recently as housing costs have increased.
- The proportion of low income families is almost half the provincial average using a measure of spending more than 20% of the average family on food, clothing and shelter.
- Employment Insurance recipients as a percent of the total population is chronically higher than provincial averages due to the seasonal nature of the main employment sectors (tourism, forestry and transportation – in September the annual average for Revelstoke was 4.5% when the provincial average was 2.7%
- Recent food bank client information provides more insights into who is struggling to make ends meet in the community:
  - Most food bank users are single people, with the remaining being equally lone- and two- parent families and couples with no children.
  - Major income sources of clients are almost equally social assistance, employment and provincial disability support, with a much lower level from pensions.
  - Aboriginal people use the food bank at 10-fold higher rates than their representation in the community population.
  - The vast majority are renters, with some living in public housing – and close to half pay more than 50% of their income on rent, with 1 in 5 having faced eviction recently.
- 36% of respondents to the 2007 community survey identified access to basic food, shelter and clothing as an important social issue needing attention – making this the 4<sup>th</sup> highest priority. Child poverty was ranked 6<sup>th</sup> with 19% of responses.
- The 2007 community survey revealed that lower income households were more likely to experience social isolation. Low income families were also the likeliest to describe their family situation as "messed up" (26%) and have difficulty



accessing recreation due to cost. Low income households were much more likely to select “Access to basic food, shelter and clothing” as a priority social issue.

- With new eligibility requirements and accounting procedures for income assistance, there is concern among social service providers that some people are ‘falling through the cracks’.
- Literacy and employment support providers identify reliable transportation as a key factor that limits the potential for low income families to access services and retain employment.

### What We Are Doing

- Since the closure of the Ministry of Human Resources office in 2001, there are few services in the community for people facing emergency financial or housing situations. For those 2007 community survey respondents who were, or had anyone close to them as recipients of income assistance or social services support, over 68% were somewhat or very dissatisfied with income assistance, and almost 62% were somewhat or very dissatisfied with social service support.
- Community Connections Outreach Program runs the food bank, community garden and community kitchen, provides baby bundles and promotes other community activities to support families living in poverty. An Advocate position that supported individuals and families to access services has been reconfigured to a Social Justice Advocate position with new approaches to support citizens to meet needs.
- Some schools provide food programs for children living in poverty.
- Churches are active in supporting those in need, with two lunch programs.
- The Women’s Shelter assists women and families in crisis to meet their immediate needs.
- A new Awareness and Outreach Program for people living with mental disabilities is sponsored by Interior Health and runs primarily with volunteers.
- The Seniors Association is implementing new programs to support seniors to meet their basic needs.

**Community goal** - Increase the wellness and sense of belonging of citizens coping with poverty, mental health challenges or social isolation.

**Objective:** Support all citizens to access healthy foods.

Projects / Tasks	Priority	Leader	Cost
140. Continue the community food bank/garden/kitchen and outreach program	Highest	CC*	High
141. Continue and encourage further church sponsored soup/lunch programs.	Highest	Churches*	Low
142. Continue Meals on Wheels program and Seniors Helping Seniors and Helping Hands programs	Highest	SCA*	Medium
143. Expand school breakfast/lunch programs to all schools	Highest	Schools*	Medium
144. Monitor opportunities to relocate the food bank to a permanent site with universal accessibility (no stairs) and take action when appropriate	High	CC*	??
145. Grocery stores should expand single person sized portions, particularly meats.	Medium	(Grocery stores)	Lowest

**Objective:** Citizens have equal access to the resources, employment, services and opportunities they require to meet their basic needs.

Projects / Tasks	Priority	Leader	Cost
146. Continue programs and services for developmentally disabled citizens	Highest	CC*/CLBC*	Highest
147. Provide points of contact for citizen concerns about local, federal and provincial services, including computer access of issues other than employment topics.	Highest	CC*	Medium



**Objective:** Citizens have at least one source of family, friend or professional support in the community.

Projects / Tasks	Priority	Leader	Cost
148. Continue the community food bank/garden/kitchen and outreach program	Highest	CC*	Medium
149. Continue the awareness and outreach program for citizens with mental health challenges	High	IHA*	High
150. Continue the lifeskills worker	High	IHA*	High
151. Continue the summer entertainment in the Plaza, and explore ways to offer free entertainment at other times of the year	High	City	Medium
152. Explore options for social activities for single people			

**Objective:** Provide services to meet short-term, emergency needs

Projects / Tasks	Priority	Leader	Cost
153. Develop local, collective solutions (eg. homeless shelter, allocated emergency funds, etc.)	High	CC* / WSS / Churches	Low

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

## Healthy lifestyles

### What We Know About our Community

- Almost 93% of respondents to the 2007 survey consider the general well being of the people in their households to be stable or improving, almost the same result as in the 2000 survey.
- For infants, the mortality rate and incidence of low birth weights, which increases health risks for children, are close to or better than the provincial rate.
- The hospitalization rate for children 0-14 years old is lower than the provincial rate for respiratory diseases, but almost double the rate for injuries and poisoning. Teen pregnancy and birth rates are close to the provincial rate. For 2004/05 the hospitalization rate for youth 15-24 years old is more than double the provincial rate.
- From 2000-2004 there were slightly more deaths in total than expected compared to provincial rates. Mortalities from diseases of the arteries (9 deaths) and motor vehicle accidents (9 deaths) occurred at more than two times the provincial rates.
- Health professionals indicate community members reflect the national 'crisis' in child and adult health issues related to excess weight such as Type 2 diabetes. Diabetes was the fourth highest cause of death in Revelstoke from 2000-2004.
- Responses to the 2007 community survey show about 32% of local citizens experience levels of personal stress or frustration they didn't feel they could handle. This is down from about 40% in 2000. The major sources of stress are personal or family finances, health problems and workplace problems.
- Eighty percent of the survey respondents had someone to turn to, with family and friends being the main sources of support. Almost 27% of survey respondents sought professional help. Half the respondents had used these supports one to three times in the past year, while slightly over 20% turned to their support systems more than 10 times in the past year.

### What We Are Doing

- Provincially funded services offered through public health, the mental health clinic and the hospital promote healthy lifestyles through pre-and post –natal services, counseling and nutrition advice.
- Approximately every second year the community holds a Health Fair.
- The Screen Smart Committee is providing information and hosting events to encourage alternative family activities to 'screen time', especially physical activities.



- The School District has expanded healthy foods at the high school cafeteria and reduced junk foods in vending machines. The Parks and Recreation Department is shifting to healthier choices for the vending machines in the Community Centre.

**Community goal** - Promote and encourage healthy lifestyles to improve the health of all citizens.

**Objective:** Improve quality of life and reduce mortality rates from unnatural causes

Projects / Tasks	Priority	Leader	Cost
154. Continue to promote alternative family activities to 'screen time'.	Highest	RSSC *	Low
155. Inform the community about the highest preventable sources of mortality (heart/circulation-related, diabetes and motor vehicle accidents currently) and prevention options	Highest		
156. Raise the profile and broaden the Community Health Fair, particularly to include promotion of active, healthy lifestyles	High		
157. Limit junk food sales in community and school facilities	High	City Parks and Rec* SD19*	Lowest
158. Implement community-based 'healthy lifestyle' days, e.g. Participaction and walk to work days			
159. Expand active, non-competitive sports programs at schools		RTA	Lowest

## Substance abuse

### What We Know About the Situation

- Citizens see substance abuse as a significant community issue as indicated by the following responses to the 2007 community survey:
  - almost 40% cited problems with substance abuse in Revelstoke as negatively affecting them, their family, friends or co-workers;
  - 36% identified substance abuse as a reason for unemployment, the third highest ranking, and drug and alcohol counseling was listed as a factor that might have kept someone who was working out of town in the community;
  - substance related crimes were reported as the fourth most common type of crime experienced by respondents, their family, or close friends, the same ranking as in 2000;
  - 52% identified this factor as needing attention – the second highest ranking; and
  - in somewhat of a contradiction, substance abuse was listed as the second lowest source of personal stress, by only nine individuals.
- In 2000 and 2007 the main forms of abuse were perceived by respondents to the community surveys as:

Main form of abuse	2000* (426 respondents)	2007* (122 respondents)
Alcohol	37.1%	45.7%
Marijuana	5.6%	6.8%
Prescription drugs	0.9%	37%
Other illegal drugs	22.1%	3.1%
Other	34.3%	7.4%

- Community health professionals also identify substance abuse as a major community issue, with services historically provided mainly for alcohol (58%) and cocaine (22%) abuse, with marijuana being somewhat less (12%), and prescription drug use also a concern. The School District also sees substance abuse as a significant community issue.
- Available statistics and health professionals from outside the community suggest the substance abuse level in the community may not be any more significant than in other communities:
  - Revelstoke ranks 30<sup>th</sup> (best) out of 78 Local Health Areas for "non-cannabis" drug offenses, with rates less than the provincial average.



- Juvenile (age 12-17) “non-cannabis” drug offenses between 2003 -2005 were zero.
- Between 2000 and 2004 there were 22 alcohol-related deaths.
- Between April 1<sup>st</sup> 2004 and March 31<sup>st</sup> 2005, per capita alcohol sales in Revelstoke were about 50% higher than provincial averages (with the qualification that high tourist areas may be overstated).

### What We Are Doing

- A Drug and Alcohol Counselor who is funded by the provincial government through IHA is located at the hospital and works closely with the co-located Mental Health Clinic staff and fee-for-service psychiatrist. Approximately 150-200 clients are seen annually by the counselor. Historically 55% are employed and almost 60% are men.
- Most major employers have employee assistance programs that make referrals to counseling available in town.
- Detox services (usually 4-7 days) are available outside of the community, with the closest locations in Kamloops or Kelowna, but are inadequate to meet the demand.
- Approximately 20 individuals are referred for treatment by the substance abuse program locally; others attend independently. The local annual budget for treatment assistance through the provincial government is approximately \$3,000 –not enough for one month of treatment in most residential programs. Additional funds are sought on a case by case basis. Long waiting lists for access to detox and treatment exist.
- There is a School Prevention Worker at the high school funded through IHA.
- The DARE program, which encourages prevention of drug/alcohol use, has been delivered by the RCMP in grade 5 classes.
- Twelve substance abuse self-help/support groups meet every week, attended by an average of 10-15 people per session.

**Community Goal** - Recognize substance abuse as a major factor limiting the social and economic life of individuals, families and the community and act collectively to reduce abuse and support treatment.

**Indicators:** Alcohol related mortalities decline; community survey respondents report lower levels of abuse negatively impacting them, their family, friends and co-workers.

**Objective :** Increase community- wide awareness of the substance abuse situation, and establish community agreement to reduce substance abuse.

Projects/Tasks	Priority	Leaders	Cost
160. Community-wide communication about substance abuse levels in the community, effects on personal, family and community life and available treatment	Highest		Low
161. Inform employers of the substance abuse situation in the community and resources available to support workers to prevent abuse as well as access counseling and treatment	Highest	(CoC)	Lowest
162. Create community events around drug awareness week	Highest		Lowest
163. Adult singles substance free social events			

**Objective:** Continue, and where appropriate, proactively expand substance abuse prevention programs to meet identified needs.

Projects/Tasks	Priority	Leaders	Cost
164. Continue full-time school-based prevention program at the high school and expand to the elementary schools	Highest	IHA*	High
165. Continue the crystal meth prevention program with a community level profile	Highest	CC*	Low

**Objective :** Enhance policing and enforcement of substance abuse related activities.



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Projects/Tasks	Priority	Leaders	Cost
166. Encourage enhanced policing of drug and alcohol related activities	High	(RCMP)	
167. Substance abuse related offenders to be required to enter intervention program and pay fines to local programs (e.g. treatment programs)	High	(Attorney General)	

**Objective:** Expand awareness of and access to counseling, detox and treatment services.

Projects/Tasks	Priority	Leaders	Cost
168. Continue drug and alcohol counseling in the community	Highest	IHA*	Medium
169. Information campaign to increase awareness of barriers to access to detox and treatment services	Highest	IHA*	Low
170. Continue to advocate for increased access to regional detox and treatment services	Highest	IHA* City*	Low
171. Hospital staff to be trained to handle detox and mental health patients	Highest	(IHA)	
172. Life skills support to be available for individuals involved in substance abuse counselling	Highest	(IHA)	Medium
173. Tuberculosis test to be available more frequently to expedite access to regional detox services	High	(IHA)	
174. Home nurse support for in-home detox	Medium	(IHA)	
175. Access to hospital acute care beds available for detox	Medium	(IHA)	

**Objective:** Encourage responsible use

Projects/Tasks	Priority	Leaders	Cost
176. Continue the municipal policy related to the sale of alcoholic beverages at community events (e.g., sporting and cultural events)	Highest	City Events Committee*	Low
177. Continue community-based awareness (e.g. information in bars and pubs) program on affects of alcohol and drugs during pregnancy and on fetal development.	High	CC*/ SD19	Med
178. Encourage designated driver system at events	High	(City Events Committee)	Low
179. Encourage ICBC program use and create incentives for designated driver program in bars and pubs			
180. Establish mentor programs for children and youth lacking positive role models			
181. Designate and promote a resource for event organizers to work with to encourage alternative activities, focused on food and non-alcoholic things to do, and fund raising options			

## Health care services

### What We Know About our Community

- The health care system in the community includes provincially funded services, private fee-for-service providers and volunteer groups.
- Provincial services in the community funded by the Interior Health Authority include:
  - **Queen Victoria Hospital** - Offers services related to major trauma, maternity, minor elective surgeries, laboratory and radiology, physiotherapy, outpatient ambulatory care, nutrition, care for the elderly, respite and hospice with staffing of approximately 70 full-time equivalents. There are eight acute care beds and 45 long-term care beds. Visiting physicians provide specialized medical care. Maintaining a full staff of of nurses has been a challenge.
  - **Public health services** - Provide pre- and post-natal services, parenting, school health, adult and seniors health services with one full-time and one part-time public health nurses, a health inspector and clerical support. Immunizations are also provided, as well as individual and group counseling on every aspect of health from nutrition to sexuality. A speech and language pathologist for pre-school children is co-located with the Child Care Society.



Dental health education and services, nutrition services, and health protection services are provided by IHA through staff from outside the community.

- **Mental Health Clinic** – Provide counseling and life skills support through one part-time counselor, one part-time social worker, and one part-time life skills worker. Child and youth mental health services are co-located with the Ministry of Children and Families.
- **Substance abuse counseling** – Provides counseling with one full-time staff.
- **Selkirk Medical Clinic** - Houses eight physicians practicing general medicine, a laboratory, and a complement of nursing staff.
- Public health services, the mental health clinic, substance abuse counselor and a private fee-for-service psychiatrist are located at the hospital. Although services would be better located somewhere more accessible (e.g. downtown) and confidential, the benefit of the hospital location is its low rental costs. There has been a repeated call for a satellite office downtown to facilitate walk-in access.
- Independent health providers include three dentists, two chiropractors, one optometrist, a part-time hearing specialist and a part-time physiotherapist provide professional medical services from their private offices. Health care practitioners include seven massage therapists, and two acupuncturists.
- An active volunteer hospice society provides respite and hospice support. A S.A.F.E.R. clinic (Sexual Awareness for Everyone in Revelstoke) provides sexual health counseling. Numerous volunteer support groups bring people with specific health challenges or experiencing bereavement together.
- Satisfaction with health care services has improved from 2000, when citizens were least satisfied with health care services of all community services. There is still a desire for improvement with access to doctors and hospital services ranking second and third out of 12 services in the survey, mental health and home care services ranking eighth and ninth. 2007 community survey respondents cited a need for a “walk-in” medical office and an overall improvement in health care services in Revelstoke.
- There is also a concern about the impact of Revelstoke Mountain Resort on health care services in the community – 61% felt the resort would negatively impact Revelstoke with an increased demand on health care services and 81% felt there should be a high priority placed on taking action to reduce this negative impact.
- Access to services not available in Revelstoke is a major issue given the geographic location of the community, although this has been alleviated by a weekly medical health bus service.

### What We Are Doing

- The City convenes a Mayor’s Advisory Committee on Health Care Services to advocate for community health services.

**Community goal** - Enhance local health care services and assist citizens to access out-of-town care when needed.

**Objective:** Continue open communications with IHA to bring appropriate services to the community and initiate proactive strategic thinking to plan for longer term needs.

Projects/Tasks	Priority	Leaders	Cost
182. Maintain the Mayor’s Health Services Advisory Committee	Highest	City*	Lowest
183. Continue the out-of-town medical bus service	Highest	IHA*	Medium
184. Improve the responsiveness and access to the medical equipment/aids loan cupboard	Highest	(Red Cross)	Lowest
185. Develop a shared understanding of the need for medical service expansion as the resort develops, with timely implementation in response to growing need	High	(City/ IHA)	Lowest
186. Reinforce medi-vac services to ensure regional teams are available as needed and air transport is facilitated	High	(IHA)	High
187. Monitor ‘no refusal’ protocol for hospital transfers to ensure local citizens have access to health care as needed	High	(IHA)	Lowest
188. Clarify the future use of the Moberly Manor building	High	(IHA)	Lowest
189. Continue to monitor opportunities to establish a downtown health unit or satellite office	Medium	(City/ IHA)	Lowest



for public health, mental health clinic and substance abuse counseling			
190. Continue discussions to understand hospital staffing levels and acute care bed needs.	Medium	(City/ IHA)	Lowest
191. Monitor weather conditions and implement heat stress education & protocols before a sustained heat wave occurs, particularly for high risk shut-ins.	Medium	(IHA)	Low

Note: The Seniors section includes action to provide additional services for aging people with developmental disabilities.

## 14. Families, children and youth

### What We Know About our Community

- The type and number of households in the community in 2004 were:

Type of Household	No. of Households	Percentage
Couples	1,830	53%
One person	1,200	34%
Lone parent with children	450	13%
<b>TOTAL</b>	<b>3,480</b>	<b>100%</b>

- In 2001 about 25% of the population - 2,000 young people were between 5 and 24 years old. 975 were between ages 15 to 24
- 97% of 2007 community survey respondents thought it was important to be, and over 90% viewed Revelstoke as being, family oriented, similar to 2000.
- 46% of 2007 community survey respondents described their families as “thriving” (compared to 35% in 2000) and 46.5% as “managing” (compared to 55% in 2000). Conversely, low-income households were the likeliest (26%) to describe their family situation as “messed up”. Nearly 48% of 2007 community survey respondents had family members living in Revelstoke other than those in their home.
- The demand for child care services continues to expand as new people arrive in town and the job market improves. Lack of child care is a reason cited for unemployment by 26% of 2007 community survey respondents. There continues to be waiting lists for child care throughout the community, especially for those with children under three years old. This is a low-paid field of work and the “burn-out” rate is high. For organizations and child care providers, the biggest challenge has been unstable government funding and the threat of funding cuts.
- As of September 2005 the percentage of youth aged 19 to 24 receiving employment insurance was slightly higher in Revelstoke than the provincial average, the percentage of youth under 19 receiving income assistance was much less. BC Stats “Index of Youth at Risk” ranked Revelstoke the fifth best area of 77 Local Health Areas in the province.
- 65% of 2007 community survey respondents indicated satisfaction with support for families and children, down from 75% in 2000. Citizens indicated a moderate to high priority for improvement in these services.
- Some 2007 community survey respondents felt there could be more activities for youth
- Youth respondents to the 2007 community survey differed from older people:
  - they were more likely to be dissatisfied with Revelstoke as a place to live;
  - they were less likely to have provided input on a major community decision in the last year and were less certain how their input would impact community decisions;
  - they were much more likely to be affected by substance abuse.
  - they displayed the most optimism toward the current state of the economy, with 74% believing the economy is growing.
  - they identified “access to education” as a high social priority.
  - they chose “support for entrepreneurs”, “arts and cultural expansion”, and not surprisingly, “opportunities for youth” as high economic and employment priorities.
  - they were concerned with environmental priorities such as energy conservation.



## What We Are Doing

- The Ministry of Children and Family Development has an office staffed with 7.25 full-time equivalent personnel.
- The key community-based organizations are:
  - **Community Connections** - The largest community organization, operating as a non-profit society, offering services for adults (including residential group homes) and children with lifelong disabilities; counseling services; family support programs and Jumping Jacks preschool; women's programs; outreach programs for individuals and families that live in poverty; and a youth program...
  - **Interior Health** – Provides pre- and post-natal and parenting services and supports for raising healthy families; communicable disease avoidance and vaccination services; child and youth mental health services and speech and language services.
  - **Revelstoke Community Childcare Society** – Operates Stepping Stones, the only licensed group child care centre (to be expanded by 20 spaces in 2007), provides referrals to childcare providers, facilitates a toy lending depot, and includes Childcare Resource and Referral (CCRR). Public outcry was recently effective in preventing a complete funding cut but funding remains unstable.
  - **Early Childhood Development Committee** - Cross-sectoral volunteer committee acknowledges, values and supports the shared responsibility of investing in young children (0-6 years) so that they may live, learn, play and dream in safe and healthy surroundings. It facilitates community-wide early learning and care, supports parents and providers through information and resources, and encourages family-friendly initiatives.
  - **Columbia Basin Alliance for Literacy** – Building on the strengths of families, these programs, either directly or indirectly, support parents to guide their children in learning. A number of family and children literacy programming and services are offered.
  - **School District # 19** – In addition to responsibility for the child and youth education system in the community, the School District participates actively in community committees related to child and youth development and learning. Early learning initiatives include the StrongStart Center, a free parent and child (to age 5) drop in program, Baby Talk, a free drop-in program for new parents and babies to 12 months. As well, the district is opening a licensed preschool.
  - **City of Revelstoke** – Runs a licensed preschool.
  - **Okanagan College** – Provides a prenatal training program.
  - **S.A.F.E.R. clinic** (Sexual Awareness for Everyone in Revelstoke) - Provides sexual health counseling for youth. It is staffed by a physician, a nurse and volunteers, many of whom are youth. This clinic addresses the need for confidential health care services for youth, including a drop-in health clinic, with a particular emphasis on sexual health care and education.

**Community goal** - Continue to demonstrate that our community cares about our children, youth, and families by expanding childcare services and maintaining diverse recreational, cultural, educational and employment opportunities.

**Objective:** Maintain the community focus on child care through the Child Care Society with expanded child care services.

Projects / Tasks	Priority	Leader	Cost
192. Continue the Community Child Care Resource and Referral Program.	Highest	CCRR*	High
193. Encourage a full complement of child care options within the community, including for infants.	Highest	CCRR*	Low

**Objective:** Maintain community services to support children, parents, teens, couples and individuals

Projects	Priority	Leader	Cost
194. Continue existing support services for all families, including recreation, prevention, counseling and crisis supports.	Highest	CC*, MCF*; IHA*, RCCS*, ECDC*	Highest
195. Continue approaches to make recreational equipment and supervision available to low income families.	High	MCF*, CC*, RCCS*	Low
196. Act on opportunities to expand recreational activities and entertainment options for	Medium		



youth and families.			
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**Objective:** Improve teen and youth sense of belonging

Projects	Priority	Leader	Cost
197. Continue the Youth Program Coordinator and events	Highest	CC*/ (City)	Medium
198. Continue the S.A.F.E.R. program (walk-in sexuality clinic)	Highest	S.A.F.E.R. Society	Medium
199. Develop ways to involve teens and youth in community processes	High	RLAC / CC / City	Low
200. Monitor the need for and opportunities to establish a 'teen space' in the community	Medium		

Note: Transportation to meet basic needs is addressed in the Transportation section, education is included in the Child and Youth Education section and youth recreation projects are included in the Recreation section.

## 15. Seniors

### What We Know About our Community

- In 2006, there were 1,079 citizens aged 65 years and older in Revelstoke, about 12.5% of the population.
- While the number of older citizens will grow over time as a percentage of the total population, only 32% of 2007 survey respondents were certain they would retire in Revelstoke, down from 60% in 2000.
- Most seniors live in their own homes and plan to stay in town. Seniors who leave town do so to be closer to needed medical support and to escape the snowy conditions. Currently, the long wait times for appointments at the medical clinic and medical treatment are concerns.
- About 30% of seniors live alone.
- Seniors have felt safe in the community but now there is some uncertainty about the future. There is little understanding of the potential impacts of Revelstoke Mountain Resort, with concerns that the price of goods and services will increase and traffic will be congested. Parking close to shops and medical facilities is important for those for whom walking any distance is difficult.
- The lack of appropriate seniors' housing is a concern. There are many seniors on fixed incomes who live in rental housing where rental rates are increasing. There is apprehension that seniors will not be able to afford to own or rent housing in Revelstoke.
- 60% of survey respondents were satisfied with senior services in 2007, down from 90% in 2000. Citizens indicated a moderate to high priority for improvement in these services.

### What We Are Doing

- Senior Citizens Association Branch #83 is a volunteer organization that manages the Seniors' Drop-In Centre, offering social and learning activities for seniors. Programs include Seniors Helping Seniors, Meals on Wheels, and Helping Hands. The association is currently implementing an expansion to the Centre, adding a computer learning resources and is broadening activities for seniors, with a special emphasis on isolated individuals.
- The office for the volunteer senior's counselor, offering advocacy services, is located in the centre.
- The Social Worker and Life Skills worker from the hospital provide health related social support, supplemented by an Adult Day Program.
- The "Health Bus" for out-of-town medical appointments is an important service for seniors.
- The Community Response Network is focusing on education around adult abuse, neglect and self-neglect.

**Community goal** - Support seniors to enjoy a high quality of life within the community.



**Objective:** Provide sufficient services to meet seniors' needs and encourage them to stay in Revelstoke

Projects	Priority	Leader	Cost
201. Expand seniors' participation in programs and services	Highest	SCA.	Lowest
202. Continue and expand existing seniors programs and services (recreation, learning opportunities, shopping support, income taxes, meals, etc.)	Highest	SCA.* / OC* / RLAC*	Medium
203. Provide ongoing learning opportunities about personal safety (eg. avoiding scams and thefts – including on the internet – and emergency preparedness) and avoiding abuse (physical, emotional and financial) and	Highest	SCA	Lowest
204. Explore options to reduce the cost of lifeline (personal emergency alert devices) services so more seniors can afford to use this service	Highest		Lowest
205. Develop supports for seniors to purchase medical supplies and services	High	(CC, SCA)	Medium
206. Re-establish the fall prevention program	High	(IHA, SCA)	Lowest
207. Expand snow removal, yard and handyman services	High	CFDC	Lowest
208. Pharmacist support to help sort-out and dispose of old medications	High	(Pharmacists) / SCA	Lowest
209. Expand home care nurse support	High	(IHA / Private sector)	??
210. Monitor opportunities to relocate the Seniors Centre to provide more space and expanded kitchen facilities with outdoor views and access	High	SCA*	Highest
211. Encourage employers to provide retirement planning at the workplace	Medium	(Employers)	Lowest
212. Ensure adequate medical care for aging individuals with developmental disabilities.		(IHA, CLBC, CC)	

Note: Transportation to access basic needs is addressed in the Transportation section; abuse prevention (Community Response Network) is addressed in the safety and emergency services section

## 16. Recreation

Note: See the Parks and Green Space section for information on parks.

### What We Know About our Community

- Public recreation facilities include:
  - A full service community center with Okanagan Regional Library, an attached seniors activity center, new aquatic centre and gym. The Aquatic Centre, which opened in March 2005, is popular with residents and tourists alike and has quickly become a prized feature of the community.
  - Revelstoke Golf Course (18 holes).
  - Revelstoke Forum skating/hockey arena with adjacent curling rink.
  - Three community parks, six neighbourhood parks, including skate board park, soccer, ball fields, and tennis courts.
  - Several other park areas, such as the heritage garden at the museum, Williamson's Lake swimming area, and Grizzly Plaza.
  - Undeveloped parks (e.g. east Williamson's Lake).
- Some community facilities need upgrades, such as the hockey arena and Centennial Park (e.g. baseball grandstands).
- The City Parks and Recreation Department offers a range of activities for children and adults. Organized recreation is also available through 75 recreation groups. 34 of these groups organize activities for children. The community hosts a wide range of tournaments and other sporting events.
- Private businesses operate two gyms and a bowling alley. The former community ski hill is undergoing expansion into Revelstoke Mountain Resort, with a range of year round recreation options.
- The regional district and surrounding public forests offer hiking, rock-climbing, mountain biking, mountaineering, camping, bird-watching, boating, fishing, Nordic and back-country skiing, snowshoeing and snowmobiling.



- Two national parks and three provincial parks are easily accessible from the community.
- Almost 85% of 2007 community survey respondents felt their recreational needs were being met, compared to 50% in 2000. Suggestions for further activities included more biking and walking trails, a boat launch, climbing gym and more facilities for youth.
- Almost 90% of survey respondents' families were able to participate in the organized recreational activities in which they were interested, compared to 76% in 2000.

### What We Are Doing

- The City's Parks and Recreation Department manages community recreation facilities and hosts programs. CSRD has a cost sharing arrangement with the City for recreation services (including the indoor pool).
- The City's Parks and Recreation staff supports recreation groups with organizational development, accessing funding and hosting events.
- Formal and informal mechanisms exist to support children whose families cannot afford recreation costs to participate in activities.
- The City has convened a biking trail committee to expand the trail network.
- BC Hydro is exploring options to improve the Centennial Park boat launch.

**Community goal** – Retain the broad range of recreation opportunities and support accessibility for all citizens.

**Objective:** Replace unsafe equipment and infrastructure in community parks and at the Forum to support the full range of recreational pursuits

Projects / Tasks	Priority	Leader	Cost
213. Continue to upgrade community park equipment	High	City Parks & Rec*	Medium
214. Examine and implement feasible and affordable options to upgrade the Forum (skating and curling rinks)	High	(City Parks & Rec)	
215. Examine and implement feasible and affordable options to replace the aging grandstand at Centennial Park with suitable facilities for all sports (also in the Tourism section)	High	(City Parks & Rec)	High
216. Develop permanent bocce and lawn bowling facilities for use by seniors and others (perhaps at the golf course)	High	(City Parks & Rec*)	Medium



## Primarily arts, culture, heritage goals

### 17. Heritage conservation

#### What We Know About our Community

- Heritage is a valued element of the community, reflected in the turn-of-the-century theme of the downtown revitalization program, restoration of homes and business buildings and numerous public and private sector museums.
- There are concerns that without heritage conservation requirements, heritage buildings are at risk of demolition to make way for new developments.
- The community's heritage is showcased at a number of locations in the community:
  - The Community Museum, which is overseen by the Revelstoke Museum and Archives Association. The museum houses artifacts, mounts displays of local history and provides programming for adults and children.
  - The Revelstoke Railway Museum is owned and operated by a non-profit society, with displays tracing the history of railroading in the area.
  - A small museum at the City Fire Hall displays antique fire fighting equipment.
  - The BC Interior Forestry Museum, initiated in 1999, is owned and operated by a non-profit society and traces the history of forestry in Revelstoke and the southern interior. A recent strategy recommends revising the museum by moving to a 30-acre forested location by the Columbia River, changing the name to the "Columbia Forest Centre", including interpretive trails, a campsite and restaurant, and focusing on activity-centered programming as well as holding artifacts.
  - The Nickelodeon Museum showcasing mechanical musical equipment is privately operated.

#### What We Are Doing

- A City Heritage Commission is involved with the protection and enhancement of existing heritage buildings, residences and historical sites. This Commission has prompted the City to examine alternatives to preserve heritage buildings through zoning, bylaws or special designation.
- The Revelstoke Museums and Gallery Collective brings together the administrators of the museums noted above and the Visual Arts Centre to encourage cooperation, rather than competition, through joint marketing, programming and sharing of expertise and resources.

**Community goal** – Showcase and celebrate our rich community heritage by promoting our museums and retaining heritage buildings.

**Objective:** Continue the joint efforts of the Museums and Gallery Collective.

Projects / Tasks	Priority	Leader	Cost
217. Continue and expand joint marketing to increase awareness and attendance at museums and galleries	High	M&GC*	Medium
218. Continue and expand joint programming	High	M&GC*	Low
219. Continue and expand sharing resources and expertise	High	M&GC*	Low

**Objective:** Develop the Forestry Museum as funds and capacity allow.

Projects / Tasks	Priority	Leader	Cost
220. Secure Crown land for an expanded site	High	Forestry Museum / City ED*	Low
221. Rebrand and refocus on interpretation for broader appeal	High	Forestry Museum	Low
222. Acquire capital development funds to build infrastructure	High	Forestry Museum*	High



**Objective:** Support preservation and restoration of heritage buildings.

Projects / Tasks	Priority	Leader	Cost
223. Continue the City Heritage Commission and awards	High	City Plan*	Low
224. Explore heritage conservation area designation for appropriate portions of the community	High	City Plan*	Low

## 18. Arts and culture

### What We Know About our Community

- Volunteer groups host theatre, music, visual arts and speaker events throughout the year in a number of different venues. In summer, the evening music and Saturday morning Farmers' Markets in Grizzly Plaza are popular gatherings. Early winter craft fairs offer local and regional products.
- The Art Group is a gathering of local artists who have run an independent gallery, and now maintain collections, host art shows and provide learning opportunities.
- Until 2007 the award winning Theatre Company ran MacKenzie Playhouse in the old ski chalet – this is now closed to make way for Revelstoke Mountain Resort and the Company is seeking a new location.
- Since 2004 the Visual Arts Society has operated the Visual Arts Centre which houses an art gallery and pottery, painting, photography and woodworking spaces.
- An informal Public Art Committee has established four public installations.
- Two private galleries display local and other art.
- Community festivals include: Winterlude in February, Mountain Beats festival in June, Summer Street festival with music in the plaza during July and August, Timber Days in July, Railway Days in August, Mountain Arts festival in September (which may be discontinued in 2007 due to lack of participation and volunteer burnout)
- Not-for-profit volunteer groups lead this sector, with the only paid staff at the Visual Arts Centre. The pool of volunteers is limited and many people wear multiple hats and burnout is too common a phenomenon.
- A comprehensive Cultural Strategy completed in June 2006 lists a number of strategic objectives.
- The strategy identifies the lack of a performing arts centre as a major gap in community facilities. Many 2007 community survey respondents noted the lack of a performing arts facility as a gap in community facilities.
- When asked how important it was for the municipality to take leadership to address the range of issues facing the community, 48% of survey respondents deemed "cultural" to be very important and 39% somewhat important. While significant, this was lower than responses for environmental, economic or social issues.

### What We Are Doing

- The Revelstoke Arts Council is a volunteer umbrella organization with membership from the majority of arts groups in the community
- Convened by the Community Futures Development Corporation the Festival and Events Committee includes City and Chamber of Commerce staff to support largely volunteer festival and events organizing groups to meet needs and expand activities.
- The City sponsored the cultural strategy and is actively supporting the sector to explore options for a performance centre.

Note; This section is based largely on the 2006 Cultural Strategy prepared for the City.

**Community goal** - Maintain a rich array of cultural activities and establish adequate facilities to present the community's cultural offerings.



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**Objective:** Increase the awareness of culture and the perception of its value among residents, and make culture accessible to all segments of Revelstoke society.

Projects / Tasks	Priority	Leader	Cost
225. Continue to support and create cross-community projects, such as the Banner Project, where diverse members of the community work side-by-side.	High	City* Cultural Presenters*	Medium
226. Continue the Festival and Events Committee	High	CFDC/City ED/CoC*	Lowest
227. Develop one reliable, closely managed, well-publicized, and easily accessible community cultural calendar that is available online and also has a presence in hard copy in the downtown core and the local newspaper.	High	(City Parks & Rec., RAC, CoC +/or Times Review)	Medium
228. Encourage those segments of the local population that do not usually participate in cultural activity to become engaged by broadening cultural programming.	High	(Cultural Presenters)	Medium
229. Target all segments of the local population in marketing cultural activities.	Medium	(Cultural Presenters)	Medium
230. Increase cultural content in the school experience by means of educational instruction, extracurricular activities (e.g. field trips, performances), and opportunities for work experience with cultural groups.	Medium	(SD19 & Cultural Groups)	Low

**Objective:** Acknowledge cultural services as a core municipal responsibility, consistent with the vision for Revelstoke, and identify an appropriate community or municipal agency to coordinate the delivery of cultural services.

Projects / Tasks	Priority	Leader	Cost
231. Recognize that a cultural program is supportive of the overall City Vision Statement and therefore is a core municipal responsibility.	High	(City Council)	Low
232. Designate the Revelstoke Arts Council as the primary community organization for delivering cultural services. Note: The cultural strategy calls for a paid coordinator	High	(City / RAC)	High
233. Officially adopt a municipal Public Art program including developing a Public Art Policy.	Medium	(Public Art promoters and City)	Low
234. Assign the Revelstoke Arts Council or a purposely newly formed committee to review applications for cultural grants-in-aid and make recommendations for their support to City Council. Consider extending grants to a three-year cycle.	Medium	(City / RAC / Other)	Low

**Objective:** Foster excellence in the culture of Revelstoke by building community organizational capacity.

Projects / Tasks	Priority	Leader	Cost
235. Boost volunteerism across all age groups, thus alleviating volunteer 'burnout'.	High	'Volunteer Revelstoke' Group*	Low
236. Assist community cultural organizations to increase board capacity by means of workshops and accessible literature.	High	RAC*/ CFDC*	Lowest
237. Consider adopting creative funding structures.	Low	(Cultural Organizations)	Low

**Objective:** Ensure that Revelstoke has adequate cultural facilities in which to present the community's cultural offerings.

Projects / Tasks	Priority	Leader	Cost
238. Build on the ingrained philanthropy and pride of the community to garner support for adequate facilities.	High	(Cultural Organizations)	Low
239. Locate a temporary home and storage for the Theatre Company	High	Theatre Company* City ED*	



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240. Make provisions as soon as possible for a secure community performance venue that seats 150 –250 people with adequate support spaces that should include a rehearsal space, lobby, greenroom and scene shop.	High	City ED, Theatre Company, RMR*	Highest
241. Develop another feasibility study for an interdisciplinary Arts Centre.	High	(RAC, City)	Medium
242. Make provisions for facilities and equipment for outdoor cultural events and performances	Medium	(RAC, City, Cultural Organizations)	High

**Objective:** Maximize the effectiveness of the downtown core of Revelstoke to support cultural events.

Projects / Tasks	Priority	Leader	Cost
243. Encourage downtown businesses to keep longer hours. This can extend to participating in joint business marketing initiatives as well as the selling of items that relate specifically to cultural events.	Medium	(Downtown Business Owners, Cultural Organizations, CoC)	Low
244. Encourage downtown businesses to provide and expand space for local artists to showcase their work.	Medium	(Downtown Businesses, Cultural Organizations, CoC)	Low
245. Continue to encourage businesses to maintain and preserve the heritage character of the downtown core as a cultural landscape.	Medium	(Downtown Businesses CoC)	Low

**Objective:** Take advantage of the cultural opportunities available as a result of the Revelstoke Mountain Resort.

Projects / Tasks	Priority	Leader	Cost
246. Look for opportunities to partner with developers including Revelstoke Mountain Resort with respect to events and marketing.	High	(Cultural Organizations, RMR, Other Developers)	Low
247. Establish a task force to seek creative ways to take advantage of the potential cultural opportunities linked with the new developments.	Medium	(City/Cultural Organizations, RMR, Other Developers)	Low
248. Explore the viability of hosting a Winter School of the Arts (similar to Banff's Summer School of Fine Arts)			

**Objective:** Continue to build Revelstoke as a unique and memorable destination in culture and heritage.

Projects / Tasks	Priority	Leader	Cost
249. Visitors should understand that Revelstoke is a cultural destination as well as a recreational destination.	Medium	(City, CoC, Cultural Organizations)	High
250. Complete a cultural-tourism marketing plan	Medium	(City, CoC, Cultural organizations M&GC)	High



## Primarily Environmental Goals

This section is based largely on the 2003 Community Environmental Strategy. Readers are encouraged to refer to the 2003 strategy for more detailed information. The targets included here were defined within the 2003 Strategy – Appendix 3 includes suggested preliminary indicators that reflect the current capacity to collect and report on indicators.

Note: Environmental organizations and City Public Works staff have agreed to meet in initially the fall 2007, and regularly thereafter to review the priorities and identify opportunities to work together to achieve priority actions.

### 19. Environmental Education & Awareness

#### What We Know About our Community

- In the 2007 community survey over 89% of respondents deemed the condition of the natural environment around the community to be “very important” to quality of life, and over 82% rated these conditions as “very important” to the state of our economy - almost identical to the 2000 survey results.
- Environmental education and awareness programs are generally ad hoc, time limited, focused on narrow issues and delivery effectiveness is dependant upon the resources and commitment of the agency concerned.

#### What We Are Doing

- Some education and awareness is provided on how to reduce, re-use and recycle (CSRD website and newspaper ads), how to be BearAware and regarding air quality (via the Air Quality Committee). The North Columbia Environmental Society has provided information about reducing toxins and is preparing a series of eco-fact sheets.

**Community goal:** Increase ecological and environmental literacy amongst citizens, businesses, and government

**Objective:** Raise the profile of ecological and environmental topics across the community

**Target:** Citizens, businesses and government achieve the top third of the scale of Environmental Awareness (to the “values”, “behaves”, and “leads” categories).

Projects / Tasks	Priority	Leader	Cost
251. Continue to deliver school curriculum on environmental issues and sustainability. Support existing curriculum with new materials.	High	SD19	Low
252. Continue Eco-facts and other initiatives to inform the public and businesses about local environmental values and green practices	High	NCES	Low
253. Develop environmental recognition and awards for individuals, families and groups and raise the profile on existing “green” awards.	Medium	NCES	Lowest
254. Continue and expand events to celebrate the local environment/wildlife, e.g. Chickadee Festival hosted by the Friends of Mt. Revelstoke and Glacier Parks	Medium - Low	Friends* others	Low

### 20. Solid Waste Management/Recycling

#### What We Know About our Community

- The Revelstoke landfill does not monitor the weight of recycled materials, so there is no current method of determining Revelstoke’s performance in terms of % of total waste that is recycled.
- Citizens responding to the 2007 community survey ranked solid waste/recycling as the most important environmental issue with 55% coding this as very important.



## What We Are Doing

- The City is responsible for solid waste collection from residences throughout the City. Most commercial properties use private waste management contractors for solid waste collection.
- Disposal of municipal, commercial and industrial waste are Columbia Shuswap Regional District functions. The CSRD operates a refuse disposal and 'old' and 'new' landfill sites on Westside Road. The combined life expectancy of these sites is >100 years.
- Current recycling opportunities include:
  - CSRD contracts collection of newspaper, mixed paper, glass and tin food cans can be from two depots in the community;
  - at quarterly recycling events CSRD contracts collection of batteries, paint, computers and other waste at one depot;
  - private contractors in the community recycle beverage containers, cardboard and metal; and
  - the City of Revelstoke has piloted a composting site for internal use.

The CSRD Solid Waste Management Plan is now being reviewed, creating an opportunity to reconsider current practices.

**Community goal** - Reduce the amount of solid waste produced and increase recycling.

**Objective:** Reduce the amount of solid waste produced by the community.

**Target:** The amount of solid waste entering the landfill relative to the provincial target of 1.1 kilograms per person per day.

Projects / Tasks	Priority	Leader	Cost
255. Complete updated Solid Waste Management Plans which address: - the frequent overfull conditions of the recycling depot bins by the arena - ongoing plastic recycling needs	Highest	CSRD* CE & PW*	Medium
256. Expand the current CSRD recycling information to a broad based, community-wide awareness program for the 3Rs (Reduce, Re-use, Recycle) including the range of materials and locations where items can be recycled.	Highest	(City, CSRD, NCES)	Low
257. Continue the community septage / composting facility and license to permit community reuse.	Highest	CE&PW* CSRD	Low
258. Establish a community "free store" for reusable disposables.	Highest	WSS / (CSRD)	Low
259. Update the City's solid waste bylaw, policies and management practices to encourage and support broader and more comprehensive reduction and re-use initiatives.	High	(City)	Lowest
260. Implement mandatory separation of recyclable building materials as part of the building / demolition permit system.	High	(City, CSRD)	Lowest
261. Work with and encourage the Recycling Council of British Columbia to increase the range of items that have a deposit / return levy (e.g. the current deposit and cash return for beverage containers).	High	(CSRD, City)	Low
262. Develop additional centralized large blue box collection depots, in Arrow Heights and Columbia Park, similar to the ones located by the arena.	Medium	(City, CSRD)	Med.

**Objective:** Maximize household waste reduction and recycling

**Target:** Opportunities and amount of materials recycled.

Projects / Tasks	Priority	Leader	Cost
263. Explore options to expand the City septage/composting facility to include kitchen waste	Highest	CE & PW*	
264. Explore curb-side household recycling options	Highest	(CE & PW, CSRD)	
265. Encourage Bear-Aware household composting (eg. vermiculture).	High	(RBAS / NCES)	Lowest



**Objective:** Maximize business and government waste reduction and recycling  
**Target:** Opportunities and amount of materials recycled.

Projects / Tasks	Priority	Leader	Cost
266. Implement an eco-procurement policy for the City to reduce the amount of raw material that enters into the waste management stream through selecting purchased materials that have less packaging and are more environmentally friendly.	High	(City)	Medium
267. Explore expanded business and government recycling options	Highest	(CoC)	
268. Encourage retailers to source products that are not over-packaged	Medium	(CoC)	Lowest

Note: See the Toxic substances section regarding disposal of toxic waste.

## 21. Water

Note: Drinking water is included in the Water and Food Security section.

### What We Know About our Community

- Per capita water use in Revelstoke is approximately 600 litres per day - moderate to low compared to other communities in the Columbia Basin.
- Mid-summer water shortages in the main community reservoir have occurred when average daily consumption has as much as doubled due to excessive watering of lawns, gardens and other uses.
- 20% of 2007 survey respondents identified water conservation as an important environmental issue.

### What We Are Doing

- The City has implemented a Water Conservation Strategy which includes irrigation water restrictions and monitoring, repair of water main leaks and a water metering trial. This has helped reduce the amount of water used for irrigation by an estimated 30%.

**Community goal** – The potential for limited sources of clean water over the long-term is recognized and acted on through water conservation and maintaining high water quality in local waterways.

## Water conservation

**Objective:** Enhance water conservation by community residents, businesses and government by modifying water use habits.

**Target:** By 2008, water consumption (per capita) is 20% less than 2002 levels. By 2010, water consumption is 30% less than 2002 levels.

Projects / Tasks	Priority	Leader	Cost
269. Continue public education to enhance water conservation	Highest	CE & PW/NCES*	Low
270. Fully implement the Water Conservation Strategy including: <ul style="list-style-type: none"> <li>• consider financial incentives, in conjunction with provincial and federal governments, to encourage the installation of water efficient devices in homes, offices and businesses.</li> <li>• expand the existing summer student program to promote water conservation by including topics such as xeric landscaping, how to grow a garden on less water, produce public education material outlining the social, economic and environmental benefits of water conservation.</li> </ul>	Highest	CE & PW*	Medium



271. Continue to implement landscape planning and maintenance programs to reduce water use through: <ul style="list-style-type: none"> <li>Monitoring water use</li> <li>Xeric landscaping;</li> <li>Improved turf management;</li> <li>Improved irrigation techniques;</li> <li>Leak protection and repair;</li> <li>Low flow retrofits;</li> <li>Employee education.</li> </ul>	High	CE & PW*	High
272. Develop a long-term water metering implementation plan (voluntary initially)	High	CE & PW	
273. In conjunction with the updated Provincial Building Codes, enforce mandatory water conservation in new buildings as part of Building Permit Issuance and Inspection (use of water efficient devices).	High	(City Plan)	Lowest
274. Continue the water conservation module for the K to 7 curricula (Nature Challenge).	Medium	(SD19)	Lowest

## Water quality

### What We Know About our Community

- The City's secondary wastewater treatment plant discharges treated water into the Illecillewaet River upstream of where it flows through the community. While water quality downstream of the site is compliant with Provincial Water Quality Guidelines, there are notable differences in water conditions between downstream and upstream locations of the treatment plant site.
- Columbia Park, Farwell, downtown and the south Revelstoke neighbourhoods are linked to this plant.
- There is no sewer service in Arrow Heights or the Big Eddy so wastewater is managed with septic tanks and fields, as in the regional district areas. There are concerns about whether these systems are adequately managed, however no reports of ground water problems are known.
- Sewage treatment and discharge ranked 6<sup>th</sup> on the list of important environmental issues, with 33% of the 2007 community survey respondents coding it as important. As well, sewage treatment in Arrow Heights was identified by many survey respondents as a needed service in the community.
- City storm water catchment and disbursement is limited to the Farwell, downtown, south Revelstoke and a small area of Columbia Park neighbourhoods. This water is discharged directly into the Columbia River without any containment traps for oils or other chemicals. It is believed that illegal dumping of substances by city residents into the storm sewer system occurs on a regular basis.
- Storm water discharge was not seen as an important environmental issue by respondents to the 2007 survey.

### What We Are Doing

- A sewer line to the resort development on Mt. MacKenzie is expected to eventually link the Arrow Heights neighbourhood to the treatment plant.
- The City separates "clean" snow from "contaminated": snow during snow removal operations and only clean snow is dumped in the Columbia River.
- The City is completing a Liquid Waste Management Plan. Expansion and improvement to the City's treatment plant is needed to accommodate anticipated population growth and the resort development.

**Objective:** Improve wastewater treatment throughout the community by expanding access to the treatment infrastructure while increasing efficiency and decreasing the amount of effluent that is discharged.

**Target:** Water quality downstream of the wastewater treatment facility relative to Municipal Sewage Regulations (1999) (by 2008).

Projects / Tasks	Priority	Leader	Cost
275. Complete required upgrades to the sewage treatment plant	Highest	CE & PW	Highest
276. Complete updated Liquid Waste Management Plan.	Highest	CE & PW*	High



**Objective:** Decrease the volume of effluent to 2000 levels (by 2008).

**Target:** Annual wastewater discharge volumes.

Projects / Tasks	Priority	Leader	Cost
277. In conjunction with the water conservation strategy, implement a public awareness program to educate residents about decreasing water usage and thus water treatment costs, and the effects of disposing toxic substances into the waste water treatment system.	High	CE & PW / NCES*	Lowest
278. Separate the storm water and sewage lines so storm water doesn't inadvertently enter treatment plant, increasing costs	High	CE & PW / NCES*	Medium

**Objective:** Minimize the release of deleterious substance from storm water outfalls.

**Target:** Volume of deleterious substances flowing from storm water outfalls.

Projects / Tasks	Priority	Leader	Cost
279. Retain storm water on site by: - increase tree and vegetative cover to increase capture of rain above ground, and to increase evaporation - Look at options for treating all storm water discharge in natural ways, e.g. absorb rainfall back into the ground where it is filtered and returned slowly to the receiving waters, by interflow in the soils. - Encourage roof runoff to be collected and stored in cisterns for later use for toilet flushing, laundry or garden irrigation.	High	CE & PW, Builders	
280. Place oil/chemical separators in new storm sewers, especially in high use parking areas, as a building permit requirement.	High	City Plan	High

## 22. Air Quality

### What We Know About our Community

- Burning of wood waste in beehive burners, wood stoves and transportation emissions are the main sources of air pollutants.
- Air quality has been monitored since 1993, with results indicating air quality has improved over time. Between 1992 and 2000 almost 75% of the time air quality was good, with 'fair' conditions, which are within the range that health effects are possible, occurring during February and March.
- Air quality was the second highest environmental priority for respondents to the 2007 survey, with 54% of respondents rating this as an important issue.

### What We Are Doing

- In 2006, the City mandated a committee to develop recommendations to improve air quality and educate citizens about air quality issues and opportunities to reduce pollutants.
- The City has recently initiated a no idling bylaw
- The Downie Timber Ltd. burner was phased out in July 2007.

**Community goal** - Improve air quality.

**Objective:** 'Poor' air quality rating (based upon PM<sub>10</sub> rating scale) never occurs and 90% of days are classified with a "good" rating.

**Target:** Air quality monitoring on PM<sub>10</sub> rating scale.

Projects / Tasks	Priority	Leader	Cost
281. Maintain the City's Air Quality Committee	Highest	City*	Lowest
282. Complete an air quality emissions inventory	Highest	AQC*	Medium



283. Institute a "Clean Air" bylaw to reduce the amount of particulate and CO <sub>2</sub> emissions from industry, wood burning stoves/furnaces for the purposes of home heating.	Highest	City	Lowest
284. Continue to support the Air Quality Monitoring Program.	High	MOE, City, PC, Downie*	Low
285. Access federal and provincial incentives to retro-fit and/or upgrade to more efficient furnaces and woodstoves.	High	City	Lowest
286. Provide more education about impacts on air quality and ways to reduce air pollution such as: <ul style="list-style-type: none"> <li>Do not idle vehicles (private and industrial) for long periods of time; encourage schools, the hospital and day-care facilities to establish anti-idling drop-off/pick-up zones.</li> <li>Ensure vehicles are properly maintained.</li> <li>Use non-motorized transport, transit, Car-share, or car-pool</li> <li>Improve home heating efficiencies and thus reducing home heating fuel consumption rates.</li> <li>Buy appliances with the Natural Resources Canada (NRCan), energy efficiency label.</li> <li>Reduce use of gas lawn care equipment</li> </ul>	High	AQC, NCS*	Lowest
287. Continue to celebrate "Clean Air Day" in June or "Car-Free Day" in September with local events and challenges.	Medium	AQC*	Low
288. Reduce the amount of open burning within the city and improve on timing for slash burning in adjacent forests.	Medium	MOFR RFD*	Low
289. As vehicles need to be replaced, convert all fleet vehicles to alternative fuel powered engines.	Medium	(City, fleet owners)	High

## 23. Climate Change and Energy Conservation

### What We Know About our Community

- Carbon dioxide (CO<sub>2</sub>) is the most significant form of greenhouse gases which are now recognized as 'very likely' linked to the global average temperature increases since the mid 20<sup>th</sup> century.
- Greenhouse gas emissions were flagged as an important environmental issue by 34% of respondents to the 2007 community survey, making it 5<sup>th</sup> on the list of issues.
- CO<sub>2</sub> emissions are primarily from energy consumption. The 2003 Environmental Strategy identifies personal transportation as the largest source of CO<sub>2</sub> emissions, followed by commercial transportation and residential buildings.
- The City does not have a comprehensive assessment of the energy efficiency of municipal buildings, however they have joined the BC Hydro Power Smart program.
- Energy conservation was flagged as the 8<sup>th</sup> most important environmental issue with 39% of the respondents to the 2007 community survey coding it as important, suggesting another need for community education and awareness.

### What We Are Doing

- The City has partnered with Downie Timber Ltd. to develop and operate a new district heating plant at the Downie sawmill site. The plant burns wood waste in a high efficiency biomass boiler to produce steam and hot water as an energy source. Steam heats the sawmill dry kilns, reducing the need for propane. Hot water is piped to the high school, the City Public Works Compound, the community centre and indoor pool, fire hall and other buildings for heat.
- A recent CarShare program and carpooling website are community initiatives to reduce emissions from personal transportation.
- The resort has committed to a high level of environmental management, including energy efficiency.

**Community goal:** Strive for carbon neutral lifestyles and commercial/institutional practices.

**Objective:** Reduce the production of greenhouse gases.



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**Target:** The production of greenhouse gases is reduced by 6% of 1990 levels, as specified by the Kyoto Protocol, which is a 25 percent reduction in emissions from “business as usual” projections (by 2008-2012).

Projects / Tasks	Priority	Leader	Cost
290. Develop a greenhouse gas emission reduction action plan including: - a greenhouse gas inventory and forecast. (Note: should be done in conjunction with the air quality emissions inventory) - identifying the most effective approaches to reduce emissions and energy use in municipal buildings and operations (including lighting), and in the community broadly, including public education and awareness. - establishing baselines for emission sources and procedures to monitor changes	Highest	City/AQC* CE & PW CE & PW	Medium  Medium
291. Encourage buy local strategies to reduce emissions from transportation of goods. (See Water and Food security section)	Medium	CC*	Lowest
292. Promote 'Wood is Good' based on the energy use merits of using wood versus other building products	Medium	(CFDC)	Lowest

**Objective:** Reduce the use and improve the management of community energy and energy services.

**Target:** Average residential, commercial and government electrical and propane energy use is reduced by 25% from 2002 levels (by 2008).

Projects / Tasks	Priority	Leader	Cost
293. Develop and implement a Green Building bylaw for public, and if feasible, private buildings.	Highest	(City Plan)	Low
294. Explore and distribute information on incentives for ownership of fuel efficient vehicles.	High	NCES	Lowest
295. Encourage homeowners to follow “Energide for Houses” (Natural Resources Canada – Office of Energy Efficiency) to cut greenhouse gas emissions.	High	City/NCES*	Lowest
296. Promote “Green Homes Visit” program to provide tips on how to improve home energy efficiency.	High	NCES / Private sector	Lowest

## 24. Parks and green space

### What We Know About our Community

- Existing parks which the City operates and manages include:
  - three community parks – total 22.64 hectares (Centennial Park, Queen Elizabeth Park, Williamson’s Lake),
  - six neighborhood parks – total 8.32 hectares (e.g. Big Eddy Park, Kovach Park, Moose Park),
  - thirteen other parks (area not available) or undeveloped areas – 6.83 hectares.
- The Illecillewaet Greenbelt Society manages the park between the Illecillewaet River and the River Trail as a green space on behalf of the community.
- BC Hydro manages much of the lands on the Columbia River floodplain, including the extensive ‘drawdown zone’ south of the community which provide opportunities for recreation and important wetland wildlife habitats.
- Mount Revelstoke National Park abuts the northeastern boundary of the City with extensive green space and habitats as well as recreational infrastructure including highway access to the alpine in the summer and trails. On its other boundaries the City is surrounded by forested provincial Crown land.
- The City currently exceeds the provincial standards for provision of community parks, but barely meets the neighbourhood park space standard, as shown below.
- Some of the specific issues occurring on many of the parks and green spaces in the community include littering, illegal dumping, partying (and the resultant broken glassed filled firepits), and lack of compliance with dog owners picking up their dog’s waste.
- Respondents to the 2007 community survey rated urban forests, parks and green spaces as the 7<sup>th</sup> most important environmental issue, with 30% coding this as important.



### What We Are Doing

- The City's Parks and Recreation Department manages community parks and green space. CSRD has a cost sharing arrangement with the City for parks and recreation services.
- In 2005 the City completed a draft Parks Master Plan that inventoried existing parks and provided recommendations for improving parks and green space.
- The updated Official Community Plan (OCP) is expected to provide more specific details for the management of the City's parks and green spaces.

**Community goal** - Maintain, or expand and improve on the scale, diversity and management of parks and green space.

**Objective:** Maintain or exceed the current supply of 2.75 hectares per 1,000 population for community parks and 2.56 hectares per 1,000 population for neighbourhood parks

**Target:** Hectares of community and neighbourhood parks per 1,000 population

Projects / Tasks	Priority	Leader	Cost
297. Adopt and implement the 2005 draft Parks Master Plan including: <ul style="list-style-type: none"> <li>• As feasible, add to parks, including neighbourhood parks in Central Revelstoke and Southside, and within Revelstoke Mountain Resort development where an additional 33.2 hectares of public community park area and 16.6 hectares of neighbourhood parks will be needed</li> <li>• Individual park management plans</li> <li>• improvements in general policies for tree management and noxious weed control, and</li> <li>• upgrading conditions in specific parks (bear proof containers, mature tree replacement, more shade trees, etc.)</li> </ul>	High	City Plan*	
298. Support school ground greening programs (Note: On hold while school consolidation planning is completed).	High	SD19*	Low
299. Retain parks/green space associated with schools.	High	SD19/ City Parks and Rec*	Lowest

## 25. Urban forests

### What We Know About our Community

- Trees within the community can provide a number of benefits including conserving energy by providing shade, improving air quality, reducing wind speed and directing air flow, reducing noise pollution, providing habitat for birds, small mammals and other wildlife, reducing storm runoff and the potential for soil erosion, and enhancing the visual and aesthetic qualities of the community.

### What We Are Doing

- Trees and forested areas within Revelstoke are the responsibility of:
  - City staff for trees on City lands (parks, streets, green space), though without the guidance of management direction, excepting for the downtown core;
  - Private land owners
  - The Provincial Ministry of Forests and timber tenure holders who managed tracts of forested lands within the City limits that are within the Provincial Forest.
- In 2002 the North Columbia Environmental Society commissioned a study to examine the health and management of the urban forest in Revelstoke, including trees on both public and private land within city limits.
- The City has recently hired an arborist to develop and implement urban forestry practices.
- BC Hydro prunes trees to protect powerlines using practices that are not always consistent with the City's tree preservation bylaw.



**Community goal** - Improve the long-term planning and management of trees and forest areas in the community.

**Objective:** An Urban Forestry/Tree Preservation Strategy has been developed and is being implemented in the community.

**Target:** (Develop based on results of urban forestry/tree preservation strategy).

Projects / Tasks	Priority	Leader	Cost
300. Continue to implement the Tree Preservation policy and bylaw, including during pruning for powerline protection	Highest	CE & PW* (BC Hydro)	High
301. Utilize the Urban Forestry Plan Feasibility Study completed by the North Columbia Environmental Society as guidelines for the completion of the Revelstoke Urban Forestry/Tree Preservation Strategy. Recommendations from the Feasibility Study include the following: <ul style="list-style-type: none"> <li>Establishment of an urban forestry planning team.</li> <li>Identify the goals and objectives for urban forest management in Revelstoke.</li> <li>Assess resources and identify needs, e.g. conduct tree inventory, identify gaps in urban forests, identify deficiencies in existing policies, identify training needs, incorporate urban forestry education etc..</li> <li>Define strategies required to meet the needs of planting, maintenance, training, education etc.</li> <li>Identify necessary resources and a funding strategy.</li> <li>Outline monitoring methods to ensure success and progress and amend/update the plans as required.</li> </ul>	Highest	(City)	Medium
302. Plant food trees species that are consistent with Bear Aware practices (mainly nuts) as part of the food security strategy	High	(CE & PW)	
303. Increase community awareness and involvement in urban forestry in Revelstoke. <ul style="list-style-type: none"> <li>Host open house to provide information and discuss concerns and issues with urban forestry in Revelstoke.</li> <li>Provide information leaflets and web-based information.</li> <li>Establish a memorial/commemorative tree program.</li> <li>Establish a heritage tree program.</li> <li>Establish a backyard planting program or community planning program etc.</li> </ul>	High	(City)	Medium

## 26. Fish and Wildlife

### What We Know About our Community

- Black bears, the occasional grizzly bear, cougars, deer, moose and coyotes traverse the community. Some of these animals become classified as problem wildlife as a result of damage occurring to property (including trees and gardens), sometimes resulting in the destruction and removal of the animal.
- The number one wildlife issue that provincial Conservation Officers deal with within the community is problem bears.
- Mountain caribou, a threatened species provincially, inhabit forests adjacent to the community north of Highway 1. The local populations have declined substantially in recent years. Habitat changes through logging and other land uses, disturbance from motorized winter recreation, predation and possibly climate change are all possible causes of population declines.
- 28% of respondents to the 2007 community survey coded wildlife as an important environmental issue making it 9<sup>th</sup> on the list of issues.
- Kokanee; rainbow, cutthroat, brook, yellow fin rainbow and bull trout; mountain whitefish and white sturgeon inhabit the streams and rivers in the area. Sturgeon are an endangered species and bull trout are a threatened species. Bridge and Tum Tum (Tonkawatla) Creeks flow through the City boundaries.



## What We Are Doing

- The Bear Management Committee was initiated in 1996 and instituted the first Bear Awareness Program in the province. The Bear Awareness program is working – over the 10 years before the Committee began, an average of 28 bears per year were destroyed, including a total of 15 grizzlies; this has dropped to an average of 7 bears per year.
- The community has yet to achieve provincial Bear Smart standards because of current solid waste management practices. Bear proofing of garbage has been occurring at a modest rate. As well, attractants such as fruit trees and the spawning kokanee salmon in Bridge Creek draw bears into the community.
- A regional white sturgeon recovery committee are implementing actions to recover sturgeon populations.
- The City has appointed a committee to work with provincial agencies to develop and implement local mountain caribou recovery actions.

**Community goal** - Maintain healthy fish and wildlife populations by reducing the number of human-wildlife conflicts, retaining habitats and taking actions to recover species at risk.

**Objective:** Eliminate bear deaths and relocations that are a result of bears being attracted into the city by garbage, domestic fruit, compost and other human generated attractants.

**Target:** Number of bear deaths and relocations.

Projects / Tasks	Priority	Leader	Cost
304. Continue support and funding for the Revelstoke Bear Aware Program.	Highest	City* /CSRSD*	Medium
305. Strive to become classified as a Bear Smart community by implementing the outstanding required action of developing and maintaining a bear-proof municipal solid waste management system.	High	(City / CSRSD) RBAS*	High

**Objective:** Minimize all other human-wildlife conflicts.

**Target:** Number of human-wildlife conflicts.

Projects / Tasks	Priority	Leader	Cost
306. Prior to implementation, all activities and projects supported or approved by the city should be examined to identify potential human-wildlife conflicts and appropriate mitigation actions.	Highest	(City)	Low

**Objective:** Increase the number of healthy animals in the Revelstoke Mountain Caribou herd.

**Target:** Population census over time.

Projects / Tasks	Priority	Leader	Cost
307. Continue to actively participate in provincial caribou recovery activities.	High	City*	Low

**Objective:** Maintain existing fish stocks and habitat.

**Target:** (Not included in the 2003 plan)

Projects / Tasks	Priority	Leader	Cost
308. Continue research, monitoring and recovery planning/actions for endangered white sturgeon and threatened bull trout populations	High	White Sturgeon Team; (MOE)	??
309. Avoid development that degrades the water quality in fish-bearing streams to the level that fish habitat is negatively impacted.	High	(City, MoE)	??
310. Avoid disturbance to spawning and rearing areas in the lower reaches of streams draining into the Columbia River.	High	(City, MoE)	??
311. Maintain marsh habitats along the Arrow Lakes reservoir and Lake Revelstoke.	High	(City, MoE)	??



## 27. Toxic Substances

### What We Know About our Community

- Residents use a plethora of toxic household substances. The lack of facilities for recycling toxic substances results in most being dumped down drains and toilets, or directly into the environment.
- The City and some industrial users have old landfills and dump sites that have been buried and are no longer in use. It is unknown if these sites are leaching contaminated toxins.
- Only 14% of respondents to the 2007 community survey coded toxic substances as an important environmental issue.

### What We Are Doing

- 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%.
- In past years the North Columbia Environmental Society (NCES) implemented two initiatives which are not currently active;
  - The Toxic Smart Program which provided free home visits to suggest non-toxic or less toxic alternatives to toxic substances that were in the home, and recommend proper disposal for hazardous products.
  - A Pesticide Awareness Campaign with brochures, newspaper articles, pesticide-free lawn signs and an information kiosk.
- Some toxic materials can be disposed at the landfill site. Other toxic substances are collected during the recycling fairs.

**Community goal** - Reduce the amount of toxins used and provide for proper disposal.

**Objective:** Homeowner, businesses and government agencies have access to information about toxic substances, alternatives and disposal.

**Target:** (not defined)

Projects / Tasks	Priority	Leader	Cost
312. Public education information (pamphlets, websites, training programs) about toxic substances, alternatives and disposal options	Highest	NCES/ CSRD*	Lowest

**Objective:** Use of pesticides and herbicides is eliminated on commercial, government and residential properties (by 2008).

**Target:** Amount and type of pesticides and herbicides used on commercial, government and residential properties.

Projects / Tasks	Priority	Leader	Cost
313. Continue practices to reduce reliance on pesticides on City property.	Highest	CE & PW*	Low
314. Develop and implement city bylaws that restrict the use of pesticides and herbicides within City boundaries	Highest	(City)	Low

**Objective:** A facility/system exists for the proper disposal of toxic substances (by 2008).

**Target:** Toxic substance disposal options

Projects / Tasks	Priority	Leader	Cost
315. Expand the opportunities for toxic waste disposal	Highest	(City, CSRD)	Medium
316. Complete an inventory (location, contamination extent) of old solid waste sites.	Medium -Low	(City)	High



## 28. Noise and Light Pollution

### What We Know About our Community

- Noise pollution refers to the destructive effects of excessive sound, usually based on properties of loudness and irritation.
- Although there are a number of sources of loud noise emitters in the community, there are no ambient noise level readings for Revelstoke.
- Ongoing noise from the operation of the train yard continues to be unbearable for some at times.
- Light pollution is wasted light, and thus energy. Within Revelstoke, the primary sources of light pollution are from street lights and ornamental lighting (e.g. spot lights atop the Entry Portal towers).
- Noise and light pollution were not identified as important environmental issues in the 2007 community survey.

### What We Are Doing

- The City has a noise by-law (1172) which is usually used by the RCMP to stop loud parties.
- The City and CP Rail have reduced the noise from train whistles by installing gates at the railways crossings at downtown locations.
- The City has reduced the wattage of these lights during the night

**Community goal** - Minimize unwarranted noise and light pollution.

**Objective:** A revised and updated noise bylaw is being enforced (by 2004).

**Target:** (not defined)

Projects / Tasks	Priority	Leader	Cost
317. Revise/update and enforce the City of Revelstoke Noise Bylaw (1172) to deal with new recognized noise standards. The bylaw should: <ul style="list-style-type: none"> <li>• Define sounds that constitute excessive noise.</li> <li>• Define maximum permitted sound levels for day and night.</li> <li>• Define exceptions to the permitted sound levels.</li> <li>• Stipulate penalties for violations.</li> </ul>	Highest	(City)	Low

**Objective:** Develop and implement a Light Pollution Bylaw (by 2004)

**Target:** Existence and enforcement of a light pollution bylaw.

Projects / Tasks	Priority	Leader	Cost
318. Develop and implement a Dark Night Sky by-law and policy. The bylaw would define "light pollution" as every form of illumination by artificial light which is dispersed outside the areas it is dedicated to, particularly if directed above the level of the horizon. Under the by-law, citizens and organizations are obligated to "take measures to prevent the occurrence of light pollution".	Highest	(City)	Low
319. Continue to use low wattage bulbs to reduce the amount of light that is cast skyward by the decorative city entrance portals.	High	CE & PW*	Medium



## E. Indicators

Monitoring progress on achievement of goals is an essential task in the implementation of any plan. This is accomplished by defining indicators – information that tells us whether we are moving towards or away from the goal.

Defining indicators is a relatively new tool in community development. It requires a commitment of resources and attention to detail over time to yield fruitful results. It is not clear what level of resources the City of Revelstoke and the CSRD are able or willing to assign to this aspect of planning. The use of economic indicators by the Community Economic Development Director, the continuation of the community survey and the extensive collection of information for this Action Plan as well as the 2001 Action Plan and the 2003 Community Environmental Strategy indicate a commitment to using data to inform planning and decisions. Creating a set of indicators that span the community goals and beginning to report on these indicators regularly is the next step.

As a start to this task, a preliminary listing of indicators for each community goal has been compiled. Indicators were selected based on the following criteria:

- indicators already used in the community, or recommended in previous reports,
- readily available information,
- understandable by the public,
- illustrate trends over time, and
- whenever feasible, monitors outcomes/results, rather than activities/inputs (eg. for safety, the suggested indicator is serious crime rates, not no. of police officers/capita)

A suggested list of potential indicators is included in Appendix 3. This list is larger than should be implemented initially - 88 indicators that might be reported on annually, 26 indicators from the community survey and eight indicators from the national census completed every 5 years. The relevant components of this suggested list should be reviewed with the Economic Development Commission, the recommended Social Action Council, the recommended Environmental Action Network and the Arts Council, as well as committees which specific knowledge such as for Affordable Housing, Health Services and Air Quality to confirm the highest priority indicators and secure commitments to collect and report this information over time.

## F. Implementation

Taking action on the priorities identified in this plan will require cooperative working partnerships, open lines of communication and tight coordination amongst the City and Regional District, not-for-profit and volunteer community organizations as well as provincial and federal agencies.

Section C of this report provides recommendations to better reflect the activities of the Community Economic Development Director by renaming the department, adding additional staff and project resources to support action across all sectors. Creation of a Social Action Council and a Community Environment Network, and a close working relationship with the Arts Council is also recommended to guide the actions of this department.

Any plan, and particularly a plan such as this which spans the entire community during times of change, should be considered a 'living document' which is updated and refined as new information becomes available and as conditions change.

As well, this Action Plan was developed while the community was on the cusp of significant changes from the development of Revelstoke Mountain Resort and a major revision to our Official Community Plan (OCP). While the Action Plan was being prepared it wasn't possible to gauge the pace of the resort development over the three years of the Plan, or what new approaches the community might set for itself in the OCPs being completed for the City and CSRD Electoral Area 'B'. The recommendations below recognize the need to revisit this Action Plan frequently to incorporate new information and priorities:

1. **Plan refinement and updating** – The emphasis for this Action Plan was incorporating the 20 focused strategies that had been completed since 2001 for specific sectors or interests in the community. Consequently there is less detail and



somewhat dated actions for sectors where recent plans have not been prepared. This is particularly the case in the social sector, excepting the early childhood development and literacy areas, and generally for environmental topics, where the 2003 Environmental Strategy is now dated. Further consultation and refinement of the actions is advised for these topics.

**Recommendations:**

- a) **A first task for the recommended Social Action Council could be to review this plan and identify essential refinements based on their broad knowledge of the community. The Minister's Advisory Committee on Health Services might also be invited to review the health sections and provide input. Both groups might also provide advice on the suggested indicators to create a shorter, more focused list.**
  - b) **Similarly, a first step for the suggested Environmental Action Network could be to review the environmental sections of the plan and the suggested indicator lists. Several environmental organizations and the Public Works expressed interest to meet in the fall of 2007 to begin this type of collaborative work – they explicitly wanted to create annual plans for the next 3 years.**
  - c) **The City website should continue to be refined to provide easy access to reports, surveys and other materials citizens, businesses, organizations and agencies want to consult during this period of rapid change.**
  - d) **The task of recording any changes to the plan, including completion or deletion of priority actions, should be clearly assigned so the 'living document' is up-to-date at least monthly.**
2. **Indicator monitoring approach** – Once the preliminary indicators have been confirmed or revised through the recommendations above, the City will need to document baselines for the final indicators, and develop a monitoring plan which identifies responsibilities, timelines and resources for accessing, storing, reporting and updating indicator information

**Recommendation:** Following review of the preliminary indicators the Community Development Department should develop a monitoring plan with clear responsibilities, timelines and resources for accessing, storing, reporting and updating indicator information.

3. **Incorporating new directions from the new Official Community Plans and new census results** – The OCP for CSRD Electoral Area 'B' is expected to be completed in December 2007; the City OCP is scheduled to be completed in the fall of 2008. In late 2008 the 2006 census data will be fully reported.

**Recommendation:** The Community Portrait and Action Plan should be updated in the fall of 2008 to include information from the new OCPs and the census results. The City should host a broad community review of this new information, and any suggested changes in priorities.

4. **Annual updates** – For several years running the City has hosted an annual review of the Community Action Plan to inform the community of actions that have been taken and invite input to add new actions and reprioritize actions. The past practice of an evening session to accomplish this may not be adequate given the broad range of topics covered in this new plan.

**Recommendations:**

- a) **The annual Action Plan review should continue with a broad community forum.**
- b) **An update session with each sector (Economic Development Commission, new Social Action Council, Environment Action Network and the Arts Council), and review by City departmental staff and CSRD staff not involved in these groups, but responsible for actions, should occur before the broad community forum to allow a thorough review by each sector before the broad community review.**



c) **Priority actions should not be dropped from the annual planning process until it is confirmed that these priorities have been acted on, or they are no longer relevant**

5. **Facilitate integration of new strategies** – Over twenty strategies had been completed for specific community topics since 2001 when the last Action Plan was prepared. These strategies were combined and prioritized in this Action Plan. The wide range of formats and level of detail in these strategies made it difficult to prepare a report with a common structure, and to prioritize actions.

**Recommendation: The structure and format of new strategies should facilitate integration into the overall Action Plan. This does not require absolute adherence to the structure and format of this plan.**

This Action Plan includes a large number of priority actions that are critical if the community is to achieve its vision and goals during the upcoming period of substantial change. By expanding the municipal role to support collective action across all sectors, the City can continue to support community organizations and citizens to create and enjoy the high quality of life that we cherish in Revelstoke.



## Appendix 1 – List of Community Strategic Plans 2002-2007

Notre: These documents are on the City of Revelstoke website ([www.cityofrevelstoke.com](http://www.cityofrevelstoke.com)) unless a weblink is provided.

- 2002. City of Revelstoke. Snowmobile Strategy
  
- 2003. City of Revelstoke & Columbia Shuswap Regional District. Revelstoke Community Environmental Strategy.
- 2003. City of Revelstoke. Revelstoke Tourism Development Strategy.
  
- 2004. Maax Tourism Consulting. Tourism Market Analysis (for the Community Futures Corporation of Revelstoke).
- 2004. Brent Harley and Associates. Socio-economic and Land Use Assessment of Potential Impacts of the Proposed Mount MacKenzie Expansion Plan.
  
- 2005. Revelstoke Early Childhood Development Committee. Revelstoke Early Childhood Development Strategic Plan.
- 2005. Pearce, C. Attracting and Welcoming Immigrants to Revelstoke BC - Scanning the Opportunities.
- 2005. Planet Consulting Group Inc. et.al. Revelstoke Parks Master Plan Part One: Future Park and Trail Concept.
- 2005. Quadra Planning Consultants Ltd. Upper Arrow Lakes Reservoir Drawdown Zone Management Plan.
- 2005. BC Ministry of Agriculture and Lands. Revelstoke Higher Level Plan Order.  
<http://ilmbwww.gov.bc.ca/lup/lrmp/southern/revelstoke/index.html>
- 2005. Zacharias, J. Revelstoke Affordable Housing Study.
- 2005. Revelstoke Literacy Action Committee/Literacy Now. Revelstoke Community Literacy Plan.
  
- 2006. BC Hydro. Socio-Economic Impact Analysis for the Proposed Revelstoke Unit 5 Project.
- 2006. Commonwealth Historic Resource Management Limited. A Cultural Strategy for the City of Revelstoke
- 2006. Commonwealth Historic Resource Management Limited. A Program Development Plan for the BC Interior Forestry Museum.
- 2006. Hope, S., Clark, R., and Cheung, K. Community Wildfire Protection Plan for the City of Revelstoke.
- 2006. Zacharias, J. Revelstoke Affordable Housing Strategy and Policy Options.
  
- 2007. City of Revelstoke, Retail Strategy
- 2007. BC Hydro. Columbia River Project Water Use Plan.  
[http://www.bchydro.com/rx\\_files/environment/environment51070.pdf](http://www.bchydro.com/rx_files/environment/environment51070.pdf)
- 2007. Columbia Shuswap Regional District. Electoral Area 'B' DRAFT Official Community Plan



## Appendix 2 – Goal Analysis

**C** = very complimentary  
**c** = somewhat complimentary  
 - = no interaction

**u** = uncomplimentary  
**cu** = complimentary or uncomplimentary depending on actions taken

**Table A. Comparing Integrating Goals with Economic and Social Goals**

		Integrating				
		Housing	Transportation	Workforce/Adult education	Child/youth education	Community character
<b>Economic and Social Goals</b>	Economy	C	C	C	C	C
	Safety/emergency services	cu	C	-	-	C
	Sense of belonging & participation	C	C	C	c	C
	Health/wellness	C	C	C	C	C
	Families/children/youth	C	C	c	c	C
	Seniors	C	C	c	-	c
	Arts, culture, heritage, recreation infrastructure	-	-	c	c	C

**Table B. Comparing Environment Goals with Integrating, Economic and Social Goals**

		Environmental Goals										
		Natural ecosystems and Sustainable Resource management	Environmental Education	Toxic Substances	Noise & Light	Solid Waste/recycling	Air Quality	Climate Change/Energy	Water	Urban Forest	Parks & Green Space	Fish & Wildlife
<b>Integrating, Economic and Social Goals</b>	Housing	-	C	cu	cu	cu	cu	cu	cu	cu	-	cu
	Transportation	-	C	-	cu	-	cu	cu	cu	cu	-	-
	Workforce/adult education	-	C	-	-	c	-	c	c	-	-	-
	Child/youth education	-	C	-	-	-	-	-	-	-	-	-
	Community character	C	c	c	c	C	C	C	C	C	C	c
	Community economy	cu	cu	-	cu	c	cu	cu	C	-	-	cu
	Safety/emergency services	-	-	-	-	-	-	-	-	cu	-	C
	Sense of belonging & participation	-	-	-	-	-	-	-	-	-	-	-
	Health/wellness	c	c	C	C	C	C	c	C	c	C	c
	Families/children/youth	-	-	-	-	-	-	-	-	-	C	-
	Seniors	-	-	-	-	-	-	-	-	-	-	-
	Arts, culture, heritage	cu	c	-	-	-	-	-	-	C	C	-



## Appendix 3 – Preliminary Indicators

### Revelstoke Community Development Action Plan Preliminary Indicator Suggestions

Note: Abbreviations for indicator sources are listed on the back page of the plan

Suggested Indicators		
Update annually (Source)	From the Community Survey (Update every 5 years in conjunction with new census data)	Census Data (Update every 5 years)
<b>INTEGRATING GOALS</b>		
1. <b>Housing</b> - Increase the availability of affordable, suitable, adequate, safe and environmentally sound housing that shelters our workforce and enables citizens to choose to live their entire lives in the community.		
Affordable Housing Committee to develop - See suggestions in the 2006 Affordable Housing Strategy – Table 4		
<b>2. Transportation</b>		
<ul style="list-style-type: none"> <li>Create more affordable, accessible transportation alternatives for seniors and citizens living with disabilities or on low incomes.</li> </ul>		
a) Portions of the community accessed by BC Transit, Handi-dart and taxi service (Transit Committee to develop)	a) Satisfaction with available transportation	
<ul style="list-style-type: none"> <li>Encourage use of alternatives to private automobiles, especially non-motorized transportation, as part of healthy lifestyles, to reduce congestion as the community grows, and reduce greenhouse gas emissions.</li> </ul>		
b) Extent of bicycle/pedestrian paths linking community neighbourhoods (City Plan)	b) Transportation modes used	
c) Bus service ridership (5% increase per year for 5 years) (Transit Committee)		
d) Number of private vehicles/capita (ICBC)		
<ul style="list-style-type: none"> <li>Maintain safe, efficient, affordable and environmentally sound access throughout the community, including to the south side of the Illecillewaet River and the resort.</li> </ul>		
e) Transportation plan is in place (Eng)		



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
<ul style="list-style-type: none"> <li>Enhance existing highway, railway and air transportation options to improve the safety, reliability and cost of transportation to Revelstoke.</li> </ul>		
f) Number of highway motor vehicle accidents; motor vehicle mortalities per capita (IHA) g) Rail passenger service exists (City CED) h) Airport use levels (CSR)		
<b>3. Workforce and adult learning</b> (To be developed further by the Workforce Partnership)		
<ul style="list-style-type: none"> <li>Alleviate workforce shortages by collective actions focused on employment of local residents, particularly by reducing the barriers faced by youth, women and the working poor and by attracting new residents to fill jobs that cannot be filled by residents.</li> </ul>		
i) Chronic job vacancy ads: no. of employers/no. of positions- (Employment Centre)	c) Satisfaction with employment support services	a) Size of the labour force b) Labour force participation rates For men, women and defined age classes
<ul style="list-style-type: none"> <li>Strengthen the adult education system to support local residents to access available employment and support continuous learning.</li> </ul>		
j) Employment barrier reduction services in place (Employment Centre) k) Unfilled jobs due to lack of access to education or training (Workforce Partnership – annual)	e) Participation in learning opportunities f) Satisfaction with adult learning opportunities	c) Education profile (for defined age classes)
<b>4. Child and Youth Learning</b> Support the current high quality formal education for children and youth, and provide informal learning opportunities.		
l) School readiness vulnerability index (UBC) m) Scholastic achievement relative to provincial levels (School District) n) Student sense of safety (School District)	g) Satisfaction with the formal child and youth education system	



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
<b>5. Water and food security</b>		
<ul style="list-style-type: none"> <li>Maintain safe and secure sources of drinking water for all residents of the City of Revelstoke and area.</li> </ul>		
o) Status of community watersheds (Ministry of Forests/Range) p) Availability of safe drinking water to all citizens (IHA )		
<ul style="list-style-type: none"> <li>Community members are aware of food security issues. (indicators to be developed through the Food Security Initiative)</li> </ul>		
<b>6. Community character and sense of belonging</b>		
<ul style="list-style-type: none"> <li>Retain the friendly, beautiful, safe, clean small-town community character in this historic mountain setting where a diverse mix of people live as respectful neighbours enjoying a high quality of life.</li> </ul>		
q) Total population/population pyramid (BC Stats/IHA)	h) Perceptions of neighbourhood safety and quality of life i) Sense of belonging	d) Demographics – total population, age, sex, ethnicity
<ul style="list-style-type: none"> <li>Continue the high level of participation, volunteerism and involvement of citizens in community activities and decisions, which leads to the current high sense of belonging.</li> </ul>		
r) Voter participation (??) s) Community involvement opportunities in planning and decision processes and number of participants (City)	j) % of citizens who volunteer k) Satisfaction with involvement in community decisions	



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
<b>7. Natural ecosystems and sustainable resource management</b> - Continue to be involved in land management processes and decisions for the North Columbia Mountains to retain the biodiversity, connectivity and habitats in the area, while allowing for economic and recreational uses.		
t) Up-to-date resource management plans completed and implemented (City) u) Change in species of concern listing (CDC)		
<b>PRIMARYLY ECONOMIC GOALS</b>		
<b>8. Community economy</b> - Maintain a diverse and strong community economy.		
v) Number and value of building permits by type (City) w) Total community income and income sources (BC Stats) x) Median income by gender/age (Taxfiler data (annual or every 5 years)	l) Satisfaction with business support services	e) Employment and income by sector (if provided by BC Stats)
<b>9. Tourism</b> - Build on the growing tourism sector by expanding marketing and promotion, improving infrastructure, developing new opportunities and increasing shoulder season visitation.		
y) Room revenues by season (BC Ministry of Finance) z) Number of users of the Visitor Centre services (CoC)		f) Sector employment



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
<b>10. Retail and Services</b> - Implement the 2006 retail strategy recommendations.		
To be developed with the retail sector		
<b>11. Forest Sector</b> - Retain a strong forest sector by continuing to implement sustainable forest practices and encourage opportunities to add value to products.		
aa) Number of deaths in the industry (Industry)  bb) Forest product certification levels (industry)  cc) Projected timber supply over time (Ministry of Forests/Range)  (??annual or every 5 years?)		g) Sector employment
<b>PRIMARY SOCIAL GOALS</b>		
<b>12. Safety and emergency services</b> - Improve on the current high sense of safety in the community by continuing to address conditions that lead to violence and crime and providing emergency services and services to support victims.		
dd) Serious crime rate (BC Stats)	m) Satisfaction with services  n) Sense of community safety	
<b>13. Health and wellness</b>		
<ul style="list-style-type: none"> <li>Increase the wellness and sense of belonging of citizens coping with poverty, mental health challenges or social isolation.</li> </ul>		



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
ee) Food bank use (CC) ff) Suicide rate (IHA) gg) Families below the low income cut-offs (Taxfiler data)	o) Sense of belonging and well-being (total compared to low income respondents) p) Satisfaction with services (low income respondents)	
<ul style="list-style-type: none"> <li>Promote and encourage healthy lifestyles to improve the health of all citizens.</li> </ul>		
hh) Mortality rates from lifestyle related sources compared to provincial rates (IHA) ii) Health related events and attendance (??)	q) Sense of well-being	
<ul style="list-style-type: none"> <li>Recognize substance abuse as a major factor limiting the social and economic life of individuals, families and the community and act collectively to reduce abuse and support treatment.</li> </ul>		
jj) Alcohol and drug related mortalities (IHA) kk) Alcohol and drug related offenses (BC Stats) ll) Support services available	q) Perceptions of levels of abuse r) Satisfaction with services	
<ul style="list-style-type: none"> <li>Enhance local health care services and assist citizens to access out-of-town care when needed.</li> </ul>		
mm) Services/capita (IHA)	s) Satisfaction with services	
<b>14. Families, children and youth</b> - Continue to demonstrate that our community cares about our children, youth, and families by expanding childcare services and maintaining diverse recreational, cultural, educational and employment opportunities.		



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
nn) Number and types of families (taxfiler data) oo) Low birth weight babies (IHA) pp) Number of childcare spaces; waiting list for childcare space (Child Care Society) qq) Youth EI/Basic Benefits levels (BC Stats)	t) Satisfaction with services u) Teen/youth sense of belonging	
<b>15. Seniors</b> - Support seniors to enjoy a high quality of life within the community.		
rr) Seniors Centre program attendance (Seniors Association) ss) Guaranteed Income Supplement level compared to provincial (BC Stats)	v) Satisfaction with services	h) Demographics
<b>16. Recreation</b> - Retain the broad range of recreation opportunities and support accessibility for all citizens.		
tt) Recreation infrastructure safety status (City Parks and Rec) uu) City funding/capita (City Parks and Rec)	w) Satisfaction and access to services	
<b>PRIMARYLY CULTURAL GOALS</b>		
<b>17. Heritage conservation-</b> Showcase and celebrate our rich community heritage by promoting our museums and retaining heritage buildings and natural heritage areas.		
vv) Museum attendance and financial stability (Museums)		



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
ww) Heritage buildings/natural heritage areas threatened (Source??)		
<b>18. Arts and culture</b> - Maintain a rich array of cultural activities and establish adequate facilities to present the community's cultural offerings.		
xx) No. of festivals/attendance (Festival organizers)	x) Satisfaction with opportunities	
yy) City funding per capita (City)		
<b>PRIMARY ENVIRONMENTAL GOALS</b>		
<b>19. Solid waste management/recycling</b> - Reduce the amount of solid waste produced and increase recycling.		
zz) Solid waste management plans in place (City Eng & PW/CSRD)	y) Satisfaction with services	
aaa) Household recycling options (CSRD)		
<b>20. Water</b> - The potential for limited sources of clean water over the long-term is recognized and acted on through water conservation and maintaining high water quality in local waterways.		
bbb) Per capita water consumption (City Eng & PW)	z) Satisfaction with services	
ccc) Liquid waste management plans in place (City Eng & PW)		
ddd) Portion of the community connected to sewage treatment plan (City Eng & PW)		
eee) Water quality downstream of the sewage treatment facility relative to the Municipal Sewage Regulations (City		



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
Eng & PW) fff) Annual sewage treatment plant discharge volumes (City Eng & PW)		
<b>21. Air quality-</b> Improve air quality.		
ggg) Air quality monitoring on PM <sub>10</sub> rating scale (BC Environment)  (To be further developed by the Air Quality Committee)		
<b>22. Climate change and energy conservation-</b> Strive for carbon neutral lifestyles and commercial/institutional practices.		
hhh) Greenhouse gas reduction plan in place (City Eng & PW)  iii) Residential, commercial and government electrical and propane energy use (BC Hydro, Terasen)		
<b>23. Parks and green space-</b> Maintain, or expand and improve on the scale, diversity and management of parks and green space.		
jjj) Community and neighbourhood park area/capita (City Parks and Rec)	z) Satisfaction with park/green spaces	
<b>24. Urban forests-</b> Improve the long-term planning and management of trees and forest areas in the community.		
(Indicators are to be developed)		



<b>Suggested Indicators</b>		
<b>Update annually (Source)</b>	<b>From the Community Survey (Update every 5 years in conjunction with new census data)</b>	<b>Census Data (Update every 5 years)</b>
<b>25. Fish and wildlife-</b> Maintain healthy fish and wildlife populations by reducing the number of human-wildlife conflicts, retaining habitats and taking actions to recover species at risk.		
kkk) Number of bear deaths and relocations (BC Environment)		
lll) Number of reported human-wildlife conflicts (BC Environment)		
mmm) Local mountain caribou population census (Caribou research team – annual)		
<b>26. Toxic substances -</b> Reduce the amount of toxins used and provide for proper disposal.		
nnn) Amount and type of pesticides and herbicides used on City properties (City Eng & PW)		
ooo) Toxic substance disposal options (CSRD)		
<b>27. Noise and light pollution-</b> Minimize unwarranted noise and light pollution.		
ppp) Existence and enforcement of noise and dark night skys bylaws		



## Community Organization Abbreviations

AG .....	Ministry of the Attorney General
AQC .....	Air Quality Committee
CC .....	Community Connections
CDC .....	Conservation Data Centre
CFDC .....	Revelstoke Community Futures Development Corporation
City CED .....	City Community Economic Development Department
CE & PW .....	City Engineering and Public Works Department
City Plan .....	City Planning Department
CPR .....	Canadian Pacific Railway
CSRD .....	Columbia-Shuswap Regional District
MCF .....	Ministry for Children and Family Development
M&GC .....	Museums & Gallery Collective
MOTH .....	Ministry of Transportation & Highways
MOFR .....	Ministry of Forests and Range
OC .....	Okanagan College
PAC's .....	Parent Advisory Council for each school
PC .....	Parks Canada
RAA .....	Revelstoke Accommodation Association
RAC .....	Revelstoke Arts Council
RBAS .....	Revelstoke Bear Aware Society
RFD .....	Revelstoke Fire Department
RCCS .....	Revelstoke Child Care Society
RCFC .....	Revelstoke Community Forest Corporation
RESC .....	Revelstoke Employment Services Centre
RMR .....	Revelstoke Mountain Resort
RSS .....	Revelstoke Secondary School
RSSC .....	Revelstoke Screen Smart Committee
RTA .....	Revelstoke Teacher's Association
SCA .....	Senior Citizens Association
SD19 .....	School District 19 (Revelstoke)
SSC .....	Stepping Stones Consulting
WSS .....	Women's Shelter Society