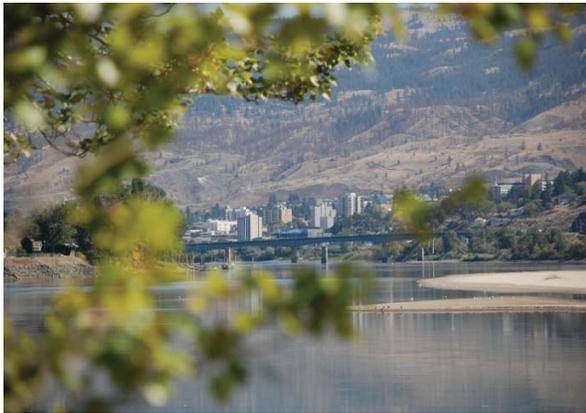


# CITY OF KAMLOOPS

## *Sustainable Kamloops Plan* Foundations for Sustainability



Canada's Tournament Capital

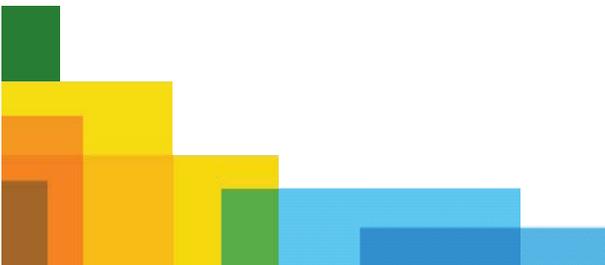


# MESSAGE FROM THE MAYOR

*Mayor Peter Milobar*

The Sustainable Kamloops Plan is a fundamental first step in building a foundation for a more sustainable community. While we have done many things to advance the cause of sustainability in Kamloops from social, economic, and environmental perspectives, there is still more to be done, not the least of which is ensuring that future activities in Kamloops incorporate the three pillars of sustainability.

---



# ACKNOWLEDGEMENTS



## THE SUSTAINABLE KAMLOOPS COMMITTEE

### *Elected Officials*

- Peter Milobar, Mayor
- Pat Wallace, Councillor
- Denis Walsh, Councillor
- Shane Gottfriedson, Chief, Tk'emlups Indian Band

### *City Senior Management*

- Randy Diehl, Chief Administrative Officer
- David Duckworth, Public Works and Utilities Director
- Byron McCorkell, Parks, Recreation and Cultural Services Director
- David Trawin, Development and Engineering Services Director

### *Government Agencies*

- Rick Adams, BC Ministry of Environment
- Ken Christian, Interior Health Authority
- Art McDonald, School District #73

### *Public Members*

- Gord Borgstrom, Public Member
- Cheryl Kabloona, Public Member
- Harleen Price, Social Planning Council Member
- Robin Reid, Public Member / Thompson Rivers University
- Lorraine Thomas, Public Member

## CITY STAFF AND CONSULTANTS

- Brian Comerford, Capital Projects Manager
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- Jen Fretz, Environmental Services Manager
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- Linda Piroddi, Planner
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## FUNDERS

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Federation of Canadian Municipalities – Green Municipal Fund  
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# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

## INTRODUCTION

Sustainability is a characteristic of a process or state that can be maintained at a certain level indefinitely. A frequent reference point for the concept of sustainability is the work of the World Commission on Environment and Development, known as the Brundtland Commission, in the 1980s. In its report 'Our Common Future', the Commission defined sustainable development as that which 'meets the needs of the present without compromising the ability of future generations to meet their own needs.' This concept has much relevance in Kamloops as our community continues efforts to achieve a balance of the integrated goals of economic prosperity, social well-being, and environmental stewardship.

## KAMLOOPS' VISION OF SUSTAINABILITY

In 2050, Kamloops, Canada's Tournament Capital, is an innovative, vibrant and diverse community. Social, economic, and environmental challenges are welcomed as opportunities to further enhance its beautifully unique landscape. It is known for its bold ecological and healthy living initiatives that shape one of the most inviting and liveable cities in Canada. Kamloops offers a wide variety of housing choices that provides affordable and attractive neighbourhoods. It continues to minimize its corporate and community footprint and leads by example when making sustainable choices for future generations. Kamloops

is a place where blue skies, clean air, and fresh water complement the strong sense of belonging, where residents feel safe and secure, where community input is valued and encouraged, and where all citizens have abundant opportunities to live, learn, work, and play.

### *So How Was This Accomplished?*

To answer the question, one must remember where Kamloops was in 2010. At that time, Kamloops was already known as a great place to live. Access to great outdoor and indoor recreation, a growing university, diverse employment opportunities, and a small town atmosphere with some big city amenities helped to create an attractive place for both businesses and residents. Like other communities, Kamloops was dealing with a host of local, regional, and global issues.

At a local level, the community was needing to address a number of issues including water consumption levels that were one of the highest in Canada on a per capita basis; developing transportation infrastructure to serve a growing population in challenging topography; resolving issues of homelessness, street crime, mental health, addictions, and transient populations; reducing solid waste to increase the life of the landfill; improving air quality; building on the community's reputation as the Tournament Capital of Canada; facilitating a culturally and economically diverse community; and promoting interesting, unique, and livable neighbourhoods.



*There are a number of principles which will continue to guide the evolution of the Sustainable Kamloops Plan.*

At a regional level, the community grappled with concerns such as watershed protection and ensuring an economic base for the area evolving from traditional resource extraction into other opportunities.

At the global level, the projected impacts of climate change in Kamloops needed to be planned for and there was recognition that the community needed to do its part to reduce greenhouse gas emissions, while at the same time preparing for some of the effects of climate change.

Given these myriad issues, the community required a plan to deal with these issues at the local level.

## KEY SUSTAINABILITY COMPONENTS

Through many consultation sessions, a number of key sustainability components have been identified. They include:

- Transportation
- Energy
- Greenhouse Gas Emissions
- Climate Change Adaptation
- Land
- Air
- Water Use Efficiency
- Drinking Water Quality
- Stormwater
- Wastewater
- Solid Waste
- Recreation
- Natural Environment
- Food Security
- Arts, Culture and Heritage
- Health and Wellness
- Community Safety
- Economic Development
- Education

Each of these key sustainability components is explored within this 'Foundations for Sustainability' document. For each component, background information is provided that describes the topic in the Kamloops context. Also, a description of success along with an outline of how success in sustainability is achieved and measured for each component is provided. A companion document entitled 'Sustainable Kamloops Plan - Summary of Information Packages' provides more details on each component.



## MOVING FORWARD

A four-phase process for completing the Sustainable Kamloops Plan was developed by the City of Kamloops. The initial two phases of this process have been completed, and the results summarized in this 'Foundations for Sustainability' document. The remaining two phases of the Plan involve:

- development of future plans and strategies for the priority areas emerging from Phase 2 which require special attention; and
- creation of management tools which will be used to implement the Sustainability Plan.

Given the breadth of topics dealt with in the Plan, coupled with extent of work completed to date and finite resources available to the City, the definition of priorities becomes important. Three perspectives are offered in defining these priorities – results of public consultation, gaps in direction set out in current City documents, and corporate priorities.

The merging of these priorities is shown graphically on the next page.

Key recommendations for moving forward with the Sustainable Kamloops Plan can be summarized as follows:

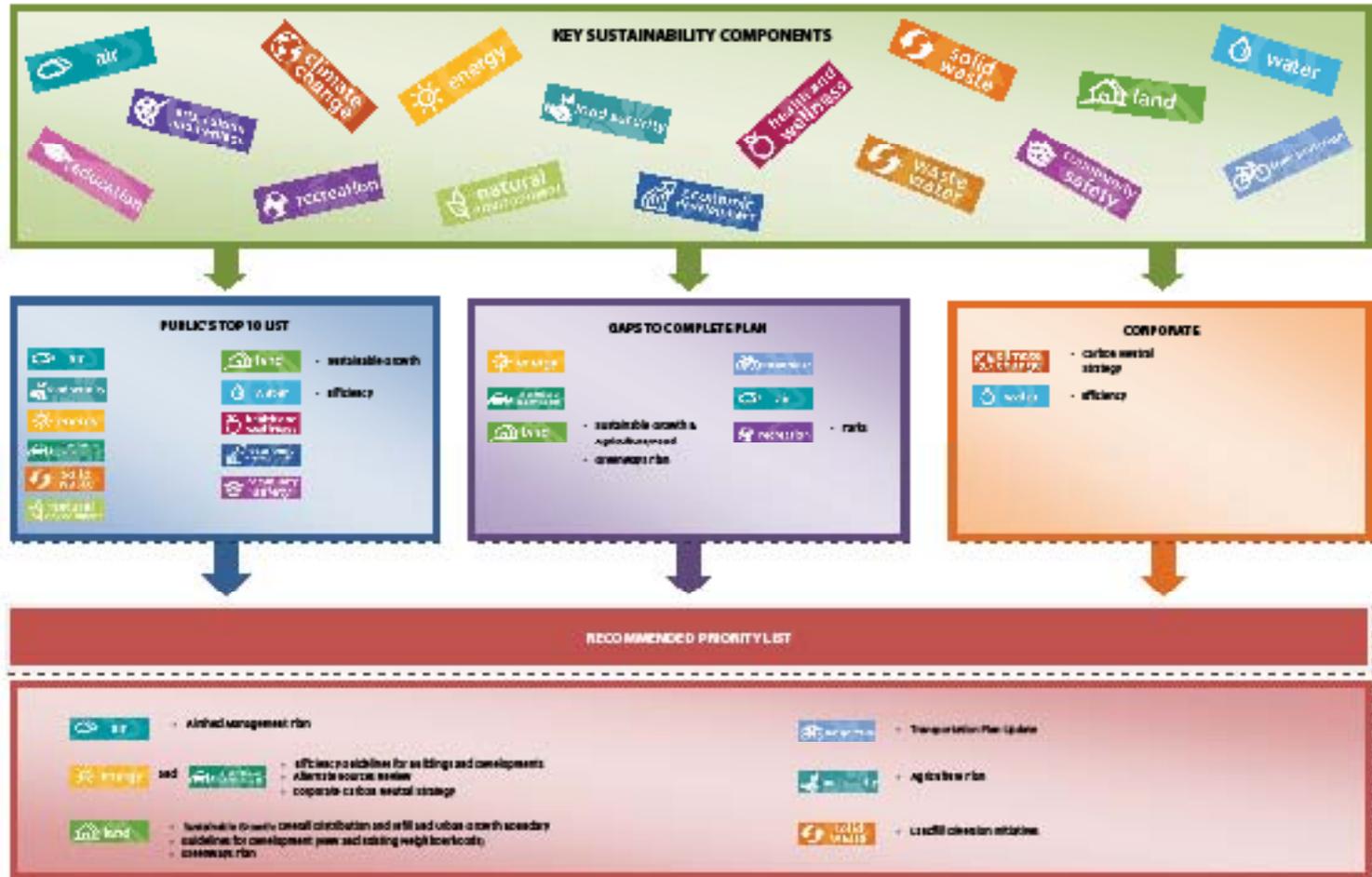
- Complete Phase 3 through preparation of plans and strategies in the areas shown to be priorities. Initial attention will be focussed on Community and Corporate Energy and Emissions Plans, and an Airshed Management Plan. This work should proceed concurrently in order to ensure integration;
- Bring forward policies developed through past work, findings from Phase 1 and 2 of the Sustainability Plan and other sources into the 'Policies for Achieving Sustainability' section of the document.

City staff involvement in preparation of the overall Sustainable Kamloops Plan, as well as the individual future plans and strategies, will continue. An inter-department working group with representation from Public Works and Utilities, Development and Engineering, and Parks, Recreation and Culture has been formed. The group could continue in this capacity. Furthermore, there is opportunity to bolster resources available to advance community initiatives, and further embed the culture of sustainability within the corporation, through creation of a new staff position.





A four-phase process for completing the Sustainable Kamloops Plan was developed by the City of Kamloops. The initial two phases of this process have been completed, and the results summarized in a document entitled 'Foundations for Sustainability'.





# SECTION 1



# BACKGROUND TO THE SUSTAINABLE KAMLOOPS PLAN

Sustainability is a characteristic of a process or state that can be maintained at a certain level indefinitely. A frequent reference point for the concept of sustainability is the work of the World Commission on Environment and Development, known as the Brundtland Commission, in the 1980s. In its report 'Our Common Future', the Commission defined sustainable development as that which 'meets the needs of the present without compromising the ability of future generations to meet their own needs.' This concept has much relevance in Kamloops as our community seeks to achieve a balance of the integrated goals of economic prosperity, social well-being, and environmental stewardship.

Kamloops has a proud history of initiatives in the key areas of sustainability. Past efforts include:

- **Economic Development** – following a period of tremendous growth through the 1960s and 1970s, Kamloops fell upon challenging economic times in the early 1980s. These circumstances spawned the creation of the City's first economic development strategy. This document has been updated a number of times since, and continues to provide guidance to the City's economic development arm Venture Kamloops;

- **Social Planning** – Kamloops was one of the first communities its size in British Columbia to prepare a social plan, completing this undertaking in 1993. A full update of this plan was completed in 2009. Directions for addressing housing, children and family, health, community safety and other social issues are contained in this plan, and aid the work of the City and its many partner agencies;
- **Environmental Stewardship** – the City's past environmental initiatives are broad in scope and embrace many aspects of water and air quality management, energy use efficiency, and integrity of the land base. Examples include the provincially-recognized Watersmart water use efficiency program, curbing residential outdoor burning practices, and the award-winning integrated land use / transportation planning program called Travelsmart.

Even with this proud history, it was recognized that there is significant opportunity to bolster the City's efforts to achieve community sustainability. This opportunity lay in two principal areas:

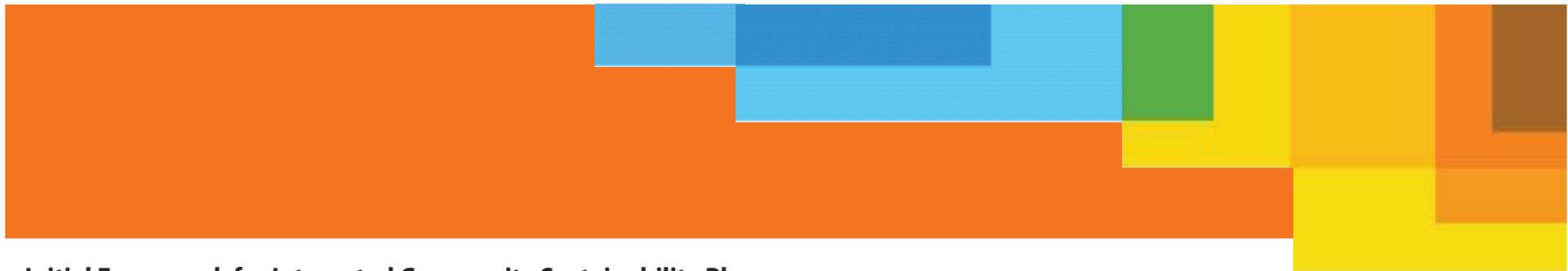


*Kamloops City Council decided in 2006 to focus additional attention in the area of sustainability. The 2006 – 2008 Council Strategic Plan set out as one of its objectives the preparation of a Comprehensive Environmental Plan.*

- **Comprehensive Environmental Sustainability Plan** – as noted above, the City has championed many environmentally-conscious initiatives over the past decades, and has achieved notable results. What was lacking, however, was a comprehensive guiding document which identified and characterized the current, emerging and anticipated environmental issues facing the community, and set courses of action for dealing with these issues. Said another way, environmental initiatives to date have taken place in a somewhat ad hoc fashion, and would benefit from a well-conceived plan prepared with and supported by the community;
- **Integration of Environmental, Social and Economic Plans and Activities** – in order to strive for true sustainability, planning exercises need to inform one another and ensure that their objectives are integrated and concordant. Furthermore, the actions which emerge from these plans require scrutiny through environmental, social and economic lenses.

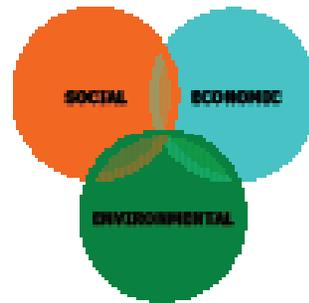
Kamloops City Council decided in 2006 to focus additional attention in the area of sustainability. The 2006 – 2008 Council Strategic Plan set out as one of its objectives the preparation of a Comprehensive Environmental Plan. In the latter part of 2006 and early 2007, this directive evolved to include social and economic components woven into the broader context of community sustainability. An initial framework for a four-phase integrated community sustainability plan was prepared and sanctioned by City Council.



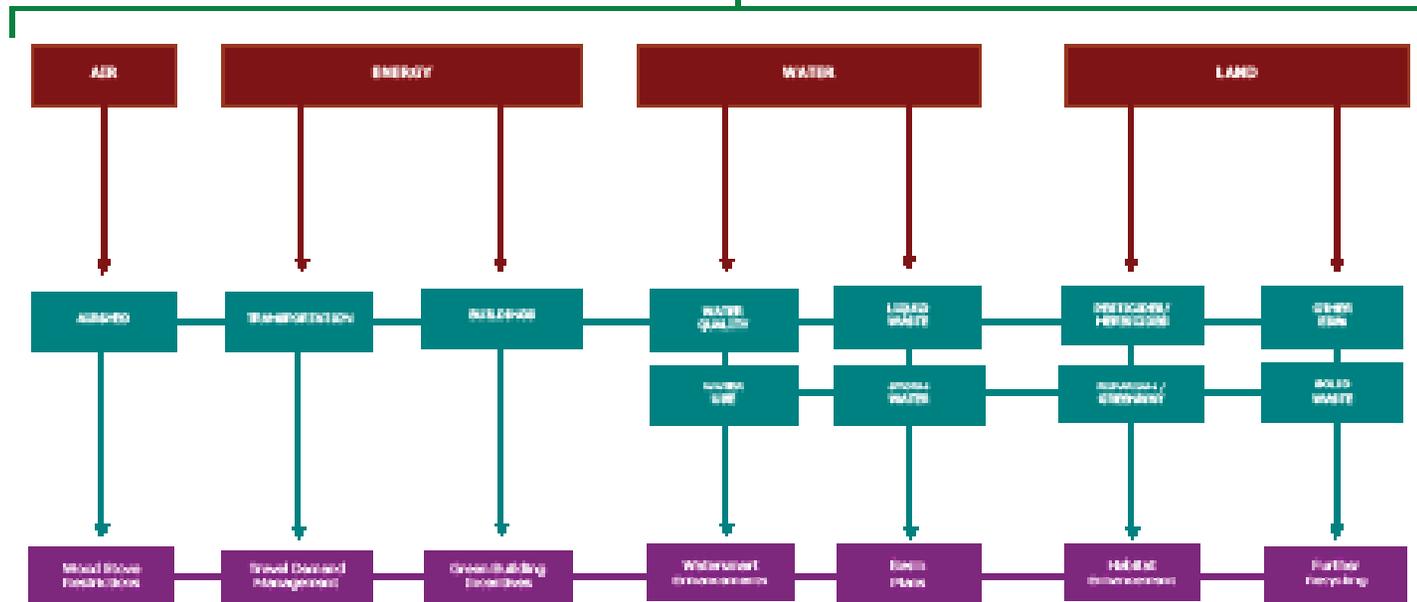


## Initial Framework for Integrated Community Sustainability Plan

PHASE 1  
 INITIAL STUDY AND FOUNDATION

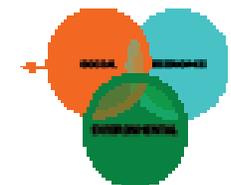
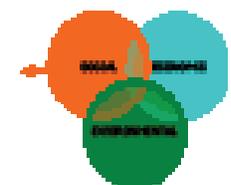
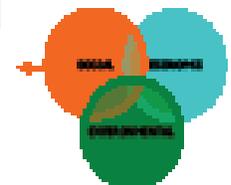


PHASE 2  
 ANALYSIS AND ACTION PLAN DEVELOPMENT



PHASE 3  
 IMPLEMENTATION AND MONITORING

PHASE 4  
 EVALUATION AND REPORTING





*The four phases in the planning program encompass establishing the foundation; preparing a Sustainability Issues Scoping document; developing future plans and strategies; and creating management tools.*

The four phases in the planning program encompass the activities outlined below.

### **Phase 1 – Establish the Foundation**

The purpose of this phase of the planning process was to gather key background materials relating to economic, social and environmental sustainability in Kamloops, develop the project leadership model, and conceive a community engagement program.

### **Phase 2 – Prepare Sustainability Issues Scoping Document**

The sustainability issues facing the community were to be identified and characterized during this phase. This included:

- Defining the issues;
- Describing how they relate to community sustainability;
- Articulating a 'vision' to describe the desired future state;
- Documenting current or 'baseline' conditions;
- Setting goals and targets to be pursued in moving from current conditions toward the vision; and
  - Developing initial actions to be taken in achieving these goals and targets.



It was also intended that Phase 2 include the identification of priority areas which required special attention through further investigation. Community involvement was fundamental to completing Phase 2.

### **Phase 3 – Develop Future Plans and Strategies**

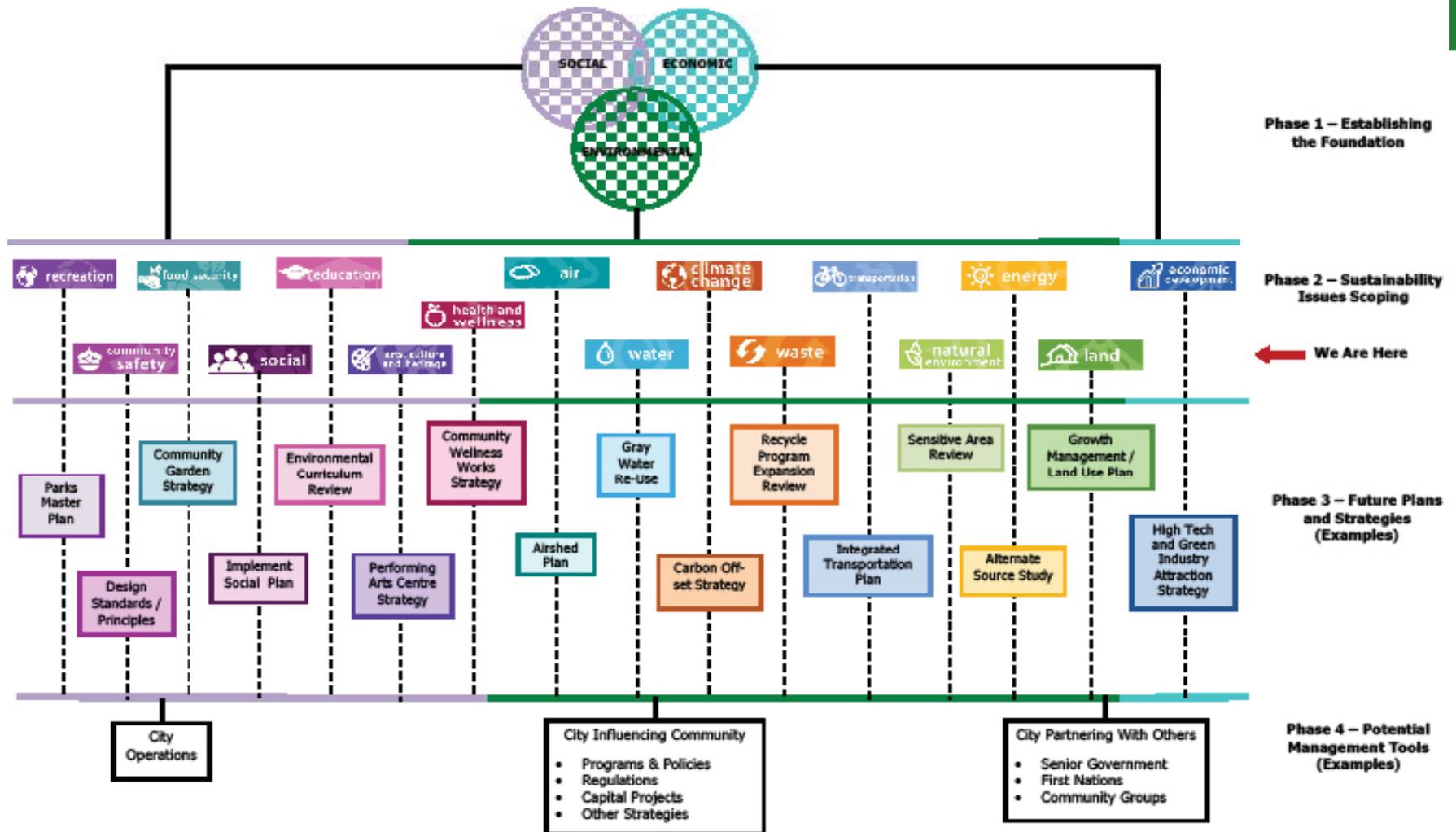
The primary focus of Phase 3 will be the development of future plans and strategies for the priority areas identified in Phase 2 which require special attention. These plans will be undertaken concurrently to the greatest practical extent in order to ensure that they integrate with one another, and the broader sustainability plan.

### **Phase 4 – Create Management Tools**

This phase of the Plan will involve creation of various management tools which will be used during implementation. A variety of approaches are anticipated, ranging from City policies and regulations to capital projects, education programs, incentives, partnerships with other agencies, and adjustments to City staff resources.

As this path for the preparation of the sustainability plan unfolded, the update of the City's Official Community Plan (KAMPLAN) scheduled to commence in 2010 approached. The synergy between these plans, coupled with the central role of the Official Community Plan in implementing much of the forthcoming direction in the sustainability plan, was recognized clearly. The processes were therefore merged into the

## Revised Framework for Sustainable Kamloops Plan





*This document is an important step in our community's journey toward sustainability. It outlines the vision of a sustainable Kamloops, and sets out principles that will guide our path.*

Sustainable Kamloops Plan. A new framework which remains founded on the four-phase process described above was developed, and is presented on the previous page.

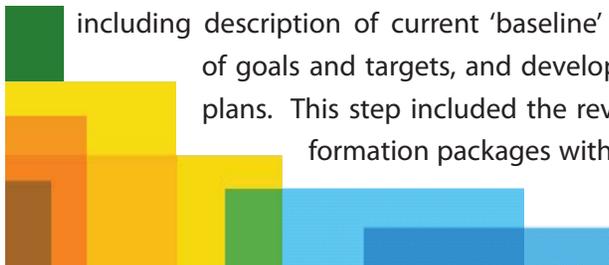
The first two phases of the four-phase Sustainable Kamloops Plan program have been completed. Major components of the initial two phases have included:

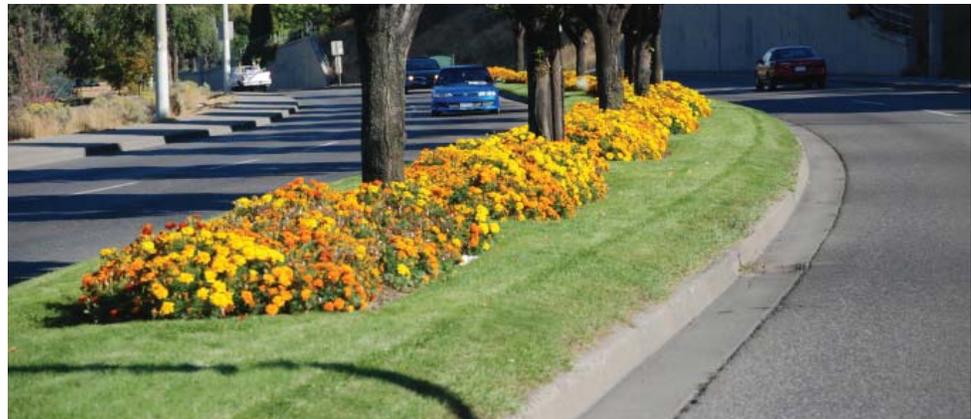
- Forming the Sustainable Kamloops Committee in June 2008;
- Gathering of background materials on sustainability issues in Kamloops through the Summer and Fall of 2008;
- Hosting initial public forum on community sustainability in November 2008;
- Integrating with KAMPLAN – Official Community Plan process in Spring 2009, including additional work to gather further background materials to reflect the broadened scope;
- Preparing information packages on all key sustainability issues, including description of current 'baseline' conditions, formation of goals and targets, and development of initial action plans. This step included the review of all of these information packages with the Sustainable Kam-

loops Committee, and took place between September 2009 and February 2010;

- Developing the vision for a Sustainable Kamloops;
- Hosting second public forum on community sustainability in 2010 April to review work undertaken to date, and seek public input on goals and targets, actions to achieve these, and priorities for further work in Phase 3;
- Inviting on-going public input through the Sustainable Kamloops website, and events such as the 2009 Home Shows (spring and fall).

This document is an important step in our community's journey toward sustainability. It outlines the vision of a sustainable Kamloops, and sets out principles which will guide our path. Key topic areas relating to sustainability are described, along with their attendant goals, targets and initial action plans. Priorities for work in Phase 3 are identified. Finally, a broad-based monitoring framework is suggested to enable the City to track performance on key sustainability initiatives.





# SECTION 2



# KAMLOOPS' VISION OF SUSTAINABILITY

In 2050, Kamloops, Canada's Tournament Capital, is an innovative, vibrant and diverse community. Social, economic, and environmental challenges are welcomed as opportunities to further enhance its beautifully unique landscape. It is known for its bold ecological and healthy living initiatives that shape one of the most inviting and liveable cities in Canada. Kamloops offers a wide variety of housing choices that provides affordable and attractive neighbourhoods. It continues to minimize its corporate and community footprint and leads by example when making sustainable choices for future generations. Kamloops is a place where blue skies, clean air, and fresh water complement the strong sense of belonging, where residents feel safe and secure, where community input is valued and encouraged, and where all citizens have abundant opportunities to live, learn, work, and play.

## *So How Was This Accomplished?*

To answer the question, one must remember where Kamloops was in 2010. At that time, Kamloops was already known as a great place to live. Access to great outdoor and indoor recreation, a growing university, diversity of employment opportunities, and a small town atmosphere with some big city amenities helped to create an attractive place for both residents and businesses. Like other communities, Kamloops was dealing with a host of local, regional, and global issues.

At a local level, the community was needing to address a number of issues including water consumption levels that were one of the highest in Canada on a per capita basis; developing transportation infrastructure to serve a growing population in challenging topography; resolving issues of homelessness, street crime, mental health, addictions, and transient populations; reducing solid waste to increase the life of the landfill; improving air quality; building on the community's reputation as the Tournament Capital of Canada; facilitating a culturally and economically diverse community; and promoting interesting, unique, and livable neighbourhoods.

At a regional level, the community grappled with concerns such as watershed protection and ensuring an economic base for the area evolving from traditional resource extraction into other opportunities.

At the global level, the projected impacts of climate change on the Kamloops community needed to be planned for and there was recognition that the community needed to do its part to reduce greenhouse gas emissions, while at the same time preparing for some of the effects of climate change.

Given these myriad issues, the community required a plan to deal with these issues at the local level. From this the Sustainable Kamloops Plan evolved.

# SECTION 3



# GUIDING PRINCIPLES

There are a number of principles which will continue to guide the evolution of the Sustainable Kamloops Plan.

**Community Engagement** – much like the development of the Plan has been reliant on the participation of the general community, the implementation of the initiatives will require substantial involvement by the public in order for the City to achieve its vision of sustainability. This Plan is not limited to just what the City can accomplish with its own resources but rather focuses on a community approach to implementation. Thus, the public will be engaged throughout and asked to do their part for the success of the Plan. The goal of this community-wide engagement is to foster a *Culture of Sustainability* in Kamloops.

**City to Play Myriad Roles** – while the City's first and foremost role on community sustainability is that of a leader, it is also recognized that the City will also be called upon to take on different roles such as sponsor, educator, facilitator, and partner. All these roles are important if they help achieve the broader goals of this Plan.

**Leadership** - the City will lead the Plan and its implementation. While not all elements of the Plan are directly in the City's purview, the City recognizes that as the form of government closest to the people in Kamloops, it has a role in leading sustainability initiatives and ensuring that action is taken to implement the Plan. As the leader of this process,

the City recognizes that sustainability solutions must permeate throughout its culture.

**Innovation** – the City will embrace innovation in the implementation of the Sustainable Kamloops Plan. There is recognition that new technologies and techniques that relate to sustainability are evolving constantly. The City will continue to be aware of these innovations and capitalize on new opportunities where feasible. It is recognized that in order to be sustainable, new approaches must be tried and tested. It is also recognized that these may not always be successful but will provide valuable learning lessons.

**Ambition** – the Sustainable Kamloops Plan sets ambitious goals and targets in order for the City to become a more sustainable community. In order for this plan to be successfully implemented, the City will continue to be ambitious in implementing the Plan. The City will link required resources with the goals established as part of this Plan.





*An integrated approach that brings people of diverse interests to work together is fundamental to the Plan.*

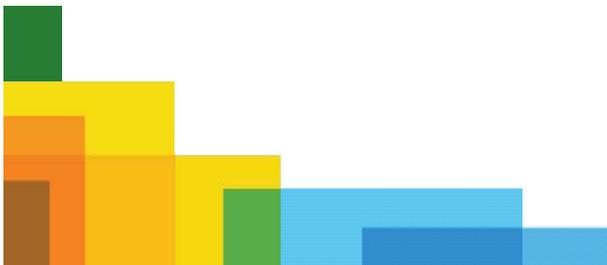
**Practical** – while it is important to be ambitious, it is equally important to be practical in the implementation of the Plan.

**Partnership** - the City recognizes that it will need to partner with other organizations in order to achieve the goals established in this Plan. These organizations include senior government, non-profit organizations, Tk'emlups Indian Band, institutions such as Thompson Rivers University, the business community, and developers. The nature of each of these partnerships will differ but the overarching goals will be the same – to encourage sustainability in Kamloops.

**Funding** - the City recognizes that funding is necessary to ensure the success of the Plan and its implementation. The implementation of the Sustainable Kamloops Plan will not be financially burdensome and will not force the City to deviate from its core services and functions. The City will look for opportunities to leverage funding from senior government and the private sector in order to achieve the Plan.

**Flexibility** - during the course of implementation, new technologies may emerge or new priorities may arise that require attention and may differ from the Plan. The Plan will allow for this type of flexibility. This will be an important component of monitoring the Plan and reprioritizing initiatives on a timely basis. It will be a living document.

**Integration** –an integrated approach that brings people of diverse interests to work together is fundamental to the Plan. Within the City, inter-departmental approaches will be taken in order to ensure that the City, as an organization, develops a unified, proactive approach to issues. Beyond the City as an organization, the City will integrate with other community organizations to develop approaches to sustainability.





# SECTION 4



# KEY SUSTAINABILITY COMPONENTS

Through many consultation sessions, a number of key sustainability components have been identified. Throughout the development of the Sustainable Kamloops Plan, several topics of discussion became key sustainability concepts. These topics include:

- Transportation
- Climate Change - Greenhouse Gas Emissions & Adaptation
- Energy
- Land
- Natural Environment
- Air
- Water Use Efficiency
- Drinking Water Quality
- Stormwater
- Wastewater
- Solid Waste
- Recreation
- Food Security
- Arts, Culture and Heritage
- Community Safety
- Economic Development
- Health and Wellness
- Education

It is important to note that each of these key sustainability components is described in greater detail in a document entitled “Sustainable Kamloops Plan – Summary of Information Packages.” This document forms a vital component of the Sustainable Kamloops Plan process and should also be referred to when reviewing any of the key sustainability components.



*A well-functioning transportation network is pivotal to our local economy in terms of moving goods and allowing business to thrive as well as maintaining community social connections.*

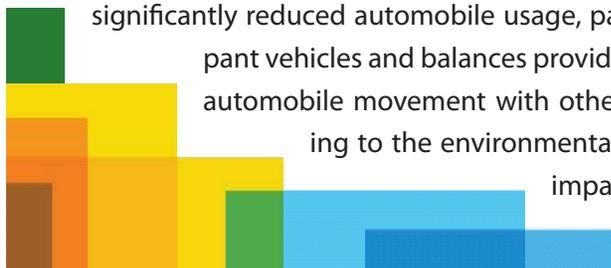
### **Background**

A well-functioning transportation network is pivotal to our local economy in terms of moving goods and allowing business to thrive as well as maintaining community social connections. However, how we move around the community can have significant environmental consequences including the dedication and consumption of land used for roads, air quality degradation, release of greenhouse gas emissions, and noise impacts. Our transportation system is dominated by the use of automobiles to move around Kamloops. We need to adjust how we travel around Kamloops in order to become a more sustainable community.

Currently, approximately 20% of people in Kamloops either carpool, take public transit, walk or cycle to work. This is generally consistent with what occurs in other communities in BC of a similar size. At the same time, the Kamloops transit system carries approximately 3 million passengers per year.

### **What Does Success Look Like?**

A more sustainable transportation system for Kamloops results in significantly reduced automobile usage, particularly single-occupant vehicles and balances providing more roads to ease automobile movement with other considerations relating to the environmental, economic and social impacts of providing roads.



### **How Will We Measure Success?**

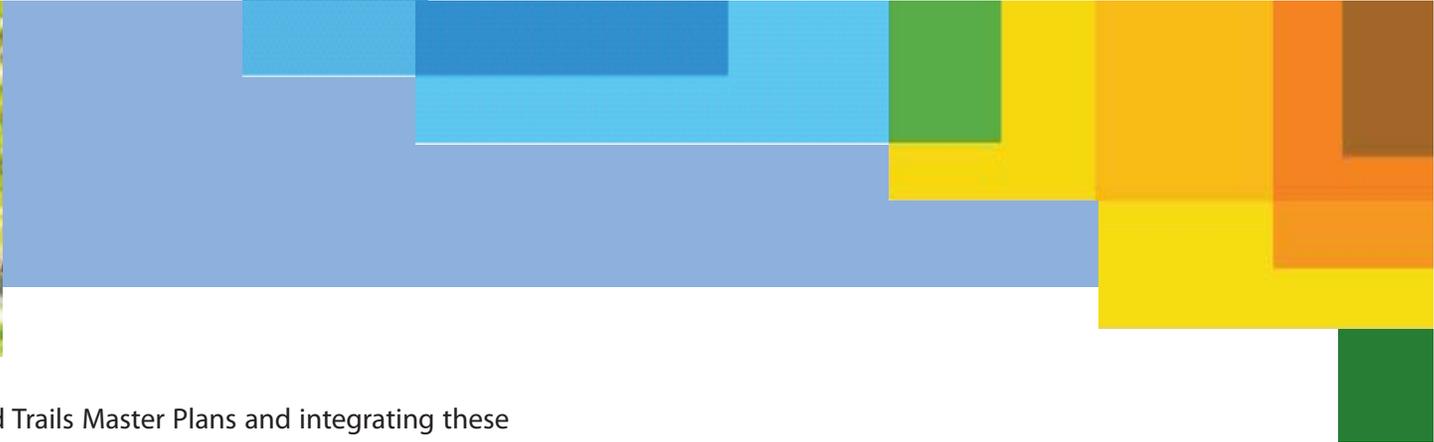
Success in achieving greater sustainability on the transportation network will be measured in the following ways:

- Increasing to 30% the number of people using other modes of travel to employment (including carpooling, transit, walking, cycling and other modes) by 2020;
- Increasing transit ridership by 50% (compared to base year of 2008) by 2020; and
- Reducing vehicle ownership to 0.6 vehicles per capita by 2020.

### **How Will We Achieve Success?**

A number of initiatives must be undertaken to achieve success. These include:

- Reviewing the Travelsmart program to integrate future transportation / land use links, along with other dimensions of community sustainability, into a Transportation Plan. This will include re-evaluating the need for major proposed road corridors (including Sixth Avenue Extension and Singh Street Bridge) from all sustainability perspectives, and desired increase in use of alternative modes;
- Working with BC Transit to review the Transit Plan to identify strategies to increase transit ridership;



- Completing the Pedestrian and Trails Master Plans and integrating these plans with the recently adopted Bicycle Master Plan to develop an active transportation strategy;
- Increasing spending on active transportation facilities and programs directed to modes of travel other than the single occupant vehicle, primarily cycling and walking, by 50%. This will ensure the acceleration of the implementation of the Bicycle Master Plan and the upcoming Pedestrian and Trails Master Plans;
- Working with the Kamloops Central Business Improvement Association to review parking availability, cost and requirements in the City Centre to achieve balance between parking for patrons, and encouragement of alternate mode use by employees;
- Promoting alternate modes of travel by City employees at major City facilities;
- Working with major employers to encourage transportation demand management and to promote alternative transportation for commuter trips;
- Improving accessibility and ease of mobility for all modes of travel during winter conditions; and
- Evaluating a special levy on gas purchased in Kamloops as an additional source of revenue for alternate transportation facilities.





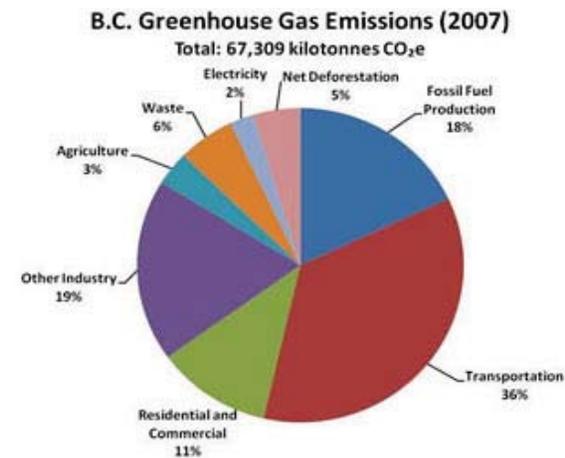
*Greenhouse Gas (GHG) emissions are widely believed to be contributing to the acceleration of climate change.*

### Background

Greenhouse gas (GHG) emissions are widely believed to be contributing to the acceleration of climate change. While there are many natural sources of GHG emissions, human activities, principally from the start of the industrial revolution, have contributed to increasing concentrations of GHG emissions in the atmosphere. The majority of human-caused GHG emissions are from energy production and consumption for buildings and transportation, solid and liquid waste decomposition, agriculture, heavy industry, and deforestation. Many scientists believe that we must reduce GHG emissions significantly in order to avoid catastrophic climate change. Kamloops must do its part to reduce greenhouse gas emissions in order to help reduce the potential impacts of climate change.

In BC, GHG emissions have a variety of sources. As illustrated in the chart (opposite), transportation, industry, fossil fuel production, and residential and commercial buildings account for most of the GHG emissions in BC.

sults in an additional 300,000 tonnes of GHG emissions. The City of Kamloops municipal operations contributes approximately 8500 tonnes of GHG emissions per year.



### What Does Success Look Like?

Greenhouse gas emissions from community and municipal operations will be reduced significantly. At the same time, areas that are valuable carbon sinks such as grasslands and forests will be protected. Further, the City will use the money it pays for carbon offsets to invest in local projects.



### ***How Will We Measure Success?***

Success in reducing greenhouse gas emissions will be measured in a number of ways including:

- Reducing community-wide greenhouse gas emissions by 40% below 2007 levels by 2020;
- Reducing residential-based GHG emissions to 0.9 tonnes/capita by 2020;
- Reducing transportation-related GHG emissions to 2.4 tonnes/capita by 2020;
- Increasing alternative transportation to 30% of all trips;
- Reducing absolute GHG emissions from municipal corporate operations to 4,600 tonnes by 2020 (45% reduction); and
- Achieving municipal corporate carbon neutrality by 2012 and investing 100% of carbon offsets through local initiatives in partnership with other public and private sector entities.

### ***How Will We Achieve Success?***

Success in reducing greenhouse gas emissions will be achieved by the following measures:

- Developing a Community Energy and Emissions Plan;
- Developing a Corporate Energy and Emissions Plan for City operations;
- Developing a carbon neutral strategy for the City of Kamloops;
- Protecting carbon sinks such as grasslands and forests; and
- Implementing other transportation and energy initiatives to reduce emissions.





*The City will be adequately prepared for the impacts of climate change. This will include flood protection, water intakes, stormwater systems and other facilities to address/adapt to climate change.*

### **Background**

While efforts are needed to mitigate climate change by reducing our greenhouse gas emissions and preserving and enhancing carbon sinks, it is also critical that Kamloops adapt to the impacts of climate change that are unavoidable. Over the last 100 years, the climate has changed in the Kamloops area, the evidence of which can be seen in the increased intensity of storms, increased mountain pine beetle infestation, increased forest fire activity, impacts on fisheries, and changes to outdoor recreation opportunities.

Global climate change adaptation will put pressure on scarce resources such as food and water. The pressure on scarce resources combined with increased intensity and frequency of major storms could lead to migrations of people from areas severely impacted by climate change to other areas that are more able to cope.

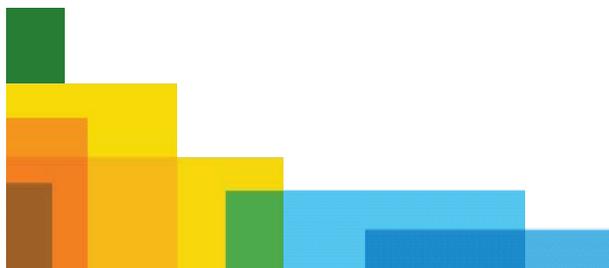
### **What Does Success Look Like?**

The City will be adequately prepared for the impacts of climate change. This will include adjusting flood protection, water intakes, stormwater systems and other facilities to the impacts of climate change. Further, the community will better understand climate change impacts through more specific modelling and study and communicate this to residents. In this regard, the City will have to work with regional, provincial, and national partners to ensure the community is adequately prepared for a range of climate change impacts.

### **How Will We Achieve Success?**

The following initiatives are required to ensure Kamloops is better prepared to adapt to climate change:

- Continuing to implement the Community Wildfire Plan;
- Reviewing floodplains and determine how protection will occur;
- Determining reliable locations for water intakes;
- Enhancing stormwater systems to accommodate changes in precipitation patterns;





- Working with other agencies to better identify the potential climate change impacts for the Kamloops area;
- Ensuring more food is grown locally to respond to impacts elsewhere; and
- Ensuring water conservation measures are implemented.





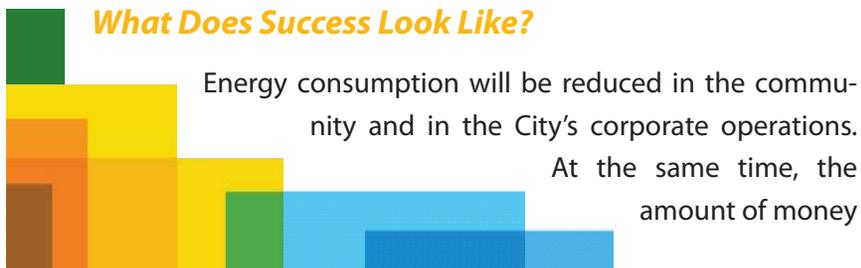
*Energy consumption will be reduced in the community and in the City's corporate operations. At the same time, the amount of money spent on energy will be reduced.*

### **Background**

Developing strategies to address energy demand and supply in Kamloops is critical to community sustainability for a number of reasons. Stable, reliable, and affordable energy supplies are important to economic and social development in a community. However, producing and consuming energy results in environmental consequences such as greenhouse gas emissions, ecological impacts, and air quality concerns, among others. Further, the supply of energy, particularly petroleum products, is becoming a more pressing concern. Looking forward, communities that can better provide clean and secure energy supplies will experience greater economic opportunities and a higher degree of sustainability.

Currently, energy on a per capita basis for residential purposes in Kamloops is amongst the highest level for communities of a similar size. This is also reflected in energy use for transportation purposes in Kamloops. In 2008, the City of Kamloops spent approximately \$6.3 million for energy for buildings, infrastructure, fleet vehicles and equipment.

### **What Does Success Look Like?**



spent on energy will be reduced. Further, the community has embraced the use of clean alternative sources of energy.

### **How Will We Measure Success?**

There are a number of measures of success in relation to energy including:

- Using carbon neutral energy at all City facilities by 2035;
- Producing the equivalent of 10% of City (corporate) energy needs through alternative energy systems (i.e. solar, wind, geothermal, methane gas from landfill/sewer, waste heat) by 2020;
- Being building energy self-sufficient by 2050;
- Reducing consumption of fossil fuels for transportation by 25% by 2020;
- Constructing all new municipal buildings to equivalent of LEED gold standard;
- Decreasing community energy use by 20% by 2020, and 50% by 2050 (in comparison to 2010 as the base year);
- Increasing the share of alternate fuelled motor ve-





- hicles in the community by 200% by 2020 and 400% by 2050; and
- Increasing the number of LEED equivalent buildings in Kamloops to 30 by 2020.

### *How will We Achieve Success?*

A number of initiatives must be undertaken to achieve energy sustainability including:

- Assessing the use of alternate sources of clean energy to retro-fit existing major City facilities, recognizing the need for lengthier pay-back periods (i.e. 20 years) for investments in alternate green energy technologies;
- Developing a municipal Corporate Energy and Emissions Plan;
- Encouraging and facilitating the increased use of clean, alternative sources of energy in Kamloops;
- Developing a made-in-Kamloops approach to building design, construction and operation which emulates the LEED program;
- Developing a Community Energy and Emissions Plan;
- Pursuing co-funding opportunities with BC Hydro;
- Reviewing opportunities for efficiencies in lighting City buildings, including motion sensors;
- Assessing energy savings achieved through use of roundabouts at

appropriate intersections, rather than conventional signed or signalized intersection treatments;

- Exploring the use of the Community Charter and Local Government Act provisions as mechanisms to allow neighbourhood investments in alternate clean energy sources (wherein investment would be carried with the property rather than the owner, allowing a longer-term perspective on the investment); and
- Encouraging provincial and federal governments to continue incentive and tax-relief programs for residential, industrial and other energy conservation programs, and transitions to alternate clean energy sources (such as geexchange and solar).





*There is a strong relationship between the manner in which a community's land base is developed and its long-term environmental sustainability.*

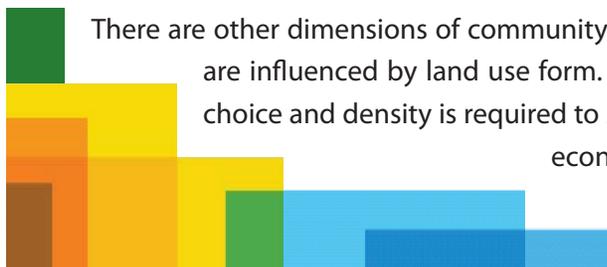
### **Background**

There is a strong relationship between the manner in which a community's land base is developed and its long-term environmental sustainability. The uses placed on land require energy for heating and cooling given Kamloops' climate, as well as to support many other functions. Water is consumed for indoor purposes, as well as landscape irrigation. Wastewater is generated from indoor water use in our homes, businesses and industries. Stormwater is produced when rainfall and/or snowmelt occurs on surfaces hardened by pavement and roofs. Transportation systems are required to connect one location to another. Many of these aspects are linked to our community's air quality, including generation and use of energy for building heating and industrial processing, removal of vegetation to expose land for road construction and erection of buildings, and emissions from vehicles. The way in which our community develops at all scales – from individual sites to neighbourhoods to the entire urban settlement area – can profoundly effect the environment.

People need open spaces and green areas in which to recreate, both passively and actively. Land must be provided for activities which may be considered undesirable, yet are vital to generating employment (such as industries), supplying resources which support development (such as gravel pits), and sheltering those in our community who are less fortunate.

The ability to ensure the security of our food supplies is a community sustainability topic which has recently garnered increased attention. At the scale of an individual or family, there are opportunities to further encourage the use of our land base for local food production. In the broader context, the preservation of lands which have capability for larger-scale agriculture deserves attention.

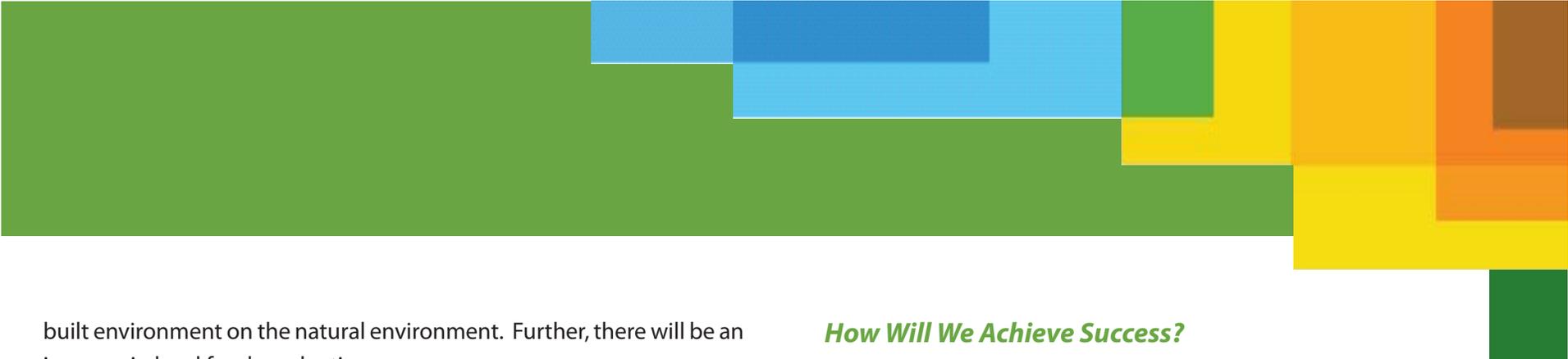
Kamloops currently has a population density of approximately 1700 people per square kilometer. This compares to other similar-sized communities in BC with a population density of approximately 2000 people per square kilometer.



There are other dimensions of community sustainability which are influenced by land use form. A range of housing choice and density is required to satisfy the social and economic desires of community residents.

### **What Does Success Look Like?**

The City will ensure sufficient land is available on an on-going basis to meet the community's needs for housing, business, industry, institutions and other activities. Land will be developed in a compact and efficient manner and will be done in a way to reduce the impacts of the



built environment on the natural environment. Further, there will be an increase in local food production.

### *How Will We Measure Success?*

Success will be measured in the following ways:

- Increasing density of development (as measured by population density) by 25% by 2050;
- Managing overall growth of the urban area to achieve a rate of growth which is 50% of the rate of population growth (i.e. if population is growing by 10%, the urban area should grow by a maximum of 5%);
- Allowing a minimum overall density of residential developments in new neighbourhoods of 25 units per hectare;
- Encouraging mixed use developments comprising appropriate commercial, institutional, recreational and related activities in all neighbourhoods;
- Increasing the number of affordable housing units in Kamloops;
- Increasing the area contained in community gardens in Kamloops by 100% by 2020; and
- Increasing the number of active farms in the Kamloops area.

### *How Will We Achieve Success?*

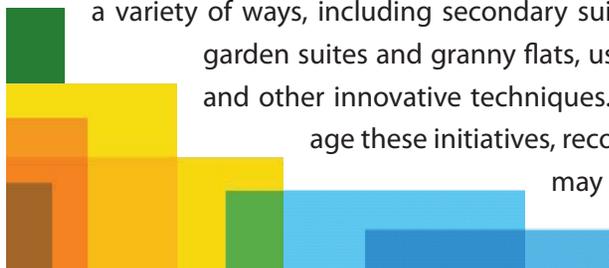
A number of initiatives must be undertaken to achieve success in terms of land sustainability. These include:

- Undertaking an industrial land review in partnership with Venture Kamloops which:
  - Gauges the demand for industrial land by location type (i.e. light, heavy) and infrastructure requirements (i.e. rail, water, sewer, etc.);
  - Reviews land currently available to accommodate industry, according to location type and infrastructure;
  - Identifies future industrial development areas, also by location type and infrastructure requirement;
  - Reviewing new industrial development that may result in air emissions;
- Reviewing projected commercial land demands, including the ability to accommodate a portion of these demands within existing vacant space and developed land;
- Exploring the potential to use vacant commercial land and buildings for residential purposes, where appropriate;



*The City will ensure sufficient land is available on an on-going basis to meet the community's needs for housing, business, industry, institutions and other activities.*

- Ensuring appropriate commercial activities are located within all City neighbourhoods to provide for frequent neighbourhood needs (such as convenience stores);
- Continuing to examine methods to increase the density of residential development within both existing and new neighbourhoods. These methods could include zoning adjustments (such as minimum permitted densities and minimum heights of multi-family residences), development incentives (such as tax relief), density bonuses, and other means. When introducing higher density development into neighbourhoods, utilize the City's Multi-Family Residential Development Permit Area guidelines (including those related to exterior finish and other design elements) to encourage proper integration;
- Recognizing market demands for type, form and density of residential developments when considering increases in density of residential development;
- Encouraging infill development in existing neighbourhoods in a variety of ways, including secondary suites, smaller lot sizes, garden suites and granny flats, use of brownfield sites and other innovative techniques. In order to encourage these initiatives, recognize that incentives may be required, as well



- as unique approaches to addressing servicing (i.e. transportation, drainage), fire protection and other issues;
- Reviewing areas of the City where there are high concentrations of employment activity, yet little residential use. This review should focus particularly in the plateau area between the City Centre and Upper Sahali / Aberdeen, generally centred on the Southgate business area;
- Concentrating development intensification in existing serviced areas;
- Considering establishment of an urban growth boundary. This assessment should incorporate future demands for all types of land use, current supply of land for various uses, and a review of infrastructure location / capacity, environmental features, hazard lands and resource lands as constraints to development;
- Proceeding with the Agriculture Plan slated for 2010. This Plan should include consideration of minimum densities of development for any lands which the City may support for removal from the Agricultural Land Reserve (ALR);



- Promoting local food security in a number of ways including:
  - Protecting of viable ALR lands in order to safeguard local food production capabilities;
  - Encouraging use of edible landscapes, such as fruit trees versus decorative soft woods, and food plants versus ornamental flowers;
  - Reviewing potential for seniors with large yards to make garden areas available to other members of the community who do not have access to land;
  - Establishing more community gardens;
- Maintaining dialogue with Tk'emlups Indian Band regarding the land needs of the collective community, and share information regarding plans to accommodate those needs; and
- Developing policies to support increases in affordable housing such as making City owned land available for affordable housing, reviewing City financial assistance to promote affordable housing, reviewing secondary suite policies, and exploring by-law amendments to allow the creation of garden and carriage suites.





*All highly-valued environmentally-sensitive areas will be protected and enhanced with adequate natural areas set aside for conservation and outdoor recreation purposes.*

### **Background**

For many people, the integrity of our natural environment is synonymous with environmental sustainability. In this context, the natural environment includes mammal, bird, amphibian, reptile, insect, fish and plant species, as well as the habitats upon which they depend.

The natural environment is linked to sustainability at both the community level and beyond. In Kamloops, the natural environment provides areas which absorb and retain moisture, take in carbon dioxide and release oxygen, bind together stream banks and protect them from erosion, and offers opportunities for biological discovery and viewing. In a broader context, the preservation of the natural environment in Kamloops helps to safeguard species diversity, including that related to sensitive animals and plants.

There is a close relationship in Kamloops between the natural environment and lands which are subject to hazardous conditions. Examples include the Tranquille Marsh (bird sanctuary as well as floodplain), Ord Road cliffs (rattlesnake habitat as well as steep slopes), and the southern silt bluffs along the South Thompson River (grasslands as well as potentially unstable soils).

### **What Does Success Look Like?**

All highly-valued environmentally-sensitive areas will be protected and enhanced with adequate natural areas set aside for conservation and outdoor recreation purposes. The City will also ensure that hazardous conditions do not threaten public safety or damage property. These natural areas will be recognized for the ability to support passive outdoor recreation, as well as an important sink for greenhouse gas emissions.

### **How Will We Measure Success?**

The key measure of success will be that all highly-valued environmentally-sensitive and hazardous areas in Kamloops will be identified and classified by 2012, with associated protective measures and safeguards instituted.

### **How Will We Achieve Success?**

A number of initiatives are required to enhance sustainability of natural areas. These include:

- Identifying measures to enhance highly-valued environmentally-sensitive areas by 2012;
- Protecting development from hazardous conditions through avoidance and/or acceptable mitigative measures;

- Encouraging the retention of existing trees, and planting of new trees, within current and future development areas. Tools which the City may use include incentive programs, as well as regulations;
- Promoting natural landscaping techniques to mimic Kamloops' natural environment, and achieve attendant benefits including water conservation;
- Preserving wildlife corridors through recognition as environmentally-sensitive areas;
- Reviewing the southern silt bluff hazard area, particularly the fore-set and backset zones, with a view toward making additional settlement land available in a safe manner; and
- Explore approaches, including regulatory bylaws to protect grasslands and other environmentally-sensitive areas from off-road vehicle use.





*Ensuring good air quality in our community is essential to human and environmental health.*

**Background**

Ensuring good air quality in our community is essential to human and environmental health. Many diseases, such as cancer, cardiovascular and respiratory illnesses can be attributed to degraded air quality. At the same time, vital ecological processes can be impacted by poor air quality. Appropriately managing activities in our airshed is critical to ensuring the continued good air quality that Kamloops currently enjoys.

**What Does Success Look Like?**

Kamloops will continue to have healthy air quality and residents will be knowledgeable about how the airshed is impacted by key activities.

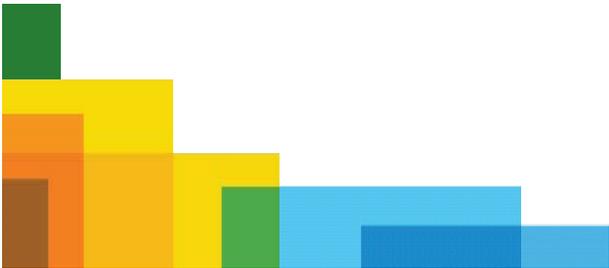
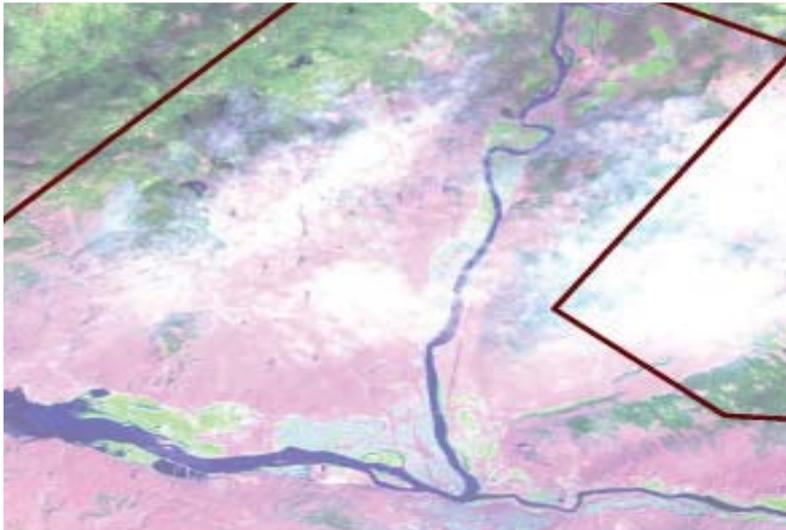
**How Will We Measure Success?**

Measurements of success will be developed as part of an Airshed Management Plan to be completed by 2012.

**How Will We Achieve Success?**

The City will work with key stakeholders to develop and implement an Airshed Management Plan which will provide guidance for how specific goals, targets and strategies leading to protected and improved air quality are achieved. Also, the Airshed Management Plan will explore the impacts of air quality on the environment, economy and people's health.

As the map in this section illustrates Kamloops' airshed encompasses a large area both within and outside of the City boundaries.





A banner for Clean Air Day. On the left is a circular logo with a sun and birds, containing the text "CLEAN AIR DAY" and "JOURNÉE DE L'AIR PUR". The logo also includes the website addresses "www.cleanairday.com" and "www.journeedelairpur.com". To the right of the logo, the text "Clean Air Day" is written in large white letters against a blue sky background with white clouds. Below this, the phrase "Celebrate, Take Action" is written in white on a dark blue horizontal bar.



water

*An adequate supply of clean, safe water is critical to community sustainability. We also have to return water to the environment in a healthy state.*

## WATER USE EFFICIENCY

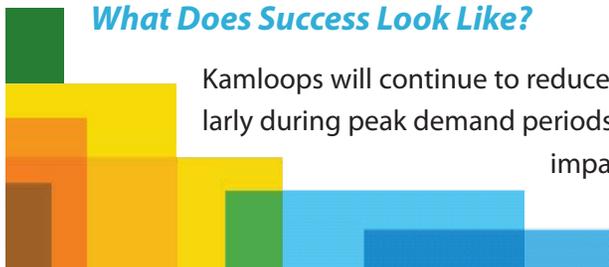
### Background

Using water wisely is an increasingly important issue relating to sustainability. At a global level, fresh water supplies are starting to diminish due to the impacts of development and climate change. While our own source of water for Kamloops is relatively secure, pumping, treating, and distributing water in our community is an expensive process and requires significant amounts of energy. Using water more efficiently will help reduce costs and support the long-term security of our water supply. Given that Kamloops is one of the highest water users per capita in the world, it is even more critical that we become more responsible for our water use in order to become a more sustainable community.

Currently, Kamloops' annual average per capita water use is approximately 800 litres/day which is 30% higher than other Interior communities and much higher than the BC and Canadian averages.

### What Does Success Look Like?

Kamloops will continue to reduce water demands, particularly during peak demand periods when use is highest and impacts greatest.



### How Will Success Be Measured?

Success in achieving greater sustainability with respect to water use efficiency will be measured in the following ways:

- Reducing peak summer demand for water by 20% by 2015 and 50% by 2050; and
- Reducing winter water demand by 10% by 2020.

### How Will We Achieve Success?

A number of initiatives must be undertaken to achieve success. These include:

- Introducing universal water metering along with a new water rate structure;
- Assessing and, if necessary, repairing water system leakage;
- Taking a leadership role in encouraging efficient water use outdoors (in parks, playfields, medians, other landscaped areas) as well as indoors in City facilities;
- Providing additional education on low water-use landscaping (xeriscaping) and appropriate plant selection;
- Requiring a minimum depth of topsoil in new development areas to encourage water retention;



*Ensuring good quality drinking water is vital for community health.*

- Reviewing and potentially tightening watering restrictions;
- Providing incentives (particularly financial) for efficient water use; and
- Assessing the conservation effectiveness of irrigation systems, and move toward encouragement / requirement of systems which reduce water use.

## DRINKING WATER QUALITY

### *Background*

Ensuring good quality drinking water is vital for community health. Providing quality drinking water is done two ways – first by protecting the water supply and ensuring that water is not unduly polluted and second by treating water appropriately to achieve prescribed drinking water standards. Kamloops has already achieved significant progress to ensure good drinking water quality. The Kamloops Centre for Water Quality (KCWQ) provides exceptional drinking water. Continuing to ensure good drinking water quality from the KCWQ and improving water quality for those residents not presently served by that facility is an important component of sustainability.

### *What Does Success Look Like?*

Kamloops will continue to provide clean, safe drinking water for residents. The primary source of Kamloops' drinking water – the South Thompson River - will be protected to the greatest extent possible. At the same time the City will ensure that there is a secondary source of water in case of emergencies.

### *How Will Success Be Measured?*

Success will be measured by the City meeting drinking water quality targets established by the Medical Health Officer as part of the Operating Permit for Kamloops' main water system, as well as Canadian Drinking Water Quality Guidelines and associated provincial regulations.

### *How Will We Achieve Success?*

The following initiatives are required for the City to achieve sustainability in relation to drinking water quality:

- Identifying and developing an emergency water source;





*While Kamloops does not receive a lot of precipitation, there are issues regarding stormwater management in the community.*

- Protecting riverbanks of the Thompson River systems from erosion in order to protect drinking water quality and manage the watershed;
- Working with the Thompson Nicola Regional District to encourage the Province to take a lead role in a co-ordinated approach to managing the South Thompson watershed, particularly that portion located downstream of Little Shuswap Lake and the Village of Chase; and
- Ensuring that the City of Kamloops has input into Regional District, and provincial decisions regarding proposed development, land use and resource management activities in the Lower South Thompson River watershed.

## STORMWATER

### Background

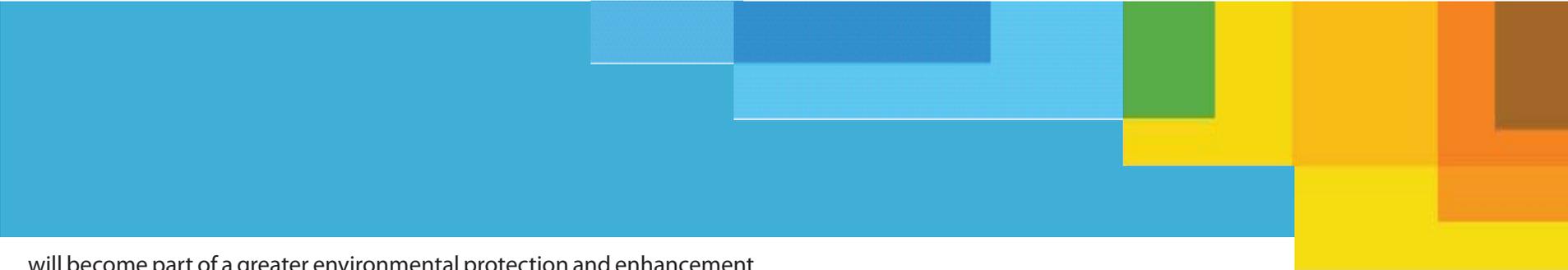
Rain and snow are typically absorbed by the soil on which they fall. As the water infiltrates the soil a number of benefits occur. The infiltration process filters contaminants from the water, replenishes soil moisture and recharges groundwater aquifers. However, snow and rain that falls on hard surfaces such as paved streets, parking lots and roof tops forms stormwater

run off and it is not absorbed by the soil. Instead, it generally flows into the nearest drainage system (storm sewers) and is directed into waterways. When the volume of stormwater is too great for the storm sewers to accommodate, streets and other urban areas can quickly flood. Also, as stormwater washes through the streets it tends to pick up and transport whatever it encounters – spilled oil, detergents, solvents, salt, pet wastes and so forth. This contaminated stormwater is usually not treated before it reaches rivers and lakes. Introduction of these contaminants to water bodies can lower water quality, cause an overabundance of algae, and reduce aquatic life.

While Kamloops does not receive a lot of precipitation, there are issues regarding stormwater management in the community. Though we are not receiving more precipitation, the intensity of storms in Kamloops is increasing, meaning more water is falling in shorter periods of time, which can overwhelm our stormwater systems. This can lead to greater amounts of contamination being discharged directly to waterways as well as increasing the potential for property damage. For these reasons, it is important that the City address stormwater management in order to reduce the impacts to raw water quality and protect the natural environment.

### What Does Success Look Like?

Stormwater management will be more effectively managed. It will be integrated into other initiatives such as land use planning, environmental protection and financing of required infrastructure. Stormwater management



will become part of a greater environmental protection and enhancement strategy. The solutions for stormwater management will be context-sensitive and reflect the diversity of geographic conditions in Kamloops.

### ***How Will Success Be Measured?***

The Integrated Stormwater Management Plan – Guiding Document, contains a number of recommended targets in areas related to land use planning, financing, operations and other dimensions of this topic. In general, the City should adopt targets for stormwater control that focus on runoff rate and volume, as well as, runoff quality. A dual target system which will allow different classes of development or land use to meet stormwater management goals in an efficient manner is suggested.

### ***How Will We Achieve Success?***

The following initiatives will help the City achieve success in relation to stormwater management:

- Implementing the Integrated Stormwater Management Plan;
- Enhancing public awareness and education on the importance of stormwater management in recognition both of the low profile of this issue in Kamloops' semi-arid environment, and yet its importance given its resource potential, climate change, and environmental considerations;
- Encouraging stormwater capture and, if necessary, treatment to render it a valuable water resource for non-potable water use, such

as for watering lawns and gardens during dry periods;

- Undertaking Integrated Stormwater Management Plans for specific watersheds in Kamloops. This will help the City develop context-sensitive solutions that account for the diversity of geographic conditions in Kamloops;
- Monitoring stormwater quality in individual basins to identify specific issues; and
- Enhancing funding available to support stormwater management activities through the creation of a stormwater utility.

## **WASTEWATER**

### ***Background***

Wastewater or sewage, consists of the water used within buildings in toilets, sinks, laundry, dishwashing and related facilities. The collection, treatment and disposal of wastewater are linked to community sustainability in a number of ways:

- Environmental dimensions of disposing wastewater into streams and onto land, including potential effects on aquatic ecosystems and human health;
- Economic impacts resulting from the need to construct, operate and maintain the wastewater system; and



*The City will meet the conditions of the Liquid Waste Management Plan developed by the City of Kamloops, and approved by the Ministry of Environment including the construction of the Sewage Treatment Plant.*

- Social aspects, including reduction of odours, and the need to provide an affordable means for managing wastewater for all residents of Kamloops.

The City of Kamloops operates a community wastewater treatment facility that serves 95% of the City's population as well as a portion of Tk'emlups Indian Band lands. The City has a Liquid Waste Management Plan which provides guidance regarding wastewater processes in Kamloops.

### **What Does Success Look Like?**

The City will meet the conditions of the Liquid Waste Management Plan developed by the City of Kamloops, and approved by the Ministry of Environment including the construction of the Sewage Treatment Plant. The City will also seek additional opportunities to utilize wastewater and its by-products as a resource, such as for energy, rather than treat solely as waste.

### **How Will Success Be Measured?**

The City will meet the targets for effluent, source control, sewage reduction, unsewered areas, and biosolids articulated in the Liquid Waste Management Plan.



### **How Will We Achieve Success?**

The following initiatives will help the City achieve success in relation to wastewater:

- Constructing upgrades to the sewage treatment plant;
- Identifying, researching and implementing all viable approaches to gaining environmental benefits from liquid waste collection, treatment and disposal (including by-products such as biosolids and methane gas);
- Exploring development of a source control bylaw to ensure the appropriate constituents of wastewater entering the treatment plant;
- Implementing water use efficiency efforts to reduce volumes of wastewater generated;
- Educating contributors to the wastewater stream regarding the importance of minimizing/eliminating introduction of various substances to wastewater stream (such as food wastes from restaurants, pharmaceuticals, paints and other inorganic matter); and
- Enhancing awareness of the importance of proper on-site system maintenance.





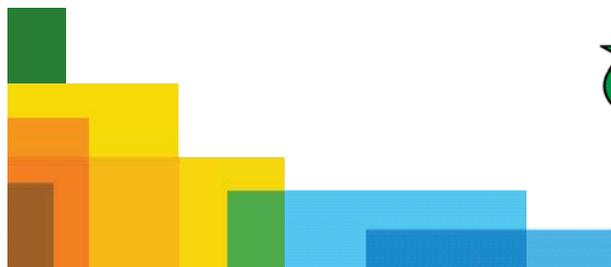
*The amount of solid waste that is generated in the community is greatly reduced with a greater proportion of waste being reused or recycled rather than being landfilled.*

### **Background**

Dealing with solid waste effectively is an important consideration for sustainability. Production and consumption of goods results in waste generated throughout the whole product life cycle as well as substantial amounts of energy to produce, distribute, and use goods. There are also impacts to land in storing waste and solid waste decomposition results in production of greenhouse gas emissions. Solid waste management is also a costly municipal service. Approximately 50% of the waste generated in Kamloops is sent to the Mission Flats Landfill and the remaining 50% is recycled. More than 0.6 tonnes of waste per person in Kamloops is landfilled each year.

### **What Does Success Look Like?**

The amount of solid waste that is generated in the community will be greatly reduced with a greater proportion of waste being reused or recycled rather than being landfilled.



### **How Will Success Be Measured?**

Success in achieving greater solid waste sustainability will be measured against the following targets:

- Reducing solid waste landfilled to 0.3 tonnes per capita by 2020 (50% reduction);
- Reducing solid waste landfilled to 0.1 tonnes per capita by 2050 (85% reduction); and
- Extending the potential service life of the Mission Flats landfill to 2090, assuming that no wastes are re-directed to this facility from the Owl Road landfill.

### **How Will We Achieve Success?**

The following initiatives are required to achieve success in solid waste management:

- Reviewing City purchasing practices, as well as use of materials at City facilities, in order to identify solid waste reduction, re-use and recycling opportunities;
- Investigating a range of potential actions to divert additional waste from the landfill, including:
  - multi-family residential recycling program;
  - ban of recyclable materials from the landfill;



- increase in tipping fees at landfill;
  - investigate curbside collection of compost;
  - less frequent curbside collection of non-recyclables; and
  - other measures.
- Building public awareness of the benefits of reduced product packaging and encourage consumers to consider less-packaged products when making purchasing decisions; and
  - Support the continued operation of the Food Share program which diverts significant amounts of food waste from landfills.





*The City will ensure that residents of all ages, income levels, and abilities have access to high quality recreation facilities and opportunities.*

### **Background**

Access to recreation is important to maintaining and promoting active living and social well-being. Kamloops is fortunate to have a diverse range of parks, recreational facilities and programs available throughout the community. Organized sports and leisure programs are offered through the City's Parks, Recreation and Cultural Services Department along with a number of sports associations. In addition, opportunities to participate in passive recreational activities such as walking, hiking, and cycling are available throughout the community in a variety of parks and trail networks. Recreational opportunities are further bolstered by the Tournament Capital program and associated facilities which bring athletes to our community for a variety of sports tournaments and events. Together, these recreational opportunities help Kamloops maintain a high quality of life for all.

The City currently has approximately 1350 ha of developed and natural parkland. City parks and recreational facilities helped the community host 116 tournaments further enforcing the City's reputation as Canada's Tournament Capital.



### **What Does Success Look Like?**

The City will ensure that residents of all ages, income levels, and abilities have access to high quality recreational facilities and opportunities. The proportion of residents leading healthy and active lifestyles will increase as the diversity of potential recreational activities, both organized and unorganized expands capturing the interest of a wider range of people. The City and key community partners recognize the value of natural areas to achieving health and wellness opportunities for hiking and biking. The City will continue to enhance its reputation as the Tournament Capital of Canada.

### **How Will Success Be Measured?**

Success will be measured through the following indicators:

- Increasing the availability of active transportation facilities including walkways, trails and related facilities used by pedestrians, cyclists, hikers and other active users;



- Hosting 200 tournaments per year by 2020, including 5 national level tournaments, as part of the Tournament Capital Program; and
- Designating 15 to 20 ha of park space per 1000 people in Kamloops. This ratio will include all types of park space (active, passive, open space and so forth).

### *How Will We Achieve Success?*

Several initiatives are required to achieve sustainability in Recreation. These include:

- Encouraging on-going engagement of people in recreation through all stages of life as participants, coaches and/or ambassadors;
- Focusing special attention on engagement of youth in recreation programs and pursuits in order to provide social benefits, as well as encourage a healthy lifestyle that will remain with them;
- Providing adequate facilities and associated programming to serve the needs of the City's evolving population from numeric, demographic, lifestyle / recreation trend and other perspectives;
- Ensuring a high level of education and awareness within the community regarding the benefits of and opportunities for recreation;
- Continuing to develop the Tournament Capital Program and related facilities;
- Developing a Parks Master Plan in 2010; and
- Developing the Trails and Pedestrian Master Plans in 2010.





*The community will have worked together to ensure that people have reasonable access to nutritious food needed to sustain good health.*

### **Background**

Food security is a key sustainability issue. The cost of food has increased significantly in recent years, due to increases in energy costs, a number of natural disasters in key agricultural areas, decrease in farmland, and increase in food demand both from a growing population and competition for resources with the emergence of biofuels. Addressing food security is important to ensure that residents have a stable and affordable means of meeting nutritional needs.

Development of the local food supply is fostered in the community by the operation of three weekly farmers markets in the spring and summer as well as the provision of community gardens.

### **What Does Success Look Like?**

The community will have worked together to ensure that people have reasonable access to nutritious food needed to sustain good health. The growth of the local food economy will ensure an abundance of local food is available to supplement food imports to the region. Numerous community gardens will be established not only to produce this local food but as a means of social connection. To supplement community gardens, those people with yards will be actively encouraged to grow some of their own food on their properties.

### **How Will Success Be Measured?**

Success in food security will be measured by the following:

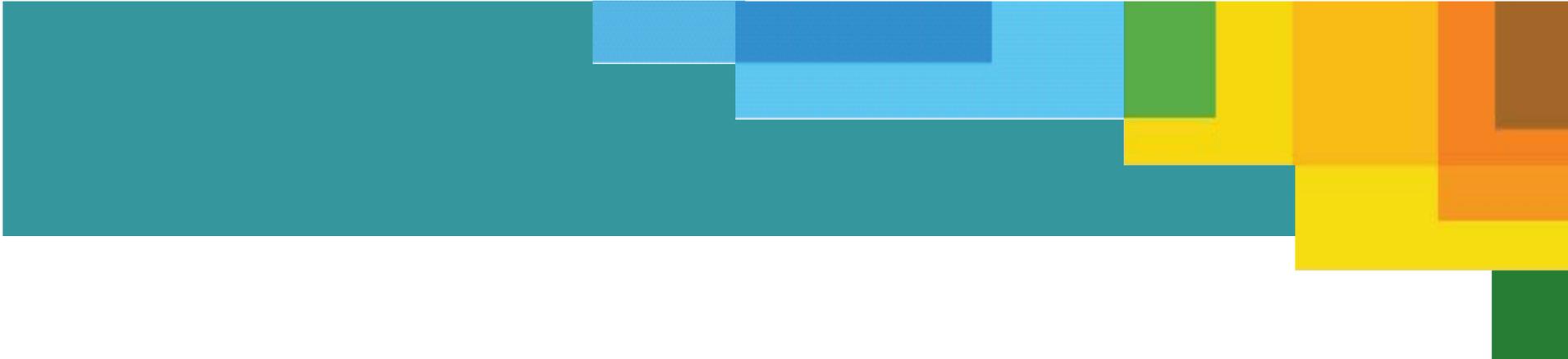
- Increasing the demand for local food as indicated at Farmers Markets;
- Continuing the operation of community kitchens;
- Increasing the amount of land available for gardening; and
- Achieving 4 to 5 community garden plots per 1000 residents.

### **How Will We Achieve Success?**

A number of initiatives are required to achieve success in food security. These include:

- Implementing the recommendations of the Social Plan as they pertain to food security;
- Undertaking the Agriculture Plan in 2011;
- Working with developers to encourage the integration of community gardens into new multi-family developments;





- Considering the development of a local food strategy;
- Pursuing opportunities to use City landscapes and undeveloped areas (including hazard lands with limited development potential) for growing food;
- Helping facilitate the expansion of the Food Share program to ensure that all excess perishable food from commercial businesses, community gardens and private gardens is diverted to the Food Share program in order to provide for the needs of those with limited access to food, as well as to reduce the amount of organic waste being sent to landfill;
- Increasing knowledge within the community of the environmental, social, health and financial benefits of locally-sourced food supplies;
- Encouraging the development of a yard/garden share program whereby people who have surplus garden space can share it with others in the community who are looking for space to grow their own food.





*The City has dedicated resources to developing a thriving and diverse arts and culture community which enhances the quality of life for residents.*

### **Background**

The City has dedicated resources to developing a thriving and diverse arts and culture community which enhances quality of life for residents. More than just entertainment, arts and cultural assets provide a means for a community to express itself in a variety of ways. Arts and cultural events and facilities are vital to making social connections between various groups in the community, helping foster greater diversity and attracting visitors to our community.

Our heritage stems from human settlement in our region. This includes the long presence of First Nations people, then fur traders and the evolution of Kamloops as an urban community with multi-generational immigrants from all around the world. Kamloops has invested significantly in retaining and celebrating ethnic diversity and heritage resources.

In 2003, the City completed The Kamloops Cultural Strategic Plan which lays out a blueprint for cultural development. It is a strategy which shows a commitment to enhancing cultural presentation, supporting public access to all forms of the arts and heritage, encouraging the growth and development of arts

organizations and companies, promoting the work of individual artists, supporting marketing and cultural tourism and extending the role of arts and education in building a “learning community”.

Thompson Rivers University (TRU) hosts more than 1,000 students from over 60 countries which contributes to our diversity and supports our arts and cultural community. The significant increase in international students helps strengthen cultural awareness in the community by bringing students in from all over the world. Further it provides an opportunity to learn more about other cultures by fostering greater ethnic diversity in the community. The drama and other arts programs at TRU gives opportunities to local artists.

### **What Will Success Look Like?**

The unique combination of ancient and recent heritage in the Kamloops area will be protected and celebrated to the benefit of residents and tourists alike. Working with community partners, the City will ensure that the environment is in place for a diverse range of arts and cultural opportunities in the community.

### ***How Will We Achieve Success?***

The following initiatives will help the community achieve success with regards to Arts, Culture, and Heritage:

- Continuing to implement the Cultural Strategic Plan;
- Continuing to operate the Kamloops Museum, the Sagebrush Theatre, the Kamloops Courthouse, and other vital arts and culture spaces in Kamloops;
- Continuing to dedicate funding to arts and culture groups and activities;
- Working with Tk'emlups Indian Band to promote First Nations culture in Kamloops; and
- Maintaining the historical buildings registry.





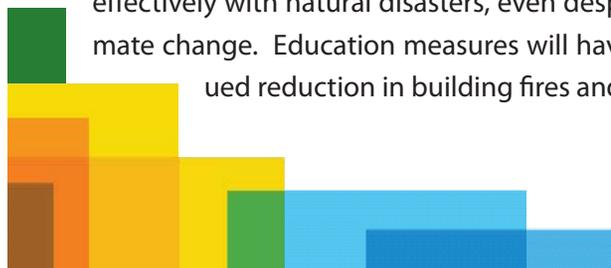
*Key elements of community safety include crime protection, safety from natural disaster, fire prevention and mitigation, and safety of the built environment.*

### **Background**

The safety of a community, or even the perception of safety, can be an important component of sustainability as it impacts community livability. Most people want to feel assured that their families and properties are generally safe. If safety issues are properly addressed on an on-going basis, residents will generally experience a higher quality of life compared to other communities where these issues are more prevalent. Key elements of community safety include crime prevention, protection from natural disaster, fire prevention and mitigation, and safety of the built environment. While Kamloops has made significant strides in all of these areas, more work could be done to enhance safety in the community.

### **What Does Success Look Like?**

Kamloops will be an even safer community to live in. The incidence of crime will have reduced and the community will be prepared to deal effectively with natural disasters, even despite the challenges of climate change. Education measures will have resulted in the continued reduction in building fires and the built environment



of the community is seen to be safe and is rarely mentioned as a key area of concern.

### **How Will Success Be Measured?**

The following measures of success will be used to determine community safety:

- Reducing the crime rate from 2009 levels;
- Working to ensure that all risks to safety at public facilities and due to public rights-of-way are mitigated to the fullest extent possible;
- Declining insurance claims due to road collisions; and
- Minimizing property damage from natural causes.

### **How Will We Achieve Success?**

A number of initiatives are required to achieve success in regards to community safety. These include:

- Implementing initiatives recommended in the Social Plan that would reduce criminal activity, with a special focus on providing housing and addressing other social issues in recognition of the link between these factors and crime;

- Continuing to develop and deliver programs that provide crime prevention education and awareness;
- Continuing to implement the Community Wildfire Protection Plan;
- Minimizing the potential for life or property loss due to natural disasters through avoidance, safeguarding development in potentially hazardous locations, and other mitigative measures;
- Maintaining funding levels for police and fire protection;
- Continuing to implement road safety initiatives geared to all roadway users; and
- Ensuring that the Emergency Operations Centre partnership remains a highly-functional and vital institution in reacting to widespread hazard conditions which may face the community.





*The Kamloops economy continues to be well diversified and has attracted a number of environmentally-sustainable businesses. This diversity has supported strong employment rates.*

### **Background**

Kamloops has a well-diversified economy based on government services, education, forestry, tourism, and other industries. While the economic slowdown has had an impact in Kamloops, particularly in the forestry sector, Kamloops has not experienced as deep an economic retraction as other communities across Canada. Major employers in the community include Royal Inland Hospital, School District # 73, Thompson Rivers University, Highland Valley Copper Mine, Domtar, and the City of Kamloops. The area is able to take advantage of a combination of good transportation linkages, a high quality of life, access to natural resources, a skilled and stable workforce, and superb infrastructure to create an environment for a diversity of businesses to thrive in. Having a strong economy is critical to maintaining a stable, thriving community. Looking forward, economic development will need to balance social and environmental dimensions. It will be important that economic and environmental values are consistent with one another.

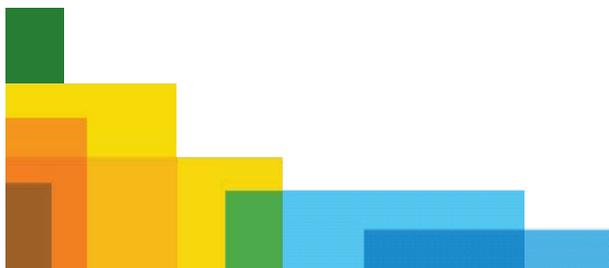
### **What Does Success Look Like?**

The Kamloops economy will continue to be well diversified and will have attracted a number of environmentally and socially sustainable businesses. This diversity has supported strong employment rates. Basing economic development on sound environmental principles will be fruitful and a source of pride for Kamloops.

### **How Will Success Be Measured?**

The following will be used to measure success in economic development:

- Kamloops will have an employment rate greater than the national average;
- Kamloops will have an economic diversity index higher than the provincial and national averages; and
- All Kamloops businesses and industries will be in compliance with permits issued by the BC Ministry of Environment and other relevant agencies.



## *How Will We Achieve Success?*

The following initiatives are required to achieve economic development success:

- The City's Zoning Bylaw will be reviewed to ensure that there are appropriate land use designations, locations and regulations in place to accommodate industries with permitted emissions;
- The City will work with BC Environment and other relevant senior government environmental agencies to assess industrial emissions as part of facility location, approval and monitoring processes;
- Venture Kamloops will continue to engage the business community in encouraging sustainable economic development in Kamloops;
- The City of Kamloops, senior government agencies, not-for-profit and non-government organizations and the private sector will all collaborate in retaining the quality of life factors (such as employment opportunities, affordable housing, health care, recreation and cultural opportunities, clean water and air) which make Kamloops an attractive community to invest; and
- Through various community partners continue to promote the growth of small business.

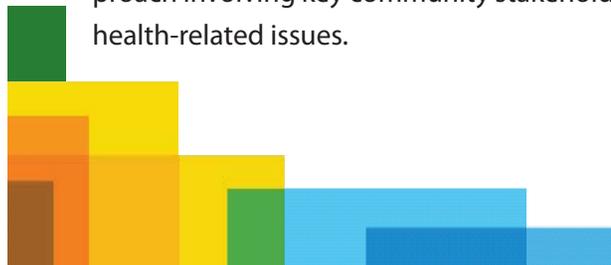




*Kamloops has evolved to being a community where optimal health outcomes can be more easily achieved.*

### **Background**

Ensuring health and wellness of the community is an integral part of sustainability, both in terms of maximizing quality of life as well as in terms of the economic impacts of providing health care. Looking into the future, it is likely that there will continue to be increasing pressure on the health care system in our community. In order to make the most of scarce healthcare resources and to ensure that people's needs continue to be met, there must be a holistic, community-based approach to health that is proactive in promoting wellness, aims to reduce preventable illness, and finds sustainable approaches to long-term treatment of chronic illness. There are, in fact, strong links between housing, economic opportunity, education, land use planning and recreation opportunities with physical and mental health outcomes. Added to this is the need to ensure good water and air quality as well as a secure food supply to promote disease prevention and to better manage chronic illness. Given that these community health factors overlap various jurisdictions and disciplines, it is critical that an integrated approach involving key community stakeholders is taken to address key health-related issues.



### **What Does Success Look Like?**

Kamloops will evolve to being a community where optimal health outcomes can be more easily achieved. The City, and its partners, have taken measures that have improved the quantity and quality of life in the community. This will be accomplished by maximizing the potential of all directly and indirectly related inputs to health and wellness and ensuring that resources dedicated to health and wellness are optimized.

### **How Will Success Be Measured?**

The following measures of success will be tracked:

- Kamloops will have a life expectancy similar to or higher than the provincial rate; and
- Kamloops will have lower rates of obesity, diabetes, cardiovascular and respiratory diseases than the provincial average.



### ***How Will We Achieve Success?***

The following initiatives will be undertaken to improve health and wellness in Kamloops:

- Support the efforts of, and partner with the Interior Health Authority to improve health outcomes in the Kamloops region;
- Ensure that residents continue to have good air and water quality; and
- Maintain access to a diverse range of recreation facilities and programs.





*Kamloops is fortunate to have a solid education system that serves cohorts ranging from preschoolers to post secondary students and continuing learners.*

A well-educated population contributes to a higher quality of life in a community. An educated community is more likely to have greater civic participation, lower levels of unemployment and poverty, lower demands on social support programs and crime, and greater life expectancy. These are all important considerations in developing a sustainable community.

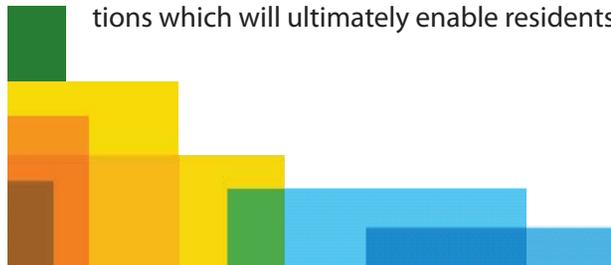
Kamloops is fortunate to have a solid education system that serves cohorts ranging from preschoolers to post secondary students and continuing learners. We are host to numerous educational facilities that provide valuable educational programming through School District #73, Thompson Rivers University (TRU), and other private institutions.

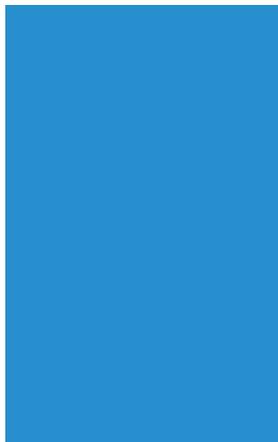
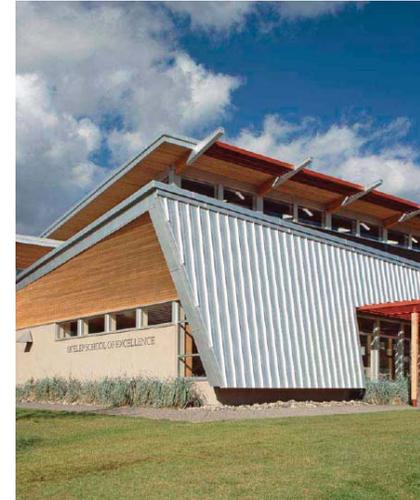
The City recognizes that it has a limited role in providing educational services in Kamloops as this is largely the responsibility of the provincial government through School District #73 and TRU. However, the City can help to create an environment for success for educational institutions which will ultimately enable residents have access to multiple

educational opportunities. The City also provides opportunities to enhance education through community programming offered through the Parks, Recreation and Culture department which further bolsters quality of life in Kamloops.

### ***What Does Success Look Like?***

Kamloops residents will continue to have access to a rich, varied and high-quality level of educational opportunities both within the formal school environment as well as through other programs.





# SECTION 5



# MOVING FORWARD

A four-phase process for completing the Sustainable Kamloops Plan was developed by the City of Kamloops. The initial two phases of this process have been completed, and the results summarized in the preceding three sections of this document.

The remaining two phases of the Plan involve:

- development of future plans and strategies for the priority areas emerging from Phase 2 which require special attention: and
- creation of management tools which will be used to implement the Sustainable Kamloops Plan.

In order to provide additional context for this work, it is useful to consider the overall scope and content envisioned for the Plan document which will emerge from this four-phase process. An outline is provided in the graphic on the following pages.

This document will represent the culmination of the novel approach taken by the City of Kamloops in advancing the Sustainable Kamloops Plan, and achieving full integration with the Official Community Plan. Other communities have gone varying distances in undertaking sustainability plans, and then extracting some of the contents of these plans for later inclusion in their Official Community Plans.

As is the case with current and past versions of KAMPLAN – Kamloops’ Official Community Plan, the Sustainable Kamloops Plan will be a living document. While thorough attempts are made to understand and plan for anticipated circumstances in the community, and embed Council’s direction regarding these in policy, change and evolution is inevitable. This will lead to further refinements to the Sustainable Kamloops Plan in the years following its completion.

Reflecting back on the end-state of the Sustainable Kamloops Plan document, it is instructive to consider the status of the component parts which will form this document. A list of those parts which are completed or well-underway, and those which are incomplete and/or outdated, is provided in Appendix A. To summarize:

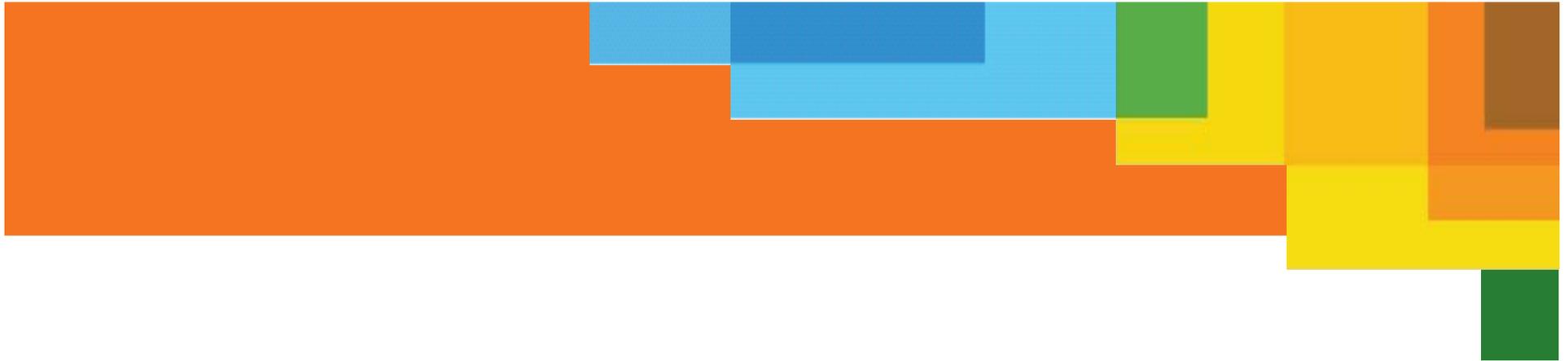
- A Vision for a sustainable Kamloops has been developed;
- Guiding principles which pervade all efforts have been established; and
- Key sustainability components have been defined, described with respect to how they relate to sustainability, their current or ‘baseline’ conditions documented, and goals and targets set.

Taken together, these three items comprise the foundations for sustainability in Kamloops.



## OUTLINE OF SUSTAINABLE KAMLOOPS PLAN DOCUMENT







Work has also taken place in relation to portions of the section of the Plan entitled 'Policies for Achieving Sustainability.' Some of this work is drawn from recently-completed initiatives such as the Bicycle Master Plan. Other portions come from long-standing City policies, such as Hazard Land Management Policies and Development Permit Guidelines in KAMPLAN. Still other work is based upon policy directions derived from Phases 1 and 2 of the Sustainable Kamloops Plan.

Less effort has been dedicated thus far to the last two sections of the Sustainable Kamloops Plan – Implementation, and Monitoring.

Given the breadth of topics dealt with in the Plan, coupled with the extent of work completed to date and finite resources available to the City, the definition of priorities becomes important. Three perspectives were important to defining priorities to be completed in Phase 3. These include:

- Results of public consultation;
- Gaps in policy and planning direction; and
- City of Kamloops corporate priorities.

These are explained in the following paragraphs.



### Results of Public Consultation

Public consultation has been on-going since inception of the planning process in 2008, and has included two major public forums, home show booths, an interactive website, and meetings with interest groups.

The results of this consultation have been instrumental in defining priorities, as well as providing valuable input on the sustainability vision, guiding principles, goals and targets. With respect to priorities, the following table summarizes the public's priorities.

Topic	Overall Rank
<b>Air</b>	
• Protecting and improving air quality	1
<b>Energy</b>	
• Reducing energy consumption	4
• Reducing GHG Emissions	7
• Preparing for the impacts of climate change	15
<b>Transportation</b>	
• Reducing automobile use in the community	11
<b>Water</b>	
• Reducing community water consumption	9
• Improving drinking water quality	13
• Improving stormwater management practices	12
<b>Land</b>	
• Reducing solid waste generated and landfilled	5
• Developing land in a compact and efficient manner	6
<b>Natural Environment</b>	
• Protecting the natural environment	2
• Protecting people and property from natural hazards	18
<b>Social</b>	
• Promoting the production and consumption of local foods	3
• Optimizing health and wellness outcomes in the community	8
• Ensuring opportunities to pursue a high level of educational achievement	17
• Ensuring access to high quality recreation facilities and opportunities	16
• Providing a safe community through crime reduction and fire prevention	10
• Ensuring a vibrant, diverse range of arts and cultural opportunities	14
• Protecting heritage resources	19
<b>Economic Development</b>	
• Developing a diversified economy based on solid environmental principles	10

### *Gaps in Direction*

The status review provided in Appendix A points to a number of gaps in direction pertaining to policy, and the means to implement that policy. Additional work in areas such as growth management, agricultural activity, road network planning, energy use, climate change, air quality and parks planning would be useful in closing these gaps.

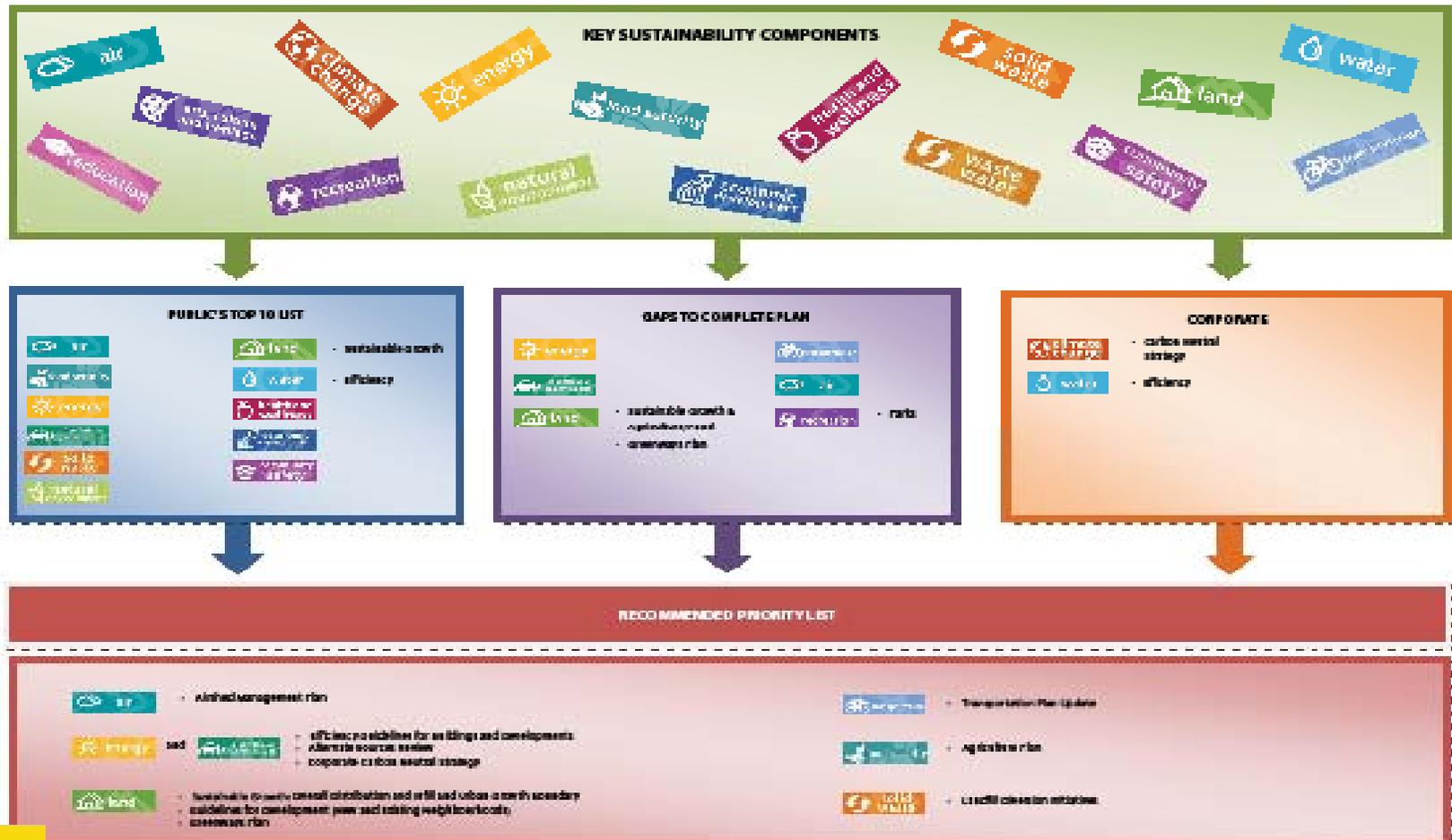
### *City of Kamloops Corporate Priorities*

The City has identified two key priorities in order to address corporate sustainability issues. The first is development of a strategy to become carbon neutral. This initiative will recognize the City’s commitment under the Climate Action Charter to be carbon neutral in operations by 2012. The second is water use efficiency, where City efforts will complement those of the rest of the community who have been provided an additional incentive to conserve water through the recently-approved universal water metering program.

The definition and merging of these priorities is shown graphically on the following page.



## Prioritization of Phase 3 Plans and Strategies



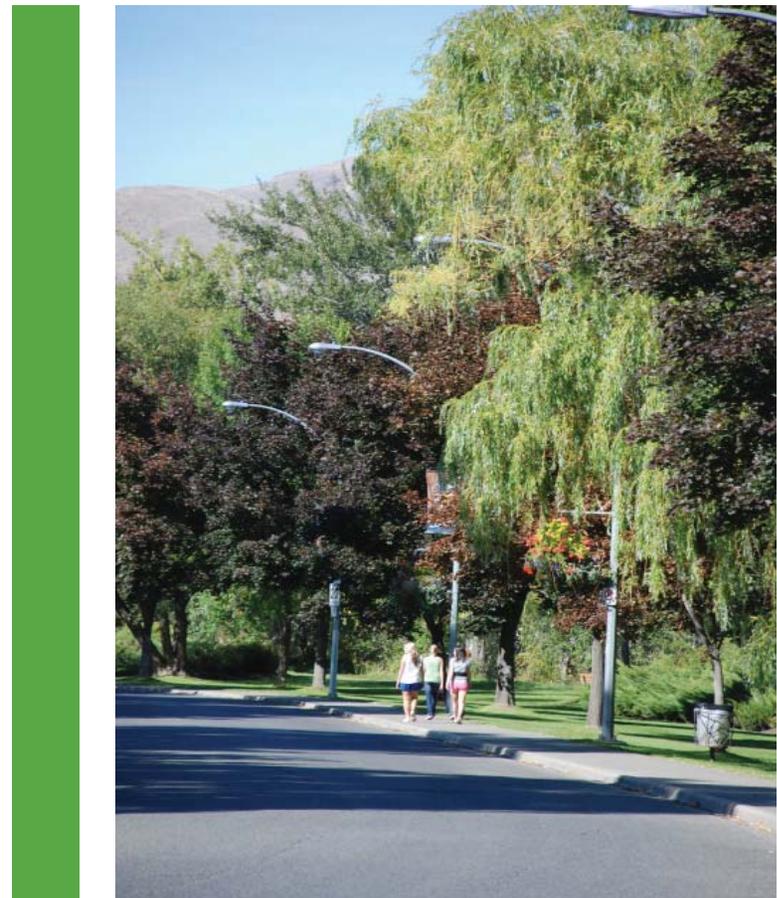


Key recommendations for moving forward with the Sustainable Kamloops Plan can be summarized as follows:

- Complete Phase 3 through preparation of future plans and strategies as set out in the recommended priority list on the previous page. This work should proceed concurrently to the greatest possible extent in order to ensure integration;
- Bring forward policies developed through past work, findings from Phase 1 and 2 of Sustainability Plan and other sources into the 'Policies for Achieving Sustainability' section of the document.

City Council will retain ultimate decision rights with respect to the contents of the Plan. Public input will be garnered in a variety of ways, including forums and via the Sustainable Kamloops website. Moreover, individual sub-committees with members drawn from key agencies and stakeholders in the community could be formed to provide input to the future plans and strategies.

City staff involvement in preparation of the overall Sustainable Kamloops Plan, as well as the individual future plans and strategies, will continue. An inter-department working group with representation from Public Works and Utilities, Development Services and Engineering, and Parks, Recreation and Cultural Services has been formed. The group could continue in this capacity. Furthermore, there is opportunity to bolster resources available to advance community initiatives, and further embed the culture of sustainability within the corporation, through creation of a new staff position.





# SECTION 6

# MONITORING

Monitoring implementation of the Sustainable Kamloops Plan will be a critical component. While a preliminary monitoring framework for the Sustainability Plan will be developed it is important to recognize that this framework will evolve as plans, policies and regulations are developed.

Thus, the City will:

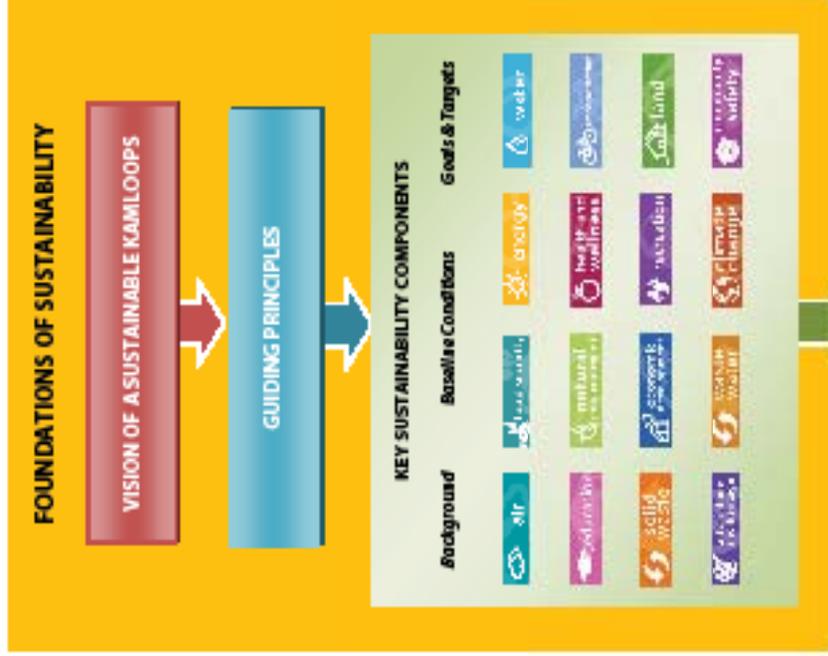
- Develop a monitoring framework for the Sustainability Plan;
- Collect and analyze all data pertaining to key indicators;
- Meet with key stakeholders regularly to understand how certain issues around sustainability are evolving; and
- Report to the public on progress made on the Sustainability Plan and reassess goals and actions continually.



# APPENDIX A



# Outline of Sustainable Kamloops Plan Document With Status



STATUS		COMMENTS
Complete	Incomplete	
✓		Completed in Phase 1 & 2 of Sustainable Kamloops Plan

**POLICIES FOR ACHIEVING SUSTAINABILITY**

**Sustainable Growth**

- Community Scale
  - Overall distribution of urban growth boundary within the City
  - Kamloops Indian Band
  - Peripheral Areas in the THED
- Neighbourhood scale
  - Guidelines for new neighbourhood development
  - Guidelines for integration into existing neighbourhood

**Sustainable Land/Use**

- Residential (inc. affordable, rental and special needs housing)
- Commercial
- Industrial
- Agriculture and Local Food Production

**Sustainable Infrastructure**

- Sand and Gravel
- Water
- Sanitary Sewer
- Stormwater
- Solid Waste
- Energy Systems
- Adapting to Climate Change

**Sustainable Transportation**

- Road Network
- Transit Services
- Bicycle Network
- Pedestrian and Trail Networks
- Other Travel Demand Management

**Sustainable Environment**

- Greenhouse Gas Emissions
- Riparian Areas
- Environmentally Sensitive Areas
- Pest/Insect Management
- Hazardous Land Management
- Air Quality

STATUS		COMMENTS
Complete	Incomplete	
✓		Review & refinement of existing KAMPLAN required
✓		Extent of planned growth on MB land unknown
✓		Contained in South Thompson Settlement Strategy and Fitze Policies
✓		Review & refinement of existing KAMPLAN required
✓		Review & refinement of existing KAMPLAN required
✓		Policy in existing KAMPLAN
✓		Policy in existing KAMPLAN
✓		Policy in existing KAMPLAN, alternatives to be addressed
✓		Policy in existing KAMPLAN
✓		Contained in Master Water Plan and metering decision
✓		Contained in Liquid Waste Management Plan
✓		Guiding document complete, individual basin plans required
✓		Regional Plan complete, specific initiatives to be developed
✓		Limited work done on alternate energy systems
✓		Assess vulnerability of existing infrastructure
✓		Major road network requires review
✓		Policy in existing BC Transit - City Transit Plan
✓		Other Plan complete
✓		Pedestrian & Trail Plan commencing
✓		RideShare and other programs underway
✓		Climate Action Plan required
✓		Policy in existing KAMPLAN
✓		Policy in existing KAMPLAN
✓		Policy in Integrated Pest Management Plan
✓		Policy in existing KAMPLAN
✓		Attached Plan required





# APPENDIX B



## Priority Ranking of Sustainability Topics from Survey Results

Topic	Nov. 2008 Forum	April 2009 Home Show	Oct. 2009 Home Show	April 2010 Forum	Overall Rank
<b>Air</b>					
• Protecting and improving air quality	7	1	2	1	1
<b>Energy</b>					
• Reducing energy consumption	2	3	3	9	4
• Reducing GHG Emissions	1	4	4	11	7
• Preparing for the impacts of climate change	N/A	N/A	N/A	13	16
<b>Transportation</b>					
• Reducing automobile use in the community	N/A	N/A	N/A	10	12
<b>Water</b>					
• Reducing community water consumption	6	6	6	7	9
• Improving drinking water quality	8	9	9	19	14
• Improving stormwater management practices	6	9	11	17	13
<b>Land</b>					
• Reducing solid waste generated and landfilled	3	4	7	4	5
• Developing land in a compact and efficient manner	N/A	6	3	5	6
<b>Natural Environment</b>					
• Protecting the natural environment	5	4	1	3	2
• Protecting people and property from natural hazards	N/A	N/A	N/A	16	19
<b>Social</b>					
• Promoting the production and consumption of local foods	4	5	5	2	3
• Optimizing health and wellness outcomes in the community	N/A	N/A	N/A	8	8
• Ensuring opportunities to pursue a high level of educational achievement	N/A	N/A	N/A	15	18
• Ensuring access to high quality recreation facilities and opportunities	N/A	N/A	N/A	14	17
• Providing a safe community through crime reduction and fire prevention	N/A	N/A	N/A	8	10
• Ensuring a vibrant, diverse range of arts and cultural opportunities	N/A	N/A	N/A	12	15
• Protecting heritage resources	N/A	N/A	N/A	18	20
<b>Economic Development</b>					
• Developing a diversified economy based on solid environmental principles	N/A	N/A	N/A	8	10
<b>Number of Respondents</b>	200	180	149*	110**	

\* Includes 37 website survey respondents between December 2008 and June 2010

\*\* Includes responses to written as well as paper 'sticky dot' survey