



Imagine Invermere

Integrated Community Sustainability Plan

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Prepared by:

CENTRE *for*
SUSTAINABILITY
WHISTLER

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Imagine Invermere Integrated Community Sustainability Plan

1.0 Background and Process

The District of Invermere (DoI) engaged the services of the Whistler Centre for Sustainability to assist them and the community to develop an integrated community sustainability plan (ICSP) using a Quick Start process. The DoI had undertaken a number of sustainability-related initiatives, and had many sustainability policies in the current Official Community Plan, but had not previously undertaken a comprehensive community sustainability planning process that would create a shared vision for the community and integrate existing policies.

1.1 Purpose of Community Sustainability Planning

Sustainability planning helps communities gain insight into their long-term goals for success – the goals then shape and inform investment and infrastructure decisions, reducing potential costly short-term mistakes. Significant benefits accrue to communities moving in the direction of long-term success. As an energizing and motivating conversation for the community, sustainability planning helps to alleviate potential deadlock issues, attract new residents and niche businesses, as well as retain and motivate municipal talent. Local economies are prepared for the long-term impacts of climate change, shifting global priorities for goods and services and rising energy prices. Community members commit to maintaining their resilience, networks and quality of life through demographic shifts and other social challenges. Municipalities save significant money over time through reduced energy and waste management costs and are able to access funding through a variety of mechanisms through the sustainability plan.

1.2 What is an ICSP?

An Integrated Community Sustainability Plan (ICSP) is a document that is written by the community to guide the community toward a desirable and sustainable future. The ICSP identifies strategies and actions for implementation, monitors progress, and is reviewed and updated every year. An ICSP is the community's highest level policy document that integrates all existing plans and policies and gives direction to all future initiatives and provides a comprehensive framework for community decision-making.

An ICSP is as much a process as it is a plan; it is an on-going process of engaging the community in co-creating and updating a community vision and linking that to realistic planning and collaborative action today. ICSPs emphasize long-term thinking, collaboration between community residents and stakeholders, creating partnerships, and ongoing monitoring and evaluation to ensure success. Invermere's ICSP process is called *Imagine Invermere*.

1.3 The Quick Start Integrated Community Sustainability Plan

Imagine Invermere is being developed using a 'Quick Start' framework. This process is based on *The Natural Step*, as well as on *Whistler2020*, a multiple award-winning community sustainability plan and process, but is customized to Invermere's situation, needs, assets and visions. The Quick Start quickly and effectively provides Invermere with an ICSP and on-the-ground actions and implementation tools to get the community on its journey toward sustainability.

1.4 Quick Start ICSP - Outcomes

While a comprehensive integrated community sustainability plan (ICSP) with an Official Community Plan (OCP) update and multi-stakeholder task forces is the ideal mechanism for advancing sustainability, we understand that the resources required to undertake such an intensive process are beyond what many small to medium sized communities have available. The Quick Start version of an ICSP is designed to get the community moving forward on its sustainability journey immediately and meaningfully. The Quick Start ICSP comprises:

- ✓ A sustainability strategy outlining a vision (descriptions of success), sustainability objectives, community priorities and nine strategy areas.
- ✓ A description of the current situation with respect to each strategy area.
- ✓ A set of clear recommended actions for immediate implementation, directed to specific organizations.
- ✓ A set of core indicators based on the four priority areas.
- ✓ An effective and easy-to-use monitoring and reporting system.
- ✓ A 'Next Steps' document that will provide a guide for continuing to develop and implement Imagine Invermere in the years to come.

Attached as appendices to the ICSP are:

- ✓ All the proposed potential actions for future consideration.
- ✓ A number of other indicators that can be monitored in future years.
- ✓ An action monitoring table to keep track of the status of recommended actions.

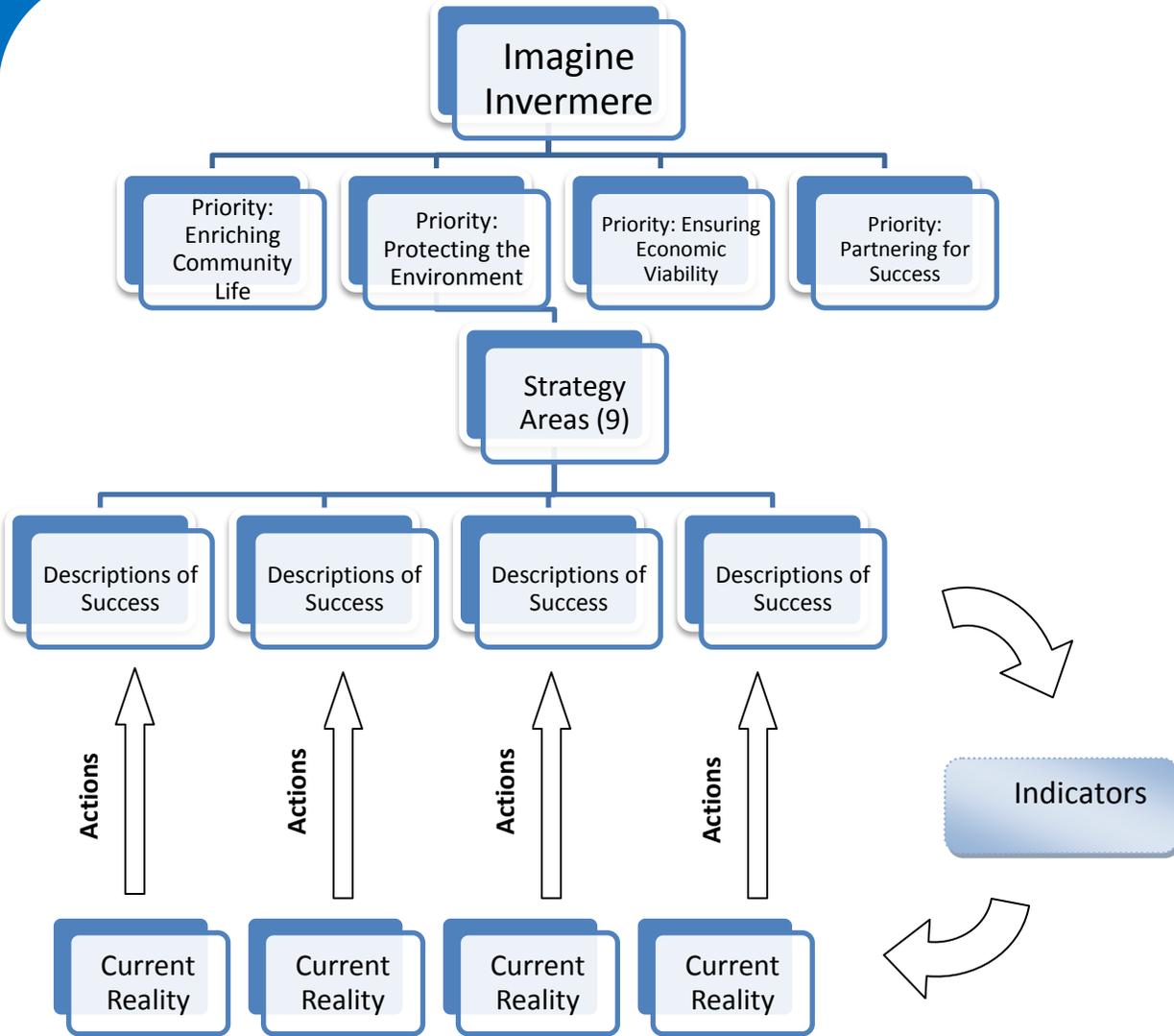
1.5 Quick Start ICSP Process

Imagine Invermere followed this process to create the ICSP:

1. Community priorities and strategy areas were identified and confirmed by DoI staff for Invermere.
2. A Community Sustainability Action Team was created to work closely with the consultant on developing the process and content for the ICSP.
3. The CSAT members participated in a workshop to learn about the Natural Step and to develop a shared understanding of sustainability.
4. A shared a vision of the community's desired future (Descriptions of Success) in the strategy areas was developed by the CSAT and members of the community.
5. Descriptions of where the community is currently at with regards to the vision (i.e., "current reality") were researched and written.
6. A set of indicators based on the four priorities were developed. These indicators were recommended based on ease and availability of data.
7. The CSAT came up with ideas for actions that could be taken to move Invermere from its current reality to its articulated desired future.
8. Community partners were asked to take on actions for implementation.
9. A basic monitoring and reporting system for tracking and communicating progress was developed.
10. Implementation tools, including a sustainability decision-making tool based on the directions of the ICSP, were developed.



SUSTAINABILITY OBJECTIVES



SUSTAINABILITY OBJECTIVES

1.6 The Community Sustainability Action Team

The Community Sustainability Action Team (CSAT) worked closely with the consultant team and municipality on the project. The CSAT was the “advisory committee” for the project, and its members represented the community’s interest in the project, as well as partner organizations that would implement actions. The CSAT provided input on public engagement opportunities, assisted in the development of the community’s descriptions of success, provided input on current reality and indicators, and developed recommended actions. Individual organizations represented on the CSAT will work with the municipality to lead on implementing actions that will move the community towards its vision of success and sustainability.

The CSAT members were:

Greg Anderson

Larry Ballard

Alison Bell

Pat Cope

Craig Edwards

Justen Foster

Meredith Hamstead

Rick Hoar

Rory Hromadnik

Sandy McIlwain

Kalista Pruden

Gwyn Robinson

Susan Smith

Bill Swan

Mayor Gerry Taft

Ken Wilder

Dale Wilker

1.7 Shared Understanding of Sustainability

The District of Invermere and the CSAT use the Brundtland definition of sustainability “....*meeting the needs of the present without compromising the ability of future generations to meet their own needs.*” In order to ‘operationalize’ sustainability, Invermere has adopted specific sustainability objectives that will guide all decisions and actions.

2.0 Sustainability Objectives

Invermere has adopted the following sustainability objectives, derived from the Natural Step, as the overarching objectives that will guide Invermere on its journey towards sustainability. These objectives are the 'lighthouse' for the community, which provide clear direction towards a final destination. The four sustainability objectives are:



To reduce and eventually eliminate our need to extract non-renewable materials from the Earth's Crust (e.g. heavy metals, fossil fuels).



To reduce and eventually eliminate our contribution to the progressive build-up of synthetic materials produced by society (e.g. dioxins, PCB, DDT etc.).



To reduce and eventually eliminate our contribution to the ongoing physical degradation of nature (e.g. over harvesting fish stocks and paving over critical wildlife habitat etc.).



To reduce and eventually eliminate our contribution to conditions that undermine people's ability to meet their basic needs (e.g. unsafe working conditions, not enough income/profit to live on, restricting freedom of expression, using resources inefficiently, hoarding resources etc.).

3.0 Invermere's Four Community Priorities

The community of Invermere identified four priorities that provide a high level description of what is important to Invermere in order to achieve its vision in becoming a sustainable community. These priorities represent the important overarching values of the community, under which the nine strategy areas align. Each priority is equally important and supportive of the other, and all actions and planning need to support the values upheld in these four priorities.

Invermere's four community priorities are:

- Protecting the Environment
- Ensuring Economic Viability
- Enriching Community Life
- Partnering for Success

A set of recommended core indicators based on the priorities was developed to monitor sustainability performance and progress.

PROTECTING THE ENVIRONMENT

Through protecting the environment, in the year 2030, Invermere and its neighbours in the Columbia Valley continue to prioritize and protect the beautiful natural surroundings in which they are situated, in particular Lake Windermere, the Columbia River Wetlands and environmentally sensitive areas. Buildings are surrounded by healthy ecosystems and landscapes; there is a culture of, and numerous learning opportunities for, environmental protection; recreational and leisure activities respect the environment and natural ecosystems; and resource industry and business practices have transitioned towards renewables and sustainability. Smart growth principles and strategies guide land use and development practices, encouraging more compact development and minimum encroachment on nature. Water conservation efforts and understanding have helped reduce Invermere's per capita water consumption dramatically, and innovative environmental management techniques have reduced water needs as well as protected aquifers and watersheds. The District of Invermere has proactively influenced environmental and land use practices in the Valley, and as a result, the region collaboratively implements efforts to protect the environment.

Related Strategy Areas	Indicators
Buildings and Sites	Green Building
Energy	Low impact recreation activities
Food	Energy use
Land Use and Natural Areas	Greenhouse gas emissions
Transportation and Mobility	Development footprint
Water and Waste	Commuting mode
	Water use
	Waste diversion

ENSURING ECONOMIC VIABILITY

Through ensuring economic viability, in the year 2030, Invermere’s economy is diverse and mainly locally-based, with a diverse workforce. Invermere is a leader in clean and renewable technologies, including businesses built on sustainability practices such as recycling, including recycling of buildings, and a large proportion of local businesses is based on those technologies. Because the community has done such a good job at protecting the environment, recreational and leisure opportunities are a big tourism driver. A strong year-round industry complements and supports the local economy, enhances the community’s assets, and includes a vibrant cultural component. Educational opportunities create, attract and retain a locally-based skilled workforce. A larger proportion of the community’s dollars is kept in the community through local food production and consumption, supporting local farmers, and reducing the need to travel outside the community for food. Invermere has a vibrant downtown with a range of amenities and services that increasingly attract visitors as well as supports local businesses.

Related Strategy Areas	Indicators
Buildings and Sites	Local workforce
Community and Individual Health	Unemployment rate
Economy and Work	Median income
Education, Arts, Culture and Recreation	Diversity of economy
Energy	
Land Use and Natural Areas	
Transportation and Mobility	

ENRICHING COMMUNITY LIFE

Through enriching community life, in the year 2030, the community of Invermere is healthy, vibrant, diverse and happy. The built form is beautiful, safe and accessible, and residents and visitors interact in the thriving downtown core and throughout the community. All residents have access to affordable and comfortable housing, and enjoy leisure time and activities year-round. Healthy, local food choices are readily available, and there is a strong local food culture. A healthy lifestyle, complemented by broad and accessible health services, contributes to a healthy community. Diverse educational and informal learning opportunities allow lifelong learning in Invermere. The community embraces sustainability as a lens through which all planning and decisions are made. Due to innovations in renewable and sustainable technologies and resource management, and a culture of reducing waste and consumption, the community is clean and healthy. Residents and visitors can easily get around the community and Valley using public transit, cleaner vehicles, and a variety of non-motorized means.

Related Strategy Areas	Indicators
Buildings and Sites	Housing affordability
Community and Individual Health	Low income prevalence
Economy and Work	Recreation participation
Education, Arts, Culture & Recreation	Education attainment
Food	Usage of lake
Land Use and Natural Areas	Recreation, arts, culture and education programming
Transportation and Mobility	Farmers' markets
Water and Waste	Local food
	Food basket cost comparison
	Services proximity
	Transit availability

PARTNERING FOR SUCCESS

Through partnering for success, in the year 2030, the success of Invermere as a community is intertwined with the success of its partners within the community and the Valley. Innovative private and public partnerships among diverse organizations within the community and throughout the Columbia Valley help achieve common goals and have enabled progress towards a desired future much faster and efficiently. There is a culture of collaboration that strengthens the local community as well as seizes and develops opportunities.

Related Strategy Areas	Indicators
Community and Individual Health	Volunteer rates
Economy and Work	Action participation
Education, Arts, Culture & Recreation	Recreation, arts, culture and recreation infrastructure and facilities
Food	
Land Use and Natural Areas	
Transportation and Mobility	

4.0 Sustainability Strategy Areas

There are a number of ways to understand and conceptualize community and community issues. While it is important for an ICSP to address relevant community sustainability issues such as climate change, intergenerational demands, affordability, the economic challenges, the ICSP doesn't need to be structured by every issue to do that. In fact, a plan structured by issues would likely be unruly and resource intensive to manage due to the sheer number and variety of issues!

The manner in which an ICSP is organized seeks to address the opportunities or challenges from all the important issues across a handful of relatively stable quality of life service and community systems. While we don't always think of a community as made up of an energy system, leisure system, health system, etc., we can all intuitively understand that they exist and will exist. For example, a community's energy system is the way that various organizations, infrastructure, and people combine to meet the community's energy needs. The way in which a system functions well – or not – is often the root cause of multiple issues, so addressing the system as a whole will bring us one step closer to solutions. Further to the energy system example, our current energy systems have impacts on air quality, climate change, water ecology, etc. Working comprehensively on energy system solutions help in all three areas.

For Invermere, nine strategy areas were identified that broadly address all the community systems and the broad range of issues within them. As the ICSP continues to be developed over the next number of years, these strategy areas may be combined, separated, or revised – that is all part of an ongoing community sustainability planning process. For the first year of Invermere's ICSP, these are the nine recommended strategy areas:

- | | |
|---|---|
|  Buildings and Sites |  Food |
|  Community and Individual Health |  Land Use and Natural Areas |
|  Economy and Work |  Transportation and Mobility |
|  Education, Arts, Culture |  Water and Waste Systems |
|  Energy | |

5.0 Descriptions of Success

A sustainability plan includes a vision of what a successful and sustainable future for the community looks like in each of the community systems in a specified year in the future. These specific mini-visions are represented by clearly articulated Descriptions of Success (DoS) statements that:

- describe what success will look like in a sustainable future in each strategy area framed by the sustainability objectives
- are statements of the highest aspirations and purpose for each strategy area
- are used for determining actions and decisions that need to be taken in order to move the community from where it is today to where it wants to be in a sustainable and successful future

DoS statements guide action planning so that all actions and initiatives that are developed aim to move the community towards the vision described by the DoS. DoS statements also guide the development of community indicators for measuring progress toward the vision and sustainability.

6.0 Current Reality

Descriptions of current reality describe the community today with respect to each of the strategy areas relative to the descriptions of success that have been identified. Current reality descriptions:

- Perform a high-level analysis to identify some high priority areas for action;
- Comprise a list of key sustainability gaps facing the community in each strategy area;
- Comprise a list of community assets that already exist and can be leveraged (current initiatives, programs, policies, actions);
- Include an analysis of key stakeholders who are affected by and can influence efforts.

The key assets and challenges facing Invermere can be summarized as:

“Invermere is a community historically based on the timber, mining, agriculture and construction industries. Over the years the outdoor lifestyle opportunities and beauty of the area has attracted a growing number of visitors and residents creating both a diversification and shift in the local economy towards tourism and arts and culture based businesses and programming. Situated in a scenic mountain setting, including Lake Windermere, Invermere has always attracted a large number of tourists and second home owners; yet insufficient tourist accommodation and the seasonality of the tourism visits have played a significant role in the establishment of a healthy, diverse business community.

A number of policies and plans are in place to encourage development in the downtown core and gateway commercial corridor to create more vibrancy and economic activity. The Arts and Culture has evolved to offer a significant number of events and opportunities and is quickly reaching the point where the challenge for the Arts and Culture programming lies in the availability of larger venues which would allow the expansion of its programs to a new potential.

Driving the community’s evolution is growth which has been remarkably consistent when measured over a longer twenty to thirty year term. However, because of the opportunities the Valley and Invermere itself has to offer, it is very susceptible to large swings in growth rates. The recent strength of the energy sector and resultant growth in Southern Alberta has created significant second home and real estate growth in Invermere over the last ten years. This growth has resulted in a sharp rise in housing prices which has had a significant effect on the availability of attainable, affordable housing and is a real concern to the community.

The building stock reflects the relevant building codes of the day and as such varies in efficiency. That said, there are very few “tear downs” within the community and the new development is increasingly modern and efficient. The limited energy sources available to the community creates a situation of high energy costs, however, on a positive note Invermere has a sophisticated local building industry and OCP policies which encourage the use of renewable materials and energy systems. The community is currently very dependent on the private automobile as there is very limited public transit within the community. Policies to focus on the downtown as well as pedestrian access and trails will help to encourage the shift to alternative modes of transportation. There is a strong movement and demand, as demonstrated by the popularity of the farmers’ market, for increased local food supply as there is currently little commercially available locally grown food.”

Once the current reality was identified in each strategy area, actions and initiatives were developed that would move the community from its current situation to its articulated desired future in each

strategy area. [Appendix A: Current Reality](#) is the list of the current reality descriptions for each strategy area.

7.0 Invermere and the Columbia Valley

The District of Invermere is situated in the beautiful Upper Columbia Valley and nestled between the Purcell Mountains and the Rockies. The Valley has become one of the fastest growing regions of British Columbia due to its hospitable climate, natural beauty, high quality of life and recreational opportunities.

Invermere embarked on a community sustainability planning process and has committed to sustainability objectives and a shared community vision. In order to be successful in achieving its vision, Invermere must work closely and collaboratively with its neighbours in the Columbia Valley to collectively move towards that vision. Coordinated regional actions towards shared descriptions of success for transportation, economic development, environmental protection, health services, land use, and growth management are essential in order to become a more sustainable community and region.

8.0 Moving Invermere Toward Success and Sustainability

The nine strategy areas and the DoS statements describe a shared vision of what a sustainable and successful Invermere will look like in the year 2030.



8.1 BUILDINGS AND SITES

The Building and Sites strategy addresses how the physical characteristics of buildings and sites keep the community inclusive, affordable, livable and sustainable. It includes residential dwellings, commercial, institutional and industrial buildings as well as their surrounding natural landscape, manicured landscape and paved areas. It deals with infrastructure, materials and practices related directly to the building or site, but generally excludes community infrastructure such as roads, energy systems, water and sewer lines.

Descriptions of Success

By the year 2030,

1. Architectural and urban design reflects Invermere's natural environment and history, and supports the conservation, enhancement and continued vitality of areas within Invermere that possess a special scenic, historic, architectural, environmental or cultural value.
2. Housing stock and accommodation options are diverse, affordable, and accessible for residents through all life stages.
3. Sustainable design and building practices are used to produce buildings with minimal environmental impacts through net zero or net positive energy use, utilizing renewable and passive energy source, increased water efficiency, reduced construction waste, and use of locally sourced, renewable, and healthy (chemical-free and non-toxic) materials.
4. Homes and buildings are generally built by a local workforce using locally manufactured materials.
5. Buildings and homes are surrounded by healthy ecosystems and landscapes that are toxin-free.
6. Most public buildings are multi-use and accessible, shared among community groups and utilized extensively.
7. Energy systems within buildings are flexible and adaptable and use locally generated energy sources.
8. Invermere is a leader in promoting the most advanced building innovation standards for green building design, use, and accessibility.



8.2 COMMUNITY AND INDIVIDUAL HEALTH



The Community and Individual Health Strategy is concerned with meeting residents' physical, mental, emotional, spiritual health through services, infrastructure, interactions, relationships and a strong community fabric. It also includes community safety. From an individual perspective it addresses access to local and regional care services and health promotion, and to lesser extent, health enablers of such as recreation.

Descriptions of Success

By the year 2030,

1. Neighbourhoods are diverse, healthy, safe and multi-generational, supporting families and seniors to age-in-place.
2. Community members have access to required medical and support services through more locally available services and a supportive transportation system to access these services.
3. Equitable and sufficient wages, benefits and initiatives help make it affordable for community members of all ages to live and play in Invermere.
4. The community welcomes diverse spiritual and religious practices, and provides opportunities for learning about different practices.
5. All Invermere residents are able to meet their health and nutrition needs.
6. Community members have access to locally coordinated, accessible and affordable year-round indoor and outdoor recreation and leisure activities where environmental values are protected and human connections to nature are promoted.
7. There is a culture of healthy living through pro-active, multidisciplinary promotion and education of healthy food, medicinal uses of native plants, active transportation, recreation, and provision of local health care services.
8. Health and social service delivery has transitioned to sustainable use of energy and materials.
9. Invermere residents have the opportunities and services to maintain and improve their safe personal development and mental health.

8.3 ECONOMY AND WORK

The Economic and Work Strategy focuses on bringing in sufficient dollars into the community and optimizing the impact of dollars within in order to help support local services and attractive livelihoods. It also addresses opportunities for meaningful work, sustainable businesses and creating a positive climate for local businesses.

Descriptions of Success

By the year 2030,

1. Invermere's economy is mostly locally-based and owned, attracts and sustains a diverse workforce and population. Meaningful work in an enjoyable work setting is integrated throughout.
2. Invermere's industries and services are based on clean and renewable technologies as predominant fiscal drivers, while maintaining the natural integrity of the area.
3. Year-round industry and leading edge educational facilities are a significant component of Invermere's economy.
4. Invermere's work culture offers fair wages and innovative approaches to lifestyle benefits.



5. There is an integrated approach to economic development that includes the necessary social and physical infrastructure to support it. Labour standards meet worker needs.

6. Strong partnerships and collaborative relationships help build Invermere's economy, pursued actively with surrounding jurisdictions, First Nations and local interest groups.

7. Economic systems, businesses and industries have transitioned to sustainable use of

energy and materials, and incorporate conservation and efficiency.

8.4 EDUCATION, ARTS, CULTURE AND RECREATION



The Education, Arts, Culture and Recreation Strategy addresses arts, culture, recreation, and education-related participation or observation activities and the supporting built and natural infrastructure, resources, and delivery agents. It also addresses conditions required to make it accessible and inclusive with a low environmental impact.

Descriptions of Success

By the year 2030

1. Diverse arts, culture, recreation and leisure opportunities are available, accessible and affordable, and used by the majority of Invermere residents.
2. Vibrant year-round arts, culture, heritage and recreation programming attracts visitors, and contributes to the local economy.
3. Through strong municipal and community partnerships, Invermere and Valley residents are able to easily access a variety of formal, informal and post-secondary education programs for all ages within the community.
4. Accessible facilities and infrastructure are shared to provide programming and venues for arts, education and recreation.
5. Community organizations promote sustainability awareness and learning by infusing in all educational, recreational and spiritual opportunities.
6. Creativity and originality are fostered and supported to create a flourishing and diverse cultural scene that embraces multi-culturalism.
7. Community organizations promote programs, activities and infrastructure that have transitioned to the sustainable use of energy and materials, including access to them by non-motorized transportation.
8. Recreation and leisure activities are mainly based on low-impact, self-propelled activities, or those using clean fuels and technologies.
9. Invermere's recreational and leisure opportunities, including low-impact year-round activities on Lake Windermere, are a major contributor to the economy.

8.5 ENERGY

The Energy Strategy is concerned with meeting energy needs in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices related to the municipality's operations and community as a whole. The energy demand from transportation, buildings and land use patterns is primarily covered by those respective strategies.

Descriptions of Success

By the year 2030,



1. Invermere's energy system is diversifying to an increasingly greater supply of renewable, low-impact energy sources.
2. Invermere's energy system is supplied by a mix of sources that are affordable, local and regional wherever possible.
3. Invermere is a leader in renewable energy systems and attracts related industry and businesses that provide employment and training opportunities.
4. Residents, businesses and visitors understand energy issues, impact on climate, and have a strong culture of conservation.
5. Shared and district energy systems are used extensively throughout Invermere.
6. Energy systems offer redundancy, resiliency, reliability and choices.
7. Invermere has a low impact, clean energy generation industry.

8.6 FOOD

The Food Strategy addresses how the community supports an affordable and reliable food system that nourishes resident's appetite, celebrations and culture. The strategy maintains the integrity of the land and people providing the food while moving toward a more sustainable system. It deals with food systems from farm to fork to disposal.

Descriptions of Success

By the year 2030,

1. Invermere's residents value and support locally-based food production, and there are mechanisms to foster a sustainable food system.
2. Farmland is valued, protected and well-used.
3. The production of local food has increased significantly, is economically viable for both producers and consumers, and has contributed to the local economy.
4. Affordable, healthy food options are widely available and accessible.
5. Community and home-based food production are prevalent.
6. Innovative partnerships between food producers, distributors, retailers and consumers support both local and healthy production and consumption.
7. The food system uses renewable energy sources and incorporates energy and water conservation in production, transportation and disposal.
8. Food production uses natural fertilizers and natural pesticides and herbicides, and management practices enhance biodiversity.



8.7 LAND USE AND NATURAL AREAS

The Land Use and Natural Areas Strategy seeks to manage development in a way that maintains livability, natural areas, and economic development. The strategy addresses the locations, patterns and types of all physical development as well as the amount and timing of these developments. It also addresses how the community will protect, and attempt to restore ecosystem integrity and biodiversity throughout the area and region.



Descriptions of Success

By the year 2030,

1. The community of Invermere is compact, with a distinct urban boundary and well-understood limits to growth. Smart growth strategies and principles guide development planning and decisions.
2. Neighbourhoods encourage live, work and play, and incorporate retail amenities.
3. The downtown is vibrant, pedestrian-oriented, has a diversity of buildings and functions, and supports social interaction.
4. Natural and environmentally sensitive areas are inventoried and protected from development and invasive species, and biodiversity through natural selection is maintained both within and outside the urban areas.
5. Movement corridors around and within Invermere allow wildlife to move safely through the community.
6. A culture of respect for the natural environment exists throughout the community.
7. Land development practices have transitioned to energy conservation and efficiency in neighbourhood design and sustainably harvested materials in buildings.
8. Rural resources are protected by maintaining areas of high agricultural, forestry and renewable energy potential and capability, while retaining the ecological integrity.

8.8 TRANSPORTATION AND MOBILITY

The Transportation and Mobility Strategy is concerned with the movement of residents and materials to, from and within a community in a more efficient and sustainable manner that is consistent with the community's nature. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.

Descriptions of Success

By the year 2030,

1. Invermere is a walkable and bikeable community, and people move around using a variety of alternative modes to the automobile.
2. There is an efficient, affordable, and convenient public transportation system throughout Invermere and the Columbia Valley.
3. Right sized fleets and personal vehicles that are non-polluting and non-carbon based are the standard, and the number of motorized vehicles per capita is continually declining.
4. The majority of Invermere residents' needs are met without having to travel outside of the community.
5. Invermere collaborates with surrounding communities to provide a transportation system that combines private and public offerings to meet resident and visitor needs.
6. Invermere's transportation system uses mainly renewable energy and materials that are produced sustainably.
7. Transportation infrastructure uses more efficient patterns, is more sustainable in design, and does not encroach onto critical habitat.



8.9 WATER AND WASTE

The Water and Waste Systems Strategy is concerned with the supply of high quality water and materials for appropriate uses while minimizing environmental impacts. It focuses on the entire water and material system, including appropriate sourcing, delivery, use and end of life systems, and addresses both physical infrastructure and management practices. The scope of this strategy also extends to flood control.



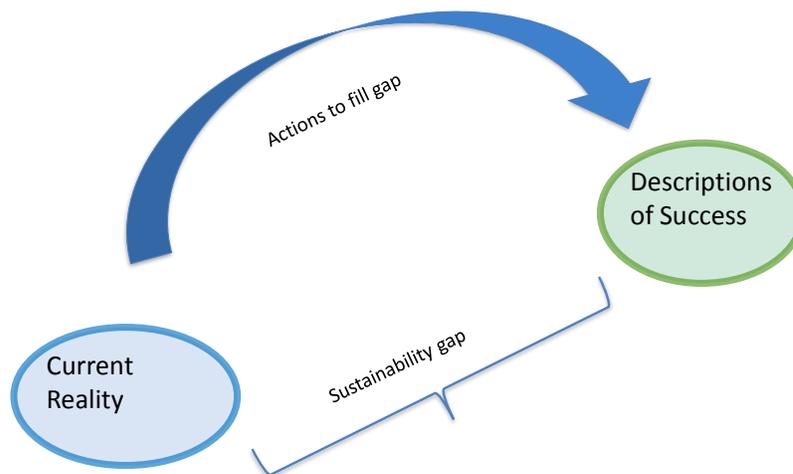
Descriptions of Success

By the year 2030,

1. Invermere's water supply is safe and adequate, and accessible to all.
2. Waste is collected and processed locally and efficiently, and waste products are used as a resource.
3. Invermere's water and waste system technologies provide learning opportunities and jobs.
4. All water sources and flood plains are protected and managed.
5. Utilization of existing water sources is improved and more efficient through consumptive, non-consumptive and recycling uses and practises.
6. There is a strong culture of, and opportunities for, reducing, reusing, refurbishing and recycling.
7. Water conservation efforts have considerably reduced infrastructure and capital and operating costs.
8. Water and waste systems are efficiently designed, use renewable systems and conserve efficiently. Natural sustainably harvested materials are used for water and waste systems.

9.0 Action Planning

Once the community developed its vision, i.e. the descriptions of success, and its current situation relative to its strategy areas, actions were then determined that would help the community move from its current position to where it wants to be in order to be more sustainable. The CSAT was tasked with reviewing Invermere’s current reality and descriptions of success, and considering the ‘sustainability gap,’ came up with ideas for actions that could be undertaken by the District of Invermere and community partners.



While a considerable number of actions were identified as potential ones to be undertaken, a set of 3-4 actions were prioritized for each strategy area to be undertaken in the first year. These priority actions were based on the following criteria:

1. Move toward one or more Descriptions of Success (meeting more DoS is better).
2. Moves toward multiple strategies and priorities.
3. Move toward all four sustainability principles (stronger sets of actions meet all four).
4. Contain at least one action of high impact, even if high level of implementation difficulty.
5. Have at least one action that is highly visible.
6. Mainly be low or moderate in difficulty of implementation.
7. Result in no decrease of resources or a surplus of resources to invest in future actions.
8. Be mostly started in the immediate/short-term.
9. Consist of a range of timeframes for the end effect of the actions, with at least one action per strategy having immediate on-the-ground results.
10. Present a flexible platform for further movement toward sustainability.

Each action statement:

- ✓ Starts with an action verb so that the action is clear (e.g. ‘develop,’ ‘inventory,’ ‘build’)
- ✓ Is specific enough to be linked to one lead organization
- ✓ It is clear what the outcome will be

Each action will be proposed to the lead partner organization, which will then decide whether it can take on the action this year (accept), postpone taking it on to the following year, or decline taking it

on, in which case the organization needs to provide an explanation. About two-thirds of the actions were assigned to the District of Invermere, and the others were assigned to organizations that were represented by other CSAT members.

While action planning was done by CSAT members who addressed all nine Imagine Invermere strategies, in future years, the community will determine the most effective model and process for action planning, e.g. to develop separate task forces to address each strategy area. A recommended process to move forward is included as an appendix to this ICSP document.

[Appendix B: Proposed Initial Actions Recommended for Consideration by CSAT](#) is the list of the proposed initial actions recommended by the CSAT for consideration. [Appendix C: List of all Action Ideas](#) is the list of all the action ideas that were generated.

As actions are undertaken and completed, they need to be tracked and communicated. An action monitoring tool is included in [Appendix D: Action Monitoring Tool](#).

10.0 Indicators and Monitoring

Indicators are essential for measuring performance toward a goal and toward the descriptions of success as well as for communicating progress. Indicators should show trends over time and provide information as to where progress is being made, and if not being made, which areas actions should be directed. Monitoring and reporting should be done annually, and comprise the following steps:



For Imagine Invermere, a set of core indicators based on the four priorities were developed. These indicators were selected based on representation of the priorities, and availability and accessibility of existing data. The core indicators are identified in Section 3.0 Community Priorities. [Appendix E: List of Recommended Core Indicators](#) is a list of the core indicators along with a description and data sources. [Appendix F: List of All Potential Indicators](#) is the list of other potential indicators that can be measured over time. A spreadsheet for monitoring and reporting on the indicators is attached separately; a sample indicator reporting sheet is in [Appendix G: Monitoring and Reporting Spreadsheet – sample indicator](#)

11.0 Targets

Imagine Invermere strives towards continuous measurable improvement in all of its performance indicators. As such, there were no specific numeric targets developed in this process. However, the following targets have been set for parkland dedication and GHG emissions reductions; these targets are incorporated into the ICSP:

5% parkland dedication in all developments;
GHG 20% below the 2007 baseline for corporate emissions by 2015;
GHG 33% below the 2007 baseline for corporate emissions by 2020;
GHG 4.5 % below 2007 baseline for community wide emissions by 2015;
GHG 6% below 2007 baseline for community wide emissions by 2020.

12.0 Sustainability Decision-Making Tools

The ICSP is the community's highest level policy and as such, provides guidance and tools for all decision-making. The sustainability objectives and DoS statements can provide a framework for assessing all decisions and actions.

[Appendix H: Sustainability Decision-Making Framework](#) is a decision-making framework based on the four sustainability principles, Invermere's four priorities and the descriptions of success. This tool can guide decision-making on purchasing, policies, plans, etc, and can be included in any report where a decision or assessment is required.

13.0 Continuing along the Sustainability Journey

The Quick Start process was a time- and cost-effective way to develop an Integrated Community Sustainability Plan for a community to create a shared vision and then immediately begin to implement actions on the ground. However, creation of the ICSP is just the first step of many in a community's journey toward sustainability. Ensuring continued progress towards the shared vision requires annual monitoring of performance, ongoing action planning and implementation, and building increased awareness, participation and community partnerships.

Community partners are essential in realizing the vision in Imagine Invermere. Community partners participate in annual action planning and implementation of those actions, as well as incorporate the directions of Imagine Invermere into their own operations and practices. A sample Partnership Agreement is attached as [Appendix J: Imagine Invermere Partnership Agreement \(sample\)](#).

Recommendations for moving forward to continue to advance and implement Imagine Invermere are attached as [Appendix I: Next Steps: Ensuring Ongoing Success and Sustainability in Invermere](#).

Glossary of Terms

Backcasting: A basic planning approach where one begins with a vision of success in the future (in this case, a sustainable society) and then uses the question “what do we need to do to move from where we are today toward our vision?” to identify strategic actions.

Biodiversity: The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

Clean energy: Clean energy, also referred to as green energy, is defined here as non-polluting energy from renewable sources.

Climate change: Warming of the Earth’s climate resulting from the buildup of greenhouse gases (e.g., carbon dioxide, methane) in our atmosphere due to human activities (primarily the combustion of fossil fuels).

District energy: A locally-based energy system from renewable sources that supplies a group of buildings that are located in close proximity to share infrastructure.

Economic diversification: The characteristic of business variety in the economy both across and within individual business sectors.

Ecosystem: A functional unit of any size consisting of all the living organisms (i.e., plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow.

Ecosystem management: A holistic approach to managing our environment and making land-use decisions. It meshes human purposes with natural systems, always asserting the protection of ecological integrity as its foremost environmental priority.

Environmentally Sensitive Areas: These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them. These areas are the focus for protection from development due to their fragile and rare nature.

Food security: A community enjoys food security when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

Lifelong learning: All learning activity undertaken throughout life, with the aim of improving knowledge, skills and competences within a personal, civic, social and/or employment-related perspective.

Locally-generated energy sources: Energy generated within the community, generally from renewable sources, for example, geothermal, wind or solar.

Low- impact: Technologies, supplies, fuels, etc, that produce little pollution (air, water, waste) or environmental impact (e.g. climate change).

Mixed-use: Developments that combine residential and commercial space in the same building or development. Residences above shops and live-work residences are examples of mixed-use developments. Mixed-use developments enable people to live close to work and amenities.

Official Community Plan (OCP): A bylaw adopted by Council that “a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.” (Local Government Act)

Renewable energy: Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste.

Smart growth principles: A collection of urban development strategies to reduce sprawl and create compact communities that are fiscally, environmentally and socially responsible. Smart growth is development that enhances our quality of life, protects our environment, and uses tax revenues wisely.

Stakeholder: All individuals, groups, and interests that are affected by and/or affect Invermere and its activities. This includes the natural environment and future generations.

Sustainability principles: Invermere has adopted the four sustainability principles based on the Natural Step.

The Natural Step framework: A definition of sustainability and a long-term planning approach. See www.thenaturalstep.org/canada

Transportation alternatives: Commonly referred to as modes of transportation other than single-occupant gas or diesel powered vehicles.

Wildlife movement corridors: Linear habitat embedded in unsuitable habitat, which connects two or more larger blocks of suitable habitat. It is generally proposed for conservation in order to enhance or maintain the viability of wildlife populations in the habitat blocks.

Appendix A: Current Reality

Buildings and Sites

Challenges

The building stock in the Downtown is aging. The majority of buildings are at least twenty (20) years old and are approaching the age of renovation or replacement.

The downtown commercial area currently lacks a distinct sense of entry.

The quality, scale and use of the buildings on the street are inconsistent. The architectural character of the street could be enhanced through a more unified approach.

This area is not conducive to people travelling by foot to and from the downtown core. Sidewalks are narrow and not continuous. A sidewalk system that connects the downtown core with the businesses at the entry to the downtown is needed.

The street requires improvement to make it more appealing and safe for pedestrians. Sidewalks are narrow and do not allow commercial activity to spill out into the street (e.g. sidewalk cafes etc.). The wide streets make pedestrian crossing less appealing. There are very few trees to provide shade and visual interest on the street.

Based on BC Assessment data, home values in Invermere vary greatly ranging from a low of \$35,300 to a high of \$3.2 million. Average sale prices in Invermere have more than doubled since 1999. The average sale price for a home during the first six months of 2007 is estimated at \$348,302.

The 2007 BC Assessment data suggests entry-level housing in Invermere is \$266,600 or less. As much as 30.2% of these homes have been identified by the BC Assessment Authority as being in either “fair,” “substandard,” or “poor” condition. Close to half (43.8%) of the single-detached homes valued within the entry-level price range may be considered moderate to low in quality.

There are limited rental opportunities in Invermere and very little in the way of nearmarket and non-market housing. Shortage of transient rental availability.

There are few hotel rooms available for tourists, and those that exist are not oriented towards tourists who would come to enjoy the beauty and recreational activities in Columbia Valley.

Based on this analysis, between 210 and 270 households in Invermere may have spent 30% or more of their household income on housing in 2001. (This figure is relatively consistent with the 225 economic households estimated to have incomes at or below the 2006 *before-tax* LICO.). Of these 210 to 270 households, approximately 45% rent their homes and approximately 55% own their homes.

There is redevelopment potential of the existing community hall. And there is excellent space at the old DTSS site that has already had some architectural renderings put forward. There is considerable empty, unsold, or unfinished housing stock.

Housing costs are very high in Invermere compared to other small communities in BC. The recreational and resort property market has had profound impact on housing design and costs.

Residential buildings utilize approximately 40% of all propane distributed to community buildings and approximately 75% of bulk heating oil sold within the community. Residential propane and heating

oil emissions (as listed in the Inventory at the beginning of this document) are included in this forecast figure.

Currently no green building policy or bylaw.

Invasive species may be included in certain landscapes, which can impact the local flora and fauna.

Residential water use in Invermere is lower than the BC average due to mandatory water metering, however it is still high when compared to similar countries around the world.

Most residential buildings in Invermere use either electric baseboard heating, or propane or electric forced air furnaces, with some use of supplementary wood heating. A growing number of houses are using air to air heat pumps with forced air furnaces. Commercial buildings use electric baseboard heating, propane furnaces, or propane boilers. There are no shared energy systems in Invermere except for the electricity grid. A few buildings (1/2 dozen) have solar hot water heating systems.

Residential and commercial building energy costs are high due to the high cost of propane, oil, and electricity (natural gas is not available). Wood is readily available for heating, however it is only available at low cost to those who are physically capable of harvesting it.

Residential and small commercial buildings are generally built by a local workforce, using materials imported from other parts of the country. Most homes and buildings are inefficient, including those recently constructed or renovated.

Approximately 40+% of households in Invermere are vacation properties owned by non full time residents.

New houses being constructed are generally very large in size.

Assets and Opportunities

Context

The form and character of the architecture in the downtown area varies significantly. Some buildings provide a good example of development appropriate for Invermere while others detract from the visual character of the downtown. To help create a more vibrant and attractive shopping environment the street should have unique buildings. Vacant sites, inappropriate building uses, and building designs that do not have doors and windows facing the street disrupt the visual appeal of the street.

The existing heights of the buildings are insufficient to create a defined streetscape. Increased density would also create a more lively urban environment.

12th Street Cenotaph Public Park is underutilized with excessive space allocated to roadways. Could create a small but significant public park that will create a focal point in the downtown.

Invermere is located on a height of land on the edge of Lake Windermere, with beautiful views of the Rocky Mountains, and access to and around the lake, however the design of buildings and sites in the community does not take advantage of the views and public lake access opportunities. Kinsman Beach and James Chabot Provincial Park, the main public spaces with access and views to the water,

are not well connected to the downtown core. Other lands along the edge of the lake are under utilized in terms of public access and use.

Athalmer is a unique and historical part of Invermere. The influence of the environment and history are clearly evident. Athalmer has gone from river boat prosperity to economic back water and recently to tourism boom town. The Athalmer area offers tourist destination resort opportunities and is therefore designated a Development Permit Area under the Local Government Act. The Downtown and Waterfront are also Development permit areas. However, Athalmer is built on a flood plain and filled in wetlands. Some remaining undeveloped areas still have high habitat value and provide valuable ecological goods and services, and should not be disturbed.

Invermere currently has a moderately diversified housing supply heavily weighted on single-detached homes (67.2%) followed by multi-residential strata condos (16.4%). 69% of private households are one-family.

Policies

OCP chapter 5 (Downtown) lists a number of recommendations for substantial public infrastructure improvements that are proposed for the downtown.

Building Incentive Rebate Policy (new construction or renovations single family homes)

OCP includes housing supportive policies:

- A well balanced mixture of housing types, tenure options and prices that will strive to meet the accommodation needs of all socio-economic groups;
- The development of entry level and rental accommodations within existing and future residential areas and mixed use developments within the downtown commercial area; and
- Appropriate and affordable accommodation for seniors.
- Design guidelines in the OCP ensure that new buildings reflect to the character and identity of Invermere.
- Encourage an architectural and urban design that reflects Invermere's natural environment and history.

OCP design guidelines include policies for native species and undisturbed landscapes

Bill 27 OCP amendment has supportive policies for more compact development, infill residential, a 'Green Invermere' building code, green development checklist, development of a menu of rebate and incentive programs.

Pesticide-free policy in place for Invermere.

Supporting Programs

Solar Community

Infrastructure

Many of the corporate buildings are old and have retrofit opportunities to make them more energy efficient.

Research/Plans

Invermere Housing Needs Assessment done in 2007.

Community Enhancement Plan done in 2008.

Developments

Since 1990, Invermere has been averaging 20 new residential building permits per year. #'s below indicate the real data. Includes condo units as well.

Absorption Information - District of Invermere

Year	Dwelling Unit Permits issued	Total Permits Issued	
2000	16	51	
2001	19	62	
2002	61	82	
2003	44	85	
2004	72	108	
2005	108	139	
2006	254	130	
2007	228	112	
2008	143	108	
2009	19	28	
2010	11	30	*To Date
	975	935	

The 'Pot Hole' has the potential to be a significant and usable public open space for the citizens of Invermere. Currently the site is under-utilized and requires revitalization. \$600K invested into a spirit square grant for celebration area, amphitheatre, stage, washroom paths, power, trees, landscaping etc.

Redevelopment of the park and additional tree plantings on the periphery of the site will both improve the entry to downtown and provide a unique and positive open space amenity for the town. Seventh Ave revitalization in design stage.

The former David Thompson Secondary School location has significant potential for the development of a community use and recreation facility. Conceptualized, however it is a \$12M project.

Stakeholders

District of Invermere, school district, landowners and developers, businesses, Panorama Resort, utility suppliers, home owners, renters

Community and Individual Health

Challenges

The community is approximately 3000 permanent residents. The summer population reaches an estimated 20,000 to 30,000 as second-homeowners and tourists descend upon the community to enjoy the main attraction of Lake Windermere.

The booming tourism industry has impacted the development of lands within Invermere, and increased housing prices dramatically. From 2004 to 2008, the value of homes in Invermere increased by over 40%.

Income data indicates that while a significant percentage of permanent residents earn incomes of \$75,000 and above, more than half of permanent residents earn incomes less than \$50,000.

The combination of Invermere's rapid population growth over the past 15 years, recent demographic changes, increasing international appeal, a shifting economy, and the increase in non-resident and recreational home owners has led to growing issues around housing affordability and choice for the District's full-time resident population.

The Resort Development Strategy stakeholders identified a need for increased services. Essential services shortages, such as healthcare and policing, along with general staffing and service provision.

With the increased cost of living, affordability has become a concern among the residents of the Invermere. The cost of products and services, the lack of large scale shopping options, and housing affordability are a concern.

The number of residents with disabilities is increasing. While the degree and type of disability varies with individual circumstances, people with disabilities frequently report that they face barriers with everyday activities that can affect a person's ability to communicate, interact, learn or be independently mobile.

Demographic data indicates an overall trend in the community towards the ageing of the population, an increase in the proportion of single individuals and a reduction in the number and/or size of families with children.

Children programs are not yet stable. There is a lack of affordable rental and 'age-in-place' housing for seniors.

Access to activities is a problem, especially in outlying communities. Evening activities for youth are lacking. Youth needs are not met, especially for those in lower income families.

Assets and Opportunities

Context

Aboriginal identity 4% of total population; visible minority 2% of population.

Residents generally feel safe

Ample children's programs for smaller kids

Good sense of community – most feel connected; however, need to engage young, educated people better.

The four seasons climate and the geographic location provide the Mountain-Valley Community with a full range of recreational activities.

Columbia Valley Recreation website provides lots of information about all sports, recreation and leisure activities.

Desire for multi-purpose recreational facility

Youth and senior interests generally met, but can be improved

Need to expand health care network

Make-up of neighbourhoods?

Wages and benefits?

Spiritual and religious practices?

Promotion of healthy living?

Policies

Traffic Calming Policy

OCP policies to 'age in place,' encourage affordable and appropriate accommodation for seniors, encourage a well-balanced mixture of housing types, tenure options and prices

OCP policy: The District will continue to cooperate with other governments to ensure that the provision of health, welfare, social and educational services are affordable and accessible to all residents. This will include the District's ongoing support of the Invermere and District Hospital, the Health Council, the Family Resource Centre and the Youth Centre.

Supporting Programs

Kinsmen Beach Improvement Program

Pedestrian Charter

Infrastructure

Invermere and Panorama Trail System

Radium to Invermere Greenway Project
Invermere and District Hospital with 24/7 emergency department

Research/Plans

Accessible Parking Stall Inventory, accessibility improvements to the municipal office, pathway replacement and placement program, Measuring Up inventory

Developments

Stakeholders

District of Invermere, Health Authority, Columbia Basin Trust, residents, fire department, Columbia Valley Arts Council, College of the Rockies, Columbia Valley Recreation, Family Resource Centre, Food bank, Family Resource centre, youth centre, hospital, IHA.

Economy and Work

Challenges

According to BC Stats, the top three industries with the greatest labour force are construction, accommodation and food services, and retail trade (including food, clothing and general merchandise stores). These stats indicate a community that over the past decade has become less diverse and increasingly reliant on development of new homes and condos as the economic base.

Invermere's small number of commercial bed units is a constraint to tourism development. Lack of staff is another concern related to providing a high level of service for visitors and local consumers.

There is currently not enough space to host special events such as performances, community celebrations and festivals.

78% of Invermere residents commute to work by private automobile.

Currently Invermere faces a challenge of breaking away from a monogamous workforce to that of workplace diversity. The past 2 decades has seen a community once deeply entrenched in an industrial based economy one now primarily of service businesses. Although some service sector jobs are higher paying and offer flexibility (e.g. consultants, lawyers), many are lower paying. Employees also face high cost housing and expensive day to day costs.

Invermere's downtown core is primarily of single level structures causing constraints on expansion. New business structures or expanding one's are often forced to move to the industrial park in Athalmer or just outside the community boundary.

There is no easy access for commercial flights. The closest airport with commercial flights is a 1.5 hr drive to the Cranbrook airport, and there is no public transportation to the airport from Invermere.

Assets and Opportunities

Context

Invermere is the main residential community for workers in the Upper Columbia Valley. Invermere is the service centre of the Upper Columbia Valley. The commercial businesses in town offer a variety of services and products that appeal to the needs and desires of residents and visitors alike.

The Downtown area is a very important business and service centre for the community and the Upper Columbia Valley. The appearance and character of this area reflects the community's sense of identity and pride.

Athalmer has been identified as having significant potential for various types and forms of commercial development catering to tourists and visitors to Invermere and the Windermere Lake area.

Airport access is within close proximity with service from three airports: Cranbrook, Fairmont and Invermere.

Unemployment rate is 3.2% compared to BC rate of 6% (2006).

4.6% of working age population is receiving BC Basic Age Assistance Insurance Income Assistance & EI benefits

Sales and service is the main occupation (25%), followed by trades, transport and equipment operators and related (2005)

47% of residents worked full time, full year in 2005

Median employment income in 2005 was \$26,996 (\$34,931 (males), \$23,053 (females); \$72,181 family median income (2005)

Income data indicates that while a significant percentage of permanent residents earn incomes of \$75,000 and above, more than half of permanent residents earn incomes less than \$50,000.(2005)

Average gross rent \$723(2005)

Existence of renewable technologies/industries includes broadband and Organic Green House.

Contribution of educational facilities to economy includes College of Rockies and various private training businesses.

% economy locally based?

Invermere and Fairmont airports are within close proximity, however neither is currently served by commercial flights.

Policies

OCP policies: encourage community development by supporting economic opportunities that will provide secure local employment with the potential for career advancement. The District will continue to support the local Chamber of Commerce in their efforts to encourage suitable economic development. The District will create an environment that will encourage appropriate forms of development and growth that will offer opportunities for local residents.

OCP policies: continue to support the development of the downtown commercial area with the introduction of new zoning regulations that will provide downtown businesses with the flexibility to offer business opportunities that are consistent with the character of the community, street vendors and sidewalk cafes will be encouraged to create a unique atmosphere within the downtown core area.

OCP policies to encourage tourism development, strive for balance between residents' and visitors' needs

OCP policies: strive to accommodate a range of light service industries that provide economic opportunities for local residents and services to the resident population, tourism and the business community

Supporting Programs

Kinsmen Beach Improvement Program

Infrastructure

Mountain Valley Shuttle Service

Invermere and Panorama Trail System

7th Avenue public space

Radium to Invermere Greenway Project

Research/Plans

Invermere Community Enhancement Plan

Developments

The current Community Hall site has significant potential for commercial and mixed-use redevelopment.

Stakeholders

Invermere Business Community, District of Invermere, Panorama Mountain Village, Kootenay Rockies Tourism, Columbia Valley Chamber of Commerce, Family Resource Centre, service clubs and community support groups.

Education, Arts, Culture and Recreation

Challenges

The lack of a night-time economy (particularly restaurants) and a public gathering place in Invermere.

Lack of community notice/posting board to allow for community-based communications.

Strong dependence on seasonality and long weekends.

The small number of bed units within the District of Invermere is a constraint to tourism development.

Lack of staff and staff accommodation is another concern related to providing a high level of service for visitors and local consumers.

Currently connections between the District of Invermere and Panorama Mountain Village are limited.

Not enough space for community celebrations and festivals. Lack of performing arts venue and associated programming e.g. live theatre.

Space in public library is limited, restricting growth.

Lack of information about community events and arts and culture activities.

Motorized vehicle recreation on the lake sometimes creates conflicts with non-motorized interests.

Lack of partnerships in arts and culture education and workshops. Perception that some of the arts and culture events not accessible to everyone in the community (intimidating or exclusive)

Lack of transportation within the Valley to connect arts and culture events.

Younger age groups less satisfied with arts and culture offerings and participate less.

Sport culture needs to change to encourage non travel sports, local team interplay.

There is currently no 'Recreation Director' on DoI staff to facilitate and coordinate both youth and adult recreation activities. As a result, the community has been unable to take advantage of the additional existing recreational opportunities or to support fledgling volunteer groups in their efforts.

There is no easy access for commercial flights. The closest airport with commercial flights is a 1.5 hr drive to the Cranbrook airport, and there is no public transportation to the airport from Invermere.

Assets and Opportunities

Context

The four seasons climate and the geographic location provide the Mountain-Valley Community with a full range of recreational activities. Lake Windermere and the mountains are the focus for recreational activities with summer and winter activities for both. Residents and visitors alike enjoy a variety of outdoor activities such as golf, backcountry camping, hunting, curling, fishing, skiing (water, downhill and cross-country), canoeing, hiking, cycling, and swimming.

Airport access is within close proximity with service from three airports: Cranbrook, Fairmont and Invermere.

Invermere and the Columbia Valley have become an international destination for tourists. The beauty of the natural environment, the recreational opportunities, and the ongoing development of several resorts in the area have strengthened the attraction of the area.

Invermere is the centre for educational, cultural and artistic opportunities for the Upper Columbia Valley. To reinforce and promote the role of the Downtown and Athalmer as Invermere's primary commercial development area, and its focus of civic and cultural identity.

The Columbia Valley's arts and cultural scene contains numerous successful businesses that are in the arts and culture sector, including galleries, restaurants/bars that feature live music and

performances, production companies that specialize in musical events, and private music or arts educators. These galleries and venues contribute greatly to the diversity and breadth of arts events and exhibits available in the area. In addition, many local visual artists have created businesses around their art, whether they sell direct from a home studio and/or on a commission basis through private galleries. Chambers of Commerce in the area is also involved in supporting or organizing events that contribute to the region's cultural scene.

Annual direct spending \$1.35 m / year; \$2.79 m/year impact to regional economy. Sector employs 101 people.

The Downtown area is a very important business and service centre for the community and the Upper Columbia Valley. The appearance and character of this area reflects the community's sense of identity and pride.

Lake Windermere has many uses and values including: cultural values for First Nations, a source of potable water for surrounding residents, fish and wildlife habitat, linkages to the Columbia River Wetlands, and high value recreational opportunities. Increasing development and use have led to concerns that the human-caused impacts on the lake may exceed its ecological carrying capacity and degrade drinking water quality.

Invermere and Fairmont airports are within close proximity, however neither is currently served by commercial flights.

Policies

Pedestrian Charter

OCP policy: support opportunities for training, education or self-improvement that will enhance the community's creativity and economic stability. The District will support the Rocky Mountain School District, the College of the Rockies and any private or public training institution in any endeavour that will promote the area, encourage continued learning and career advancement, and promote community well being.

OCP policy: The District will continue to cooperate with other governments to ensure that the provision of health, welfare, social and educational services are affordable and accessible to all residents. This will include the District's ongoing support of the Invermere and District Hospital, the Health Council, the Family Resource Centre and the Youth Centre.

OCP policy: The District will support and foster ongoing community awareness of cultural and recreational activities and appreciation of culture and recreation as an integral part of life in Invermere. This will involve the continued support of the Windermere Valley Arts and Cultural Society, Pynelogs, the development of future cultural and recreational facilities and the support of local sports and youth groups.

OCP policies that support creating more parkland, open space, greenways/pathways.

Supporting Programs

Wings over the Rockies Bird Festival, Loop the Lake, Lake Windermere Triathlon, Sea to Summit and Bonspiel on the Lake.

Columbia Valley Rockies Ice Hockey Club, Windermere Valley Arts and Cultural Society
Kinsmen Beach Improvement Program. (CVREC, CVYSA, WHMHA, many other groups)

Local governments support arts and culture through project and operational grants, in-kind support, venues and infrastructure

The College of the Rockies, Invermere Campus offers workshops and courses, coordinates events and conferences, and represents a potential partner for the development of arts and cultural educational opportunities in the region.

Minor sport organizations
Year round youth recreation coordinator

Infrastructure

The community is home to David Thompson Senior Secondary School, College of the Rockies, Eddie Mountain Memorial Arena, Pynelogs Cultural Centre, Invermere Municipal Library, Windermere Valley Museum and Joe Peters Memorial Curling Rink. Community greenhouse, community hall, churches.

Columbia Valley Arts Council

There is a large and varied number of community organizations linked to the support and development of arts and culture in the Columbia Valley.

The Health Council, the Family Resource Centre and the Youth Centre
Windermere Lake Panorama Ski Resort

Mountain Valley Shuttle Service
Lake Windermere

Invermere and Panorama Trail System
7th Avenue public space, Pot Hole Park

Radium to Invermere Greenway Project

The white way

A number of community parks

Proximity to Kootenay National Park and a number of provincial parks and BC forest service recreation sites

Research/Plans

Active Transportation Network Plan

Community Enhancement Plan

Resort Development Strategy

Parks, Pathways and Open Space Master Plan

CV Arts Cultural Scan

Developments

Proposed Wetlands Interpretive Centre in Athalmer

Pothole Park

Stakeholders

District of Invermere, Columbia Valley Arts and Cultural Society, Rocky Mountain School District, Health Council, the Family Resource Centre, the Youth Centre, Columbia River Greenway Alliance, Panorama Mountain Village, Kinsmen Club, Rotary Club, Regional District of East Kootenay, developers, Invermere Business Committee, First Nations communities, Royal Canadian Legion

Energy

Challenges

83.5% of the community's GHG emissions is from transportation (buildings 10.8%; solid waste 5.7%)
80% of residents drive to work

The largest (corporate) energy consumer is the Sewage Treatment Plant, accounting for roughly one quarter of consumption. However, most of its energy usage is process related. Of the other buildings, the Community Hall consumes 22% of total energy, while the Public Work yard and Courthouse are other significant energy consumers. The Community Hall produces by far the greatest amount of GHG emissions, accounting for 43% of the total. This is due to its large consumption of propane.

Climate change is expected to impact water availability, forest ecosystems, seasons, and snowpack.

Over the past 50 years, the average temperature in British Columbia has risen by 1.5°C, which is greater than the global average.

In the Columbia Basin, glacier retreat has been one of the most noticeable impacts of climate change. From the years 1986 to 2000, glacier cover decreased in the Canadian portion of the Columbia Basin by 16%.⁵ This has the potential to have dramatic impacts on late summer/fall streamflow, stream temperatures, domestic water supply, and even power production along the Columbia River.

From workshop:

Transportation system reliant on fossil fuels, road structure impacts
Home heating ~15% propane, fuel oil, electricity, wood
Wood burning
Pick-up trucks, SUVs (not always right-sized)
Inefficient vehicles
Lots of single-family homes, relatively spread-out
Condos/multi-family not desirable
Embodied energy in homes
Large houses
Large energy users spread out
Inefficient wastewater systems, no ability for methane capture
Most buildings just meet building code / electric baseboards, forced heat
Electricity rates low but overall prices high (inequity re access to cheap wood)
Feed-in tariff rates inequitable
Inefficient woodstoves – particulates
Demand for more hydro and dams, new transmission lines
No public transportation within the community. Very limited public transportation to and from other communities.

Assets and Opportunities

Context

The District of Invermere, like many of the resort destination communities in the Kootenays, is facing increasing growth pressures, particularly as a result of the demand for vacation properties and second dwellings. This growth creates tangible costs for infrastructure required to service new

developments. At the same time, it also creates a “shadow population” which generates seasonal or peak demands on the District’s soft services (e.g. parks, recreation, protective services, etc.).

The District of Invermere has nine corporate buildings. Five of the buildings use propane as the primary heating fuel, while one (Library) uses heating oil. The remaining three facilities have electric heat.

There is an abundance of wood biomass in the East Kootenays and elsewhere in BC because of fuel management treatments, ecosystem restoration, mountain pine beetle salvage, etc. At present, much of this is unused and is left to rot or burned on-site. The BC and Federal Governments are encouraging communities to explore bio-energy opportunities and have financial and technical support available.

From workshop:

Strong social movement for local food

Solar efforts and incentives, energy reductions (DoI)

Sophisticated building community, e.g. Quiniscoe, with some \$ to incorporate better building standards; R2000 builders

No natural gas grid

Lots of biomass available from ecological restoration and fire protection clearing, logging slash piles, and wood chipping for the Skookemchuck pulp and paper mill.

Potential for geothermal (hot springs) and closed loop systems using lake

Clear policies for residential infill

Compact downtown/commercial area

New pathway

Water systems pretty efficient

More newer building stock that is more efficient

Prices high for electricity use and propane

Underutilized rail system

Good solar potential

Animal units allowed per parcel

Electricity is supplied from the BC Hydro grid, with the majority of electricity generated from renewable hydro electric generation stations, plus natural gas and coal fired electricity imported from Alberta and Washington.

Propane and oil used to heat buildings are non renewable and non local. Vehicles exclusively use imported non renewable gas and diesel fuel.

Wood used as a supplementary fuel for home heating is renewable and locally harvested.

The only shared energy system is the electricity grid. There are no district heating systems.

Vehicle fuels – little choice or resiliency or redundancy leaving community vulnerable to fossil fuel supply cost increases and shortages.

Building heating energy – fair choice available between electricity, propane, and wood heat. Electricity and propane heated buildings are vulnerable to fuel supply cost increases and delivery disruption.

Availability of wood fuel provides some redundancy and resiliency.

Policies

Traffic Calming Policy

Bill 27 OCP amendment has supportive policies for more compact development, infill residential, a 'Green Invermere' building code, green development checklist, development of a menu of rebate and incentive programs, trail networks for non-motorized transportation, expansion and improvement of the Columbia Valley Transit Service, energy audit and assessment through business operations, a menu of rebate and incentive programs to encourage reduction of GHG, and promote active transportation.

Building Incentive Rebate Policy – encourage, through financial incentives, increased resident participation in reducing Greenhouse Gas Emissions, promoting energy conservation and protecting the environment through better building standards.

Accessibility Policy (accessible parking stall inventory, accessibility improvements to municipal office, pathway replacement and placement program, Measuring Up inventory, creating partnerships

Supporting Programs

Columbia Basin Trust has been spearheading an initiative called Communities Adapting to Climate Change.

E3 Fleet program in place

Partners for Climate Protection

Carbon Neutral Kootenays

Solar Community

Key activity areas from Accessibility Policy

Toilet rebate

Wood stove rebate

Infrastructure

Research/Plans

Invermere Final GHG Plan

Invermere Opportunities Assessment report

Detailed E3 Fleet studies

Developments

Many of the corporate buildings are old and have retrofit opportunities to make them more energy efficient.

Stakeholders

District of Invermere, Rocky Mountain School District, BC Hydro, Columbia Basin Trust, businesses, residents, homeowners, Panorama Resort, land owners and developers, NGOs

Food

Challenges

Farming as a labour force experienced a 100% decrease from 2001 to 2006 (BC Stats)

Fast food outlets supported in Gateway Commercial area

Most food is imported from facilities far outside regional boundaries which lead to dependency on transportation requirements, high energy consumption, and potentially unsecure supply chains.

A significant amount of energy is used throughout the food supply chain.

Non organic challenges lead to soil degradation

A short growing season combined with unstable weather conditions creates a need for diversification of crops as well as available growing and storage facilities (greenhouses, cold frames, root cellars).

Assets and Opportunities

Context

Agriculture has played an important role in the development of the Upper Columbia Valley and continues to be important in the sustainability of the region.

There is an opportunity for evaluation and management of hunting practices.

Approximately 20% of Invermere's land area is within the Agricultural Land Reserve.

The local farmer's market provides fresh produce and handcrafted items. Entrepreneurial businesses, like Kicking Horse Coffee, provide inspiration and character to the community. Farmer's market attracts 3000-4000 people each weekend, generating \$600,000 annual economic benefits.

Accommodation and food services third biggest industry

Small scale farming and food production taking shape

Community and private gardens are supplying more food each year

Community and private gardens are reducing transportation needs

Local wheat, honey, beef, lamb, vegetables, eggs, for sale

Current food sources? Prevalence of local food?

Transportation of foods?

Food production practices?

Policies

OCP policy supports the development of agricultural businesses, including food processing, agri-tourism and market gardening.

OCP policy supports preservation of Agricultural Land Reserve (designated as rural resource).

OCP policy supports provision of affordable irrigation water.

OCP policy supports all types of crop and livestock based agricultural activities on agricultural lands.

2 animal units allowed per parcel.

Pesticide-free policy in place for Invermere.

Roof-top gardens allowed.

The District will explore ways to utilize sewage effluent for the irrigation of agricultural areas.

Supporting Programs

Groundswell Network Society

DTSS

Columbia Basin Trust

College of the Rockies

District of Invermere

Wildsight

Edible Acres

Columbia Valley Botanical Society and Centre for Sustainable Living

Infrastructure

15 greenhouses in the valley

Community greenhouse

Community gardens

Botanical Gardens

Research/Plans

Experimental grain production at Groundswell
Developments

Stakeholders

District of Invermere, Ministry of Agriculture, School District, Chamber of Commerce, Invermere
Farmers' Market, BC Association of Farmers' Markets, developers, Invermere Business Committee,
Spring Health Foods, Grants Foods, Winter Farmers Market, Zehnders Farm

Land Use and Natural Areas

Challenges

Due to an increased rate of growth in the Invermere area, the Downtown area is under pressure to grow and redevelop. To encourage commercial redevelopment in this location, revitalization of the public infrastructure is required.

The District of Invermere, like many of the resort destination communities in the Kootenay region, is facing increasing growth pressures, particularly as a result of the demand for vacation properties and second dwellings. This growth creates tangible costs for infrastructure required to service new developments. At the same time, it also creates a “shadow population” which generates seasonal or peak demands on both the District’s soft services (e.g. parks, recreation, protective services, hospital, etc.) and hard services (water, waste, roads, etc.).

Due to increased rate of growth in the area, Invermere is under pressure to grow and expand its boundaries. Infill residential redevelopment in areas of low density surrounding the downtown core is needed to offset this concern. Within Invermere large, vacant parcels of land are at a premium while outside its boundaries extensive large tracts remain in various stages from no plans to communities with a larger footprint than Invermere, which would like to move within municipal boundaries.

Climate change indicators show an increase to wildfires, pests, air quality issues, evacuations and emergency preparedness, reduced recreation/backcountry access resulting in current infrastructure at many levels unable to adapt to these changes.

OCP policy – consideration of excluding land from ALR for residential expansion areas – conflicts with other OCP policies for efficient development and use of land

Invermere sits within the Interior Douglas Fir dry zone. Research shows that ecosystem zones that have been identified in British Columbia are likely to shift northward significantly over the next 50 years, as well as higher up in the mountainous regions, resulting in decreased precipitation in traditional drier months and changes within the current flora and fauna communities.

Expansion of commercial and residential sectors on Lake Windermere and Toby Creek flood plains.

There is no easy access for commercial flights. The closest airport with commercial flights is a 1.5 hr drive to the Cranbrook airport, and there is no public transportation to the airport from Invermere.

Assets and Opportunities

Context

The Mountain-Valley Community is located next to the United Nation's World Heritage Sites of Mt. Assiniboine Provincial Park, Kootenay National Park and Banff National Park. The Parks draw in visitors from all over the world. This area also includes the Columbia Valley Wetland which is a Ramsar Site meaning that it is identified as a wetland of international importance.

The Purcell Wilderness Conservancy, Height of the Rockies and Bugaboo Prov. Parks located in close proximity of the Mountain-Valley Community, encompasses 270,000 ha of pristine wilderness.

The Mountain-Valley Community is a 277 km drive to Calgary, Alberta, and 3.5 hrs from the United States. Airport access is within close proximity with service from three airports: Cranbrook, Fairmont and Invermere.

Invermere is located in a unique natural environment zone called the Interior Douglas Fir Ecosystem, where still today viable native flora and fauna populations exist within and adjacent to the community. Invermere's land area 10.18 km².

Approximately 20% of Invermere's land area is within the Agricultural Land Reserve.

The compact downtown area is a unique mix of stores, professional offices and restaurants that create a compact main street and an appealing character.

To reinforce and promote the role of the Downtown and Athalmer as Invermere's primary commercial development area, and its focus of civic and cultural identity.

Invermere is located on a bench or plateau-like formation of moderate to strongly rolling terrain, which slopes eastward toward Lake Windermere. The plateau is delineated by steep escarpments ranging in heights from 50 to 100 metres with slip-prone soils.

Lake Windermere has many uses and values including: cultural values for First Nations, a source of potable water for surrounding residents, fish and wildlife habitat, linkages to the Columbia River Wetlands, and high value recreational opportunities. Increasing development and use have led to concerns that the human-caused impacts on the lake may exceed its ecological carrying capacity and degrade drinking water quality.

Existing tourism amenities close to Invermere offer many experiences thus limiting the need to extend physical and social structure.

OCP policies wander due to a lack of a central theme such as what CSAT would bring together. Research of each of the policies noted below would show various degrees of implementation.

Invermere and Fairmont airports are within close proximity, however neither is currently served by commercial flights.

Policies

Parks, Pathways and Open Master Plan

The District has identified and protects a number of Environmentally Significant Areas (ESAs)

Hillside development policies

The Downtown Commercial District of Invermere has been designated as a Development Permit Area

BC Building Code requires all new homes and renovations to install ultra-low flow toilets and water-saving plumbing fixtures and fittings

Growth Management Policy, consideration of urban containment boundary

Watercourse, Wetlands and Wildlife Habitat Development Permit Area

OCP policy - to ensure efficient residential development and redevelopment that effectively uses existing developed land base and prevent sprawl

OCP policy - to support the development of a more diversified economy by accommodating a mix of land uses and attracting businesses that value the natural environment

OCP policy encourages mixture of housing and affordability

OCP policy – to support new commercial development and development of downtown commercial area, promoting downtown as the focal area for commercial activity for Invermere and Upper Columbia Valley

OCP policy – to support mixed land uses in the downtown

OCP policy to support gateway commercial along Athalmer and residential above commercial

OCP policy to encourage tourism development that will benefit the community, including accommodation

OCP policy – strive to accommodate light industrial

OCP policy – to protect agricultural land

OCP policy – to provide parks and recreational facilities

OCP policy to promote and implement community greenway

OCP policies to identify and protect environmentally sensitive areas, aquatic habitat, land that has inherent natural, cultural or recreational value, remaining riparian and wetland areas, local and regional natural corridors

OCP policies to protect against natural hazards, development on hillsides

Supporting Programs

Fire Interface, Columbia Greenways (partnership)

Infrastructure

Community Forest planning

Research/Plans

Lake Windermere Management Plan

Developments

Invermere has historically been a centre of Industrial development in the Upper Columbia Valley. The existing Industrial Park comprises approximately 50 hectares of Invermere's area and contains both traditional and non-traditional industrial uses.

Stakeholders

District of Invermere, Regional District of East Kootenay, Provincial and National Parks, Agricultural Land Commission, Akisqnuq First Nation, Shuswap Indian Band, Columbia Valley Botanical Society, Radium Hot Springs

Transportation

Challenges

Approximately 20% of the developed land base in Invermere is committed to roads and parking. 78% of employed labour force commutes by automobile; 1.3% by public transit; 19% by walking/biking

No public transportation within the community. Very limited public transportation to and from other communities, although BC Transit has a Monday to Friday schedule

Steep hills in many areas except the downtown core limit biking and walking opportunities

CPR right of way along the shore of Lake Windermere

Transportation services could be improved in a number of ways including:

- Closer airports;
- Improved pedestrian connections in the downtown and to Lake Windermere;
- Options for recreational vehicles to access Lake Windermere;
- Improved parking needs;
- Utilizing the railway connection for people transportation;
- Providing better connections from highway traffic into Invermere's downtown; and
- Unique opportunities for residents and visitors with accessibility challenges.

The District of Invermere has kept records of the vehicle fleet by the amount of fuel used monthly per vehicle. In 2007, the DOI vehicle fleet consisted of 23 vehicles. Of these vehicles, 9% of the municipal fleet vehicles were more than twenty years old, 52% were from the 1990's, and 39% were 2000 model year vehicles or newer.

There is no easy access for commercial flights. The closest airport with commercial flights is a 1.5 hr drive to the Cranbrook airport, and there is no public transportation to the airport from Invermere.

Assets and Opportunities

Context

Invermere has a relatively compact downtown core that is very walkable.

New pathways and trails have been built to encourage non-motorized transportation.

Strong desire to make the community more transit friendly and less dependent on automobiles.

Invermere is an active community that values recreation.

Materials used in transportation system?

Opportunity to use permeable paver brick, permeable concrete, local and recycled materials.

Policies

The District currently places \$50,000 per year into a road reserve fund to repair and upgrade existing roads.

Pedestrian Charter with overarching intent “to ensure walking is safe, comfortable and a convenient mode of travel”.

Traffic Calming Policy

Bill 27 OCP amendment has supportive policies for more compact development, infill residential, trail networks for non-motorized transportation, expansion and improvement of the Columbia Valley Transit Service, anti-idling by-law, and active transportation.

OCP policies encourage public transportation and alternative modes of transportation, and improving roads and sidewalks to support all uses

OCP policy to make streets more livable and attractive

Accessibility policy to increase number of accessible parking stalls

Invermere and Fairmont airports are within close proximity, however neither is currently served by commercial flights.

Supporting Programs

Walking school bus

Free shuttle bus to Panorama ski hill.

BC transit regional services

Infrastructure

Mountain Valley Shuttle Service

Invermere and Panorama Trail System

Radium to Invermere Greenway Project

5+ kms of sidewalks added in 2010

Research/Plans

Active Transportation Network Plan – to establish transportation links between the core commercial areas and surrounding neighbourhoods and destinations; provide facilities that encourage alternatives to automobiles; improve access to and attraction of community facilities, parks and amenity areas; promote community health and public engagement

Parks, Pathways and Open Space Master Plan

Community Enhancement Plan

Detailed E3 Fleet studies

Developments

Athalmer

Stakeholders

District of Invermere, residents, business owners, landowners and developers, Panorama Resort, Provincial government, Kootenays Regional Tourism, BC Transit.

Water and Waste Systems

Challenges

Long term water supply has been an issue for the District for the past several years. Increased domestic consumption due to population growth in the community has resulted in the need for watering restrictions during the summer months. Effective measures for the utilization of non-potable water do not exist.

The existing Paddy Ryan system will only adequately meet the District's summer water demands for a number of years in near future.

Risk of availability of domestic water due to potential climate change impacts.

Climate change impacts on water quantity include reduced or limited municipal water supply, reduced streamflow, decrease in aquifer recharge rate, increased flooding in early spring, drought conditions.

Climate change impacts on water quality include increased turbidity in streams, decreased watershed and wetland health and integrity, water treatment costs, decreased recreation

Concerns about increased motorized recreation on Lake Windermere.

Residential and commercial growth combined with light and heavy industrial expansion on lands surrounding Athalmer aquifer.

The District of Invermere, like many of the resort destination communities in the Kootenays, is facing increasing growth pressures, particularly as a result of the demand for vacation properties and second dwellings. This growth creates tangible costs for infrastructure required to service new developments. At the same time, it also creates a "shadow population" which generates seasonal or peak demands on the District's soft services (e.g. parks, recreation, protective services, etc.).

Assets and Opportunities

Context

Invermere contains watercourses, wetlands and wildlife habitat areas.

The source of water for the District of Invermere is Goldie Creek, in the Purcell Mountain range. Water is piped from an intake structure in the Paddy Ryan Lakes to a chlorine contact chamber, which is maintained at a constant water level by a flow control valve and float system. Water storage is provided in the Paddy Ryan lakes (sedimentation reservoirs) and the chlorine contact chamber.

The Paddy Ryan water supply was deemed to be potentially limited, and so a second reservoir was located and selected as a secondary water supply in Athalmer.

Watercourses, their riparian areas, natural grasslands, upland areas and the Columbia River wetlands provide essential wildlife habitat and movement corridors.

The Athalmer Reservoir draws from an aquifer located in an unconsolidated sand/gravel source, located close to both the Columbia River and Toby Creek. Although a groundwater source, aquifers are not unaffected by climate change. Impacts from shifts in peak runoff, precipitation patterns, extreme weather events, glacial retreat and changes in demand are likely to impact the productivity of an aquifer.

Invermere waste is collected and processed at the following locations:

Primary and some recycled waste are processed at regional landfill site in Windermere.

Municipal recycle program is collected in bins and trucked to Cranbrook for processing.

Sewage is collected and put through a primary lagoon process in Athalmer.

Curbside pick-up for recycling.

Currently no renewable energy systems for water and waste.

Current practices of protecting watercourses within Invermere include:

Lake Windermere Plan

Foreshore management plan by RDEK and Provincial Lands Branch.

Provincial & Federal Acts and Regulations.

Invermere's Watercourse, Wetlands and Wildlife habitat areas DPA

Universal water metering along with restrictive watering periods indicates less residential water demand in Invermere than the regional average.

Policies

All residential homes are equipped with water meters.

Residents are on restricted watering 365 days a year.

OCP policy – the District will explore ways to utilize sewage effluent for the irrigation of agricultural areas.

365-day water conservation bylaw

OCP development permit areas for watercourse, wetland and wildlife habitat areas

OCP policies to protect environmentally sensitive areas, riparian areas, maintain drainage, provide flood protection, prevent erosion and soil instability

OCP policies require any development on hazardous areas to have a development permit

Supporting Programs

Toilet exchange program.

Curbside recycling every two weeks; recycling centre

Weekly waste collection is user pay

Community based outdoor water efficiency campaign

Infrastructure

Upgrade to sewage treatment plant completed.

Universal water metering

Research/Plans

Master Drainage Plan

District of Invermere Environmental Inventory

Aquifer protection plan

East Kootenay Integrated Lake Management Partnership

Lake Windermere Management Plan goals:

Goal 1: Protect and enhance the **environmental** health and integrity of the lake.

Goal 2: Ensure the continuation of diverse and safe **recreational** opportunities.

Goal 3: Encourage and support the development of a **community** that will work together to respect and balance the various interests on the lake.

Goal 4: Clarify and strengthen responsibilities for **management** and **enforcement**.

Developments

Stakeholders

District of Invermere, residents, businesses, Columbia Valley Botanical Society, Regional District of East Kootenays

Appendix B: Proposed Initial Actions Recommended for Consideration by CSAT

Main Strategy Area	Action	Short Title	Action Description	Rationale/Comments	Which DoS?	Impact (high, medium, low)	Visibility	Ease of implementation	Good ROI*	Timeframe for completion (# years)	Lead Partner	Other Partners	Other Strategy Links
1. Buildings and Sites	1	Citizens Development Review Panel	Create a Citizens Development Review Panel with planning and design professionals and sustainability expertise to provide input to Council on large projects and subdivisions.	This panel is to provide a sustainability lens to developments. Could ensure adherence to sustainable development checklist (that the Centre will provide). There is already a Planning Advisory Committee – perhaps this committee could be morphed into the Review Panel with new terms of reference?	1, 3,7	High	High	Easy		1	DoI	RDEK	Land Use and Natural Areas
	2	DoI Sustainable Buildings leading by example	Implement energy retrofits for existing DoI buildings.		3, 8						DoI		Energy
	3	Green Kinsman Beach facility	Build Kinsman Beach recreation facility to advanced green building principles.	DoI needs to lead by example by building public buildings to the highest green building standard.	3, 8						DoI		Energy
	4	Public building use survey	Survey public buildings for current uses to determine potential future uses.	Invermere wants to where possible have its public buildings used by a full range of people and activities. Survey will show where gaps lie, focus on better use of energy and better plan future buildings.	6	High	high	Medium	y	2	DOI	School Board RDEK Health BC Federal & Provincial Gov't, Service Clubs & Organizations	Education, Arts, Culture, Recreation
	5	Housing stock survey	Compile an inventory of current housing stock types and uses.	Present housing is costly. Survey will determine range and gaps in prices and distribution throughout DoI for accessibility and diversity of neighbourhoods.	2	High	Low	Easy	y	1	DOI	Real Estate Board Building Trades Stats Can & BC. Local manufacturers and crafts people.	Community and Individual Health

Main Strategy Area	Action	Short Title	Action Description	Rationale/Comments	Which DoS?	Impact (high, medium, low)	Visibility	Ease of implementation	Good ROI*	Timeframe for completion (# years)	Lead Partner	Other Partners	Other Strategy Links
2. Community and Individual Health	1	Medical support services inventory	Conduct a gap analysis of medical and support services in Invermere.	This would determine what medical services are currently available in Invermere and what is needed in order to determine feasibility of an integrated health centre.	2, 7						Family Services	DOI Health BC, Clinics service organizations, BC Children's & Families.	
	2	Recreation and Performing Arts Complex	Build a multi-use complex for recreation, performing arts, library, community rental space, youth activities, etc.		6,9	High	High	Difficult			DoI	CVAC, library, school district, recreation board, RDEK	Education, Arts, Culture, Recreation
3. Economy and Work	1	Economic Development Officer	Create and fund a full-time Economic Development Officer position with a mandate focused on achieving the sustainability objectives.	A full-time EDO would focus on attracting and developing new business opportunities, which would help diversify the economy, in partnership with other jurisdictions in the Valley.	1, 5, 6	High	High	Easy-medium	Y	12-18 months	DoI	RDEK Chamber of Commerce First Nations Panorama	
	2	Affordable business training and development	Provide training and professional development courses for local businesses in support of achieving the sustainability objectives.	Many local businesses find the costs and time prohibitive to develop their own skills.	1, 6	High	High	Easy	Y	3 months - ongoing	Chamber	COTR Chambers DTSS	
	3	Local living wage	Determine the 'Living Wage' for Invermere utilizing the Canadian Centre for Policy Alternatives methodology.	By determining the Living Wage for Invermere, there will be a better understanding of the earning needs of residents and the type of business/industry to attract.	1, 4	Low	Medium	Medium			1 year	Chamber	CCPA DoI
4. Education, Arts, Culture, and Recreation	1	Recreation Director	Hire a Recreation Director to promote, facilitate and coordinate recreational opportunities.	A Recreation Director will be able to take better advantage of additional recreation opportunities as well as to support volunteer groups.	2, 9	High	High	Easy-medium	Y	6 months – 1 year	DoI	RDEK Sports Associations	Community and Individual Health
	2	Arts and Culture	Develop and implement a broad communications	This report was completed in Feb 2009 but not widely	1, 2	Medium	High	Easy	Y	Immediate	CV Arts	Chamber of Commerce	

Main Strategy Area	Action	Short Title	Action Description	Rationale/Comments	Which DoS?	Impact (high, medium, low)	Visibility	Ease of implementation	Good ROI*	Timeframe for completion (# years)	Lead Partner	Other Partners	Other Strategy Links
			strategy for the Columbia Valley Cultural Scan Final Report.	communicated. It would create awareness of current arts and cultural activities and provides information on programming needs.									
	3	Winter recreation	Supply and maintain garbage, recycling and washroom facilities around the Whiteway for winter recreational use on Lake Windermere.	These facilities would increase use and accessibility of winter recreation, as well as create a cleaner environment.	1, 2, 9	Medium	Medium-high	Easy	Y	6 months-1 year	DoI	Whiteway Nordic Club Chamber	Community and Individual Health
5. Energy	1	Energy types and systems	Create an inventory of energy uses, types and systems of existing buildings and transportation.	In order for Invermere to increase its green footprint green energy systems are a must. Inventory will show gaps in footprint and needs for improvement.	1, 2, 7	High	High	Medium	y	1	DoI	Energy producing companies BC Utilities	Buildings and Sites
	2	District energy feasibility study	Conduct a feasibility study for creating a district energy system in Invermere.	A district energy system would create a more efficient energy and cleaner energy supply.	2, 5, 6	High	Low	Easy	Y	1 year	DoI		Buildings and Sites
	3	DoI clean energy leading by example	Implement a clean energy project that shows leadership (for example, electric vehicles, green Kinsmen Beach hut).		1	Medium	High				DoI		
	4	Energy Planning Committee	Create a Community Energy Planning Committee that includes planning for energy resiliency/peak oil.	The committee would consider and plan for energy resiliency in the community.	4, 6						DoI		
6. Food	1	Let's get growing	Find suitable land to establish a community garden.	Need to find land first; next step would be to establish structure for a community garden.	1, 3, 5						Groundswell	DoI; School District	Community and Individual Health
	2	Partnerships	Survey local producers, distributors and retailers for existing supply and distribution arrangements.	Local producers in particular need to know what distributors and retailers are looking for as produce comes available. Creating a network is essential but before this a	6	High	Medium	Easy	y	1 or could be on-going	Groundswell Network Society	Local food producers, food outlets and distributors, BC Agriculture	

Main Strategy Area	Action	Short Title	Action Description	Rationale/Comments	Which DoS?	Impact (high, medium, low)	Visibility	Ease of implementation	Good ROI*	Timeframe for completion (# years)	Lead Partner	Other Partners	Other Strategy Links
				background of what exists is needed.									
	3	Compost plan	Develop a community composting plan.	A plan for community composting, including feasibility of a compost centre.	7	High	Medium	Difficult	M		Groundswell	Dol	Water and Waste
	4	Food library	Develop a one-stop shop website and blog resource for food production and locally available food.	This would be a resource that would increase and maintain the food growing resources available to the public.	1	Medium	Medium	Medium	Great	3	Groundswell	Dol Wildsight Farmers Institute Pesticide-Free Valley CBT SD#6	Community and Individual Health
7. Land Use and Natural Areas	1	Smart growth principles	Adopt smart growth principles for planning and development.	Dol needs to initiate smart growth in conjunction with neighbouring jurisdictions to support the ICSP.	1, 2	High	Medium	Difficult	Y	2	Dol	RDEK First Nations Smart Growth BC Real Estate Board Building contractors	Buildings and Sites
	2	Natural and Environmentally Sensitive Areas Designation	Designate natural and environmentally sensitive areas to protect from development.	Prior to Invermere designating natural and environmental sensitive areas, criteria and selection guidelines must be established for Dol planners with a goal of protecting areas from development.	4	High	High	Medium	Y	1-2 yrs	Dol	Ministry of Env Local experts Building contractors Lake Windermere Society	
	3	Vehicle-free downtown core	Develop a plan for creating a vehicle-free downtown core.	A vehicle-free area would reduce congestion, idling and fossil-fuel use, as well as to increase walking and livability. Need to consult with downtown businesses.	3	High	High	Medium	Y	6 mo-1 year	Dol	Chamber of Commerce	Transportation Energy
	4	Improved entrance to Invermere	Develop a plan and design for improving the aesthetic appeal to the entrance of Invermere.	Strategic plantings, visually appealing signs, etc, would improve the appeal to the entrance.	3	Medium	High	Medium	Y	1-2 years	Dol	Chamber of Commerce Shuswap Band RDEK	Economy and Work

Main Strategy Area	Action	Short Title	Action Description	Rationale/Comments	Which DoS?	Impact (high, medium, low)	Visibility	Ease of implementation	Good ROI*	Timeframe for completion (# years)	Lead Partner	Other Partners	Other Strategy Links
8. Transportation and Mobility	1	Non-motorized alternatives	Develop signage and information to raise awareness of biking and walking paths in Invermere.	To provide information on non-motorized options available.	1	Medium	High	Easy	Y	1 year	Dol	CBT RINC grants	Education, Arts, Culture, Recreation
	2	Local shuttle	Develop a business plan to operate a minimal fee shuttle service from Crossroads to Kinsmen Beach.	A shuttle service would reduce dependency on personal vehicle use.	1, 2	High	High	Medium	Y	1 year	Dol	RDEK CBT Chamber	
	3	Bike infrastructure	Establish bike lanes and racks in the community.	Makes it easier for people to ride and access downtown on bikes.	1, 3	Medium	High	Easy	Y	>1 yr	Dol	Chamber of Commerce	Community and Individual Health
	4	Ride Share Program	Develop a website to facilitate carpooling to major centres and/or other communities.	This could just be an e-bulletin board for people to advertise that they can give a ride or need a ride.	2, 5	Low	Medium	Easy	Y	1 year	Wildsight	Kootenay Carpooling (Nelson)? Dol	Energy
9. Water and Waste	1	Sewage treatment biogas recovery	Conduct a feasibility study on whether biogas from sewage can be used as an energy source.	This would allow waste to be used as a local resource.	2, 8	Medium	Low	Medium		1 year	Dol		Energy
	2	Source water protection	Implement policies to protect quality and quantity of drinking water supply.		1, 4	High	High	Medium	Y	1 year	Dol	Interior Health Wildsight LW Ambassadors Community Forest Min of Env	Community and Individual Health
	3	Water Re-use	Investigate the feasibility of implementing residential greywater systems.	Reduce residential potable water use.	5	High	High	Medium	Y	1 year	Dol	Interior Health Wildsight Groundswell RDEK	Energy

* Does the proposed action and direction provide enough return on the financial, political and stakeholder investment in order to resource future actions?

- ✓ What is the financial impact of the action on the organization if they implement the action? (Does it reduce long-term operating costs, have a strong return on investment)?
- ✓ What is the financial impact on other stakeholders from implementing the action?
- ✓ If required, would citizens be willing to pay for this policy through a tax increase? or Would enough users pay a user fee to make this policy a reality?

Appendix C: List of all Action Ideas

Main Strategy Area	Action	Short Title	Description	Rationale/Comments	Which DoS?	Impact (high, medium, low)	Visibility	Ease of implementation	Good ROI	Timeframe for completion (# years)	Lead Partner	Other Partners	
1. Buildings and Sites	1	Housing Stock	Develop a set of measures to access and record diversity, costs and accessibility of housing	Present housing is costly. Survey will determine range and gaps in prices. Will as well determine distribution throughout DOI for accessibility and diversity of neighbourhoods.	2	High	Low	Easy	y	1	DOI	Real Estate Board Building Trades Status Canada & BC. Local manufacturers and crafts people.	
	2	Locally Built	Survey of construction workforce to determine resident workers and diversity of local materials being used.	DOI wishes to maintain a locally based workforce and encourage use of materials produced in the community and surrounding area. Survey will indicate what the current situation is.	4	High	Low	Easy	y	On-going	DOI	Canada Manpower, local building & Trades firms, Unions	
	3	Public Building Use	Survey of all public buildings for use, accessibility, who uses and how often.	Invermere wants to where possible have its public buildings used by a full range of people and activities. Survey will show where gaps lie, focus on better use of energy and better plan future buildings.	6	High	high	Medium	y	2	DOI	School Board, RDEK, Health BC, Federal & Provincial Gov't, Service Clubs & Organizations	
	4	Building bylaws	Enforce local building bylaws to insure all new buildings use renewable and passive energy sources and water efficiency		3, 8	High	Med	easy					
	5	Local workforce only on municipal buildings	All municipal building and sites are built and maintained by local companies	The town needs to set an example	4								
	6	Monster Home Environmental Levy	Increase development cost charges for very large single family homes – sliding scale increase starting at 3,000 ft ² . Create a special fund with the \$ to use towards municipal sustainability projects.	Excessively large homes have a very large environmental impact from construction materials and operating energy. Fees for excessively large projects could be used for	3	High	High	Easy	yes	1	DOI		

				municipal sustainability projects.								
7	Tree Cutting Bylaw	Permit required for cutting any tree over a certain size	Maintain habitat for wildlife and improve aesthetics of community by hiding and blending buildings into the natural environment	1	High	High	Easy (but enforcement needs effort)	Yes	1	DOI		
8	Historic Designation of Buildings	Identify buildings with historical significance so that they can be protected from demolition	Maintain history of valley	1	Medium	High						
9	DOI Sustainable Buildings – Leading by Example	DOI builds new Kinsman Beach recreation facility, new rec center, and/or district office to highest environment building design standard possible		3								
10	Shared DOI/School District Performance Venue	Build more shared facilities between school district and DOI – Performance space (similar to Kimberley), rec center, library, etc										
11	Energy Assessment Grants	DoI to provide grants to have a Certified Energy Advisor do reviews of homes.	To reduce energy use in existing homes	3	High	High	Easy	Good	1	DoI	BC Gov, Fed Gov	
12	Energy Retrofits to DoI Buildings	DoI to continue energy retrofits	To reduce energy use in existing buildings	8	High	High	Somewhat	Good	1	DoI		
13	Community Demonstration Gardens	DoI to Join Groundswell and SD#6 at the Community Gardens	Display green living landscapes	5	High	High	Easy	Great	3	Groundswell	DoI, SD#6, CBT	

2. Community and Individual Health	1	Neighbourhoods	Develop a set of measures to determine Invermere's various neighbourhoods	In order for Invermere to determine if neighbourhoods are diverse, healthy, and multi-generational for all ages to grow and age in place, we need to determine where these areas are.	1	Medium	Low	Medium	y	2	DOI	Family Services, RCMP, Prov. & Federal Gov't sources
	2	Medical & Support Services	Determine local services, transportation required to reach them and if available	In order to maintain a well rounded residential population, residents require a full range of medical and support services. WE must first determine present gaps in the needs.	2	High	High	Easy	y	1	Family Services	DOI, Health BC, BC Hydro, Clinics, service organizations, BC Children's & Families.
	3	Recreational Activities	Categorize what is offered, accessibility, environmental involvement and impacts.	A community with a diverse range of indoor and outdoor activities is sought, based on sound environmental values and a connection to nature. Gaps and deficiencies need to be determined in order to fulfil our plan.	6	Medium	Low	Medium	y	2	DOI	RDEK, School Board, private and community organizations, Min. of Environment, Family Services
	4	Recreation complex	Build a recreation complex at the former high school site	This would go a long way to improving community health and works with other strategy areas	6,9	High	High	difficult				
	5	Local festivals	Festivals geared toward local needs and interests instead of tourists	Invermere is so focused on the tourist market at the expense of growing local culture	1,2,6	Medium						
	6	Let's Get Growing	Facilitate more gardens for the lower income population	Give lower incomers access to healthy, affordable, local food while building resilience	5	High	High	Easy	Great	ongoing	Family resource center/food bank	Groundswell, CBT
	7	Native Plant Days	Provide courses on how Native Plant can be used.	Help raise local plant awareness and uses to build resilience.	7	Med	Med	Somewhat	Good	ongoing	First Nations, Parks Canada	Groundswell, DoI
	8	Garden tours	Establish monthly garden tours to encourage the growing spirit.	The more we think gardens, the more we grow gardens, the more resilient we are.	6	Med	Med	Easy	Great	ongoing	Groundswell	DoI, CBT

3. Economy and Work	1	Use of Renewable Technologies	Inventory industries and services to assess for use of clean and renewable technologies.	Invermere wishes to be a leader as a green working community. In order to meet this goal a "state of the current landscape" is required.	2	High	High	Medium	Y	On-going	DOI	Chamber of Commerce, local businesses and service organizations, conservation organizations
	2	Wages & Lifestyles	Survey businesses and services for wages paid and benefits offered.	Wages and benefits have a direct relationship to affordable housing and services. A well rounded community is nor attainable without understanding where needs exist.	4	High	Low	Easy	y	1	Chamber of Commerce	DOI, employment agencies, local businesses.
	3	Regional Partnerships	Determine which ones exist and how they relate to our economy.	We must first determine what partnerships exist. From there we can look for new ones and build on existing.	6	Medium	Low	Easy	y	1	DOI	First nations, RDEK, Prov. & Federal Gov't, private businesses and service organizations.
	4	Energy Assessment Grants for Businesses	Dol to provide grants to have a Certified Energy Advisor do reviews of businesses	To reduce energy use in existing businesses	7	Med	Med	Easy	Good	1	Dol	BC Gov, Fed Gov.
	5	Diversify economy	Strike a task force to brainstorm ideas to attract/develop new industry/business opportunities to tourism or forestry.									
	6	Economic Development Officer	Create and fund a full-time Economic Development Officer position with a mandate focused on achieving the sustainability objectives.	A full-time EDO would focus on attracting and developing new business opportunities, which would help diversify the economy, in partnership with other jurisdictions in the Valley.	1, 5, 6	High	High	Easy-medium	Y	12-18 months	Dol	RDEK Chamber of Commerce First Nations Panorama
	7	Affordable business training and development	Provide training and professional development courses for local businesses in support of achieving the sustainability objectives.	Many local businesses find the costs and time prohibitive to develop their own skills.	1, 6	High	High	Easy	Y	3 months - ongoing	Chamber	COTR Chambers DTSS

4. Education, Arts, Culture and Recreation	1	Arts & Culture	Inventory Arts, Cultural and Leisure opportunities	Combine this survey with Main Strategy 2(3). We need to have a base inventory of what is available and what we can build upon.	1	High	High	Medium	y	1.5	CV Arts Council	RDEK, College of the Rockies, School Board
	2	Awareness & Learning	Inventory community organizations. Then send questionnaire to ascertain how they promote sustainability and awareness.	In order to succeed with a holistic value we must first ascertain what is being preached. From there we can draw on strengths, give direction and fill in existing gaps.	5	Medium	Low	Medium	y	1	Family Services	Service clubs, community organizations, churches
	3	Green Activities	Inventory recreational and leisure activities offered from other surveys. Carry out random questionnaire of participants based on DoS 8	By finding out what exists in the community the DOI can encourage new endeavours where gaps occur and encourage those which fall short.	8	High	High	Medium	y	1	DOI	RDEK, user groups, Chamber of Commerce, Health BC, Stats Canada
	4	Recreation complex/Centre	Build a recreation complex/centre with swimming pool and meeting spaces (at the former high school site)	This would go a long way to improving community health and works with other strategy areas	1,4	High	High	Difficult/Expensive		3	DoI	
	6	Lakefront hiking path/boardwalk	Create a hiking/biking path around the lake	Healthy recreation and tourism attraction	9						DOI	RDEK and other communities around lake
	7	Wetlands boardwalk	Build a boardwalk in Athalmer around edge of wetlands	Recreation, encourage connection with natural areas	1							
	8	Invermere Pond Hockey League	Establish an Invermere Pond Hockey League for a low environmental & physical impact hockey alternative	Reduce the huge carbon footprint associated with hockey and put the fun back into it.	7	High	High	Somewhat	Great	5	Minor Hockey parents	DoI, Hockey Canada, Kraft
	9	Recreation Director	DoI hire a Recreation Director to promote, facilitate and coordinate both youth and adult recreational activities.	Take better advantage of additional recreational opportunities and support fledgling volunteer groups.								

5. Energy	1	Energy Systems	Inventory energy systems for affordability, where and who supplies.	In order for Invermere to achieve and maintain Smart Growth options, it will require an inventory of the main criteria influencing the plan.	1 and 2	High	medium	Medium	y	1	DOI	BC Hydro, utility companies,
	2	Energy Diversity	Survey to determine which systems most used, where used and how reliable.	To meet energy demands and a green status Invermere needs to know what works best in our climate.	6	High	High	Easy	y	1	DOI	
	3	Energy Systems	Inventory existing energy systems for low impact and green footprint.	In order for Invermere to increase its green footprint green energy systems are a must. Inventory will show gaps in footprint and needs for improvement.	7	High	High	Medium	y	2	Wildsight	DOI, energy producing companies, BC Utilities,
	4	Sustainability programs	Encouragement of local sustainability programs		3						College of the Rockies	DTSS
	5	Local Clean Energy Generation	Establishment of industries that create clean electricity (biomass, geothermal, solar, etc.) and heat for district energy	Reduced environment impact, keeping energy \$ in the community, and job creation	7						Local Entrepreneurs	DOI/RDEK/Native Communities
	6	District Energy	Create a district energy system supplying clean energy to large energy users and compact residential buildings	Reduced environment impact, keeping energy \$ in the community, and job creation	5							
	7	DOI Clean Energy - Leading by Example	DOI leads by example – Transportation – Electric and hybrid operations vehicles. DOI buildings – Net zero energy, renewable energy generation		1							
	8	POP (Peak Oil Prep)	Create a committee to plan for the effects of Peak Oil (like current emergency planning)	To build resilience with a capital R	4	High	Med	Somewhat	Priceless	2	Dol	Groundswell, CBT, Chamber of Comm, Exxon

6. Food	1	Locally Produced Support	Inventory local producers for resident vs. non-resident sales.	For Invermere to achieve a higher degree of locally grown and bought information needs to be collected on who is buying and be able to do comparisons of local produce to imported.	1	High	Medium	Easy	Y	1	Groundswell Network Society	Farmers markets, produce stands and growers	
	2	Food Options	Conduct a survey of food outlets to compare with Canada Health Guide for what is truly available and where gaps lie.	For Invermere residents and visitors to have healthy options in food selection we need to assure local outlets are offering these choices. This will in turn allow promotion of a healthy lifestyle is attainable within the community.	4	Medium	Low	Easy	Y	1	DOI	Groundswell, Health Canada, local agriculture groups	
	3	Partnerships	Survey local producers, distributors and retailers for local partnership arrangements.	Local producer in particular need to know what distributors and retailers are looking for as produce comes available. Creating a network is essential but before this a background of what exists is needed.	6	High	Medium	Easy	y	1 or could be on-going	Groundswell Network Society	Local food producers, food outlets and distributors, BC Agriculture	
	4	Community gardens	All new condo/apartment development has to include a space for a community garden	Those who don't have land need access to gardening space that is easily accessible	1,3,5								
	5	Compost education center	Develop a program for compost education to encourage residents to compost									Groundswell	College of the Rockies
	6	Seed swaps/Seedy Saturdays	Encourage and organize seed saving and swaps	Increase prevalence of fertile seeds and local sharing. Build resilience and reduce energy	1,4,5,6	Med	High	Easy	Good	Ongoing		Groundswell	DoI
	7	Local Food Grants	Fund Grants to Local Food Producers	Build resilience and reduce energy	6	Med	High	Easy	Good	3		DoI	CBT, BC Gov
	8	Food Library	Provide a one stop paper and blog resource for food production	To increase and preserve the food growing resources available to the public	1	Med	Med	Somewhat	Great	3		DoI	Groundswell, CBT, Library, SD#6
	9	Local Food Logo	Design and implement a labelling system for foods		1, 3, 6	Med	High	Medium	Y	6 mo – 1 yr		Slow Food Columbia	Groundswell, Chamber of

			that are produced in the Windermere Valley								Valley	Commerce, DoI
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7. Land Use and Natural Areas	1	Smart Growth	Review current literature and formulate a set of values for smart growth in our community.	Not all smart growth criteria are designed to fit nor could fit into the DOI planning guidelines. Prior to initiating a smart growth program Invermere needs to establish what works here.	1	High	Low	Medium	y	2	DOI	Smart Growth BC, Prov. Gov't, Real Estate Board, local building contractors.	
	2	Sensitive Areas	Draw up a set of criteria that formulates a Natural & Environmental Sensitive areas program.	Prior to Invermere designating and excluding natural and environmental sensitive areas, a set of criteria must be made available to planners, etc.	4	High	High	Medium	y	1	DOI	Lake Windermere Society, Environment BC, First nations, local experts., Wildsight	
	3	Respect for Environment	A Code of Ethics for the environment needs to be created.	As a small community surrounded by nature many residents indulge in that environment. A document outlining what we as a community accept as a respectful way to indulge in the out of doors will serve as a reminder to both resident and non-resident what ethics are accepted.	6	High	High	medium	y	1.5	DOI	Conservation groups, Lake Windermere Society, First Nations, Groundswell Network Society	
	4	Car free downtown core	Create a car free downtown core similar to Kimberley	Reduced congestion, reduced fossil fuel use, economic	3								
	5	District Energy Zoning	Create zoning to encourage large buildings and compact residential development to use district energy systems										
	6	Improved Entry into DOI	Improve the look and feel of the entry into DOI – planting trees and beautification, building design guidelines along entry corridor, improved community signage and reduced commercial signage	Improve the look and feel of the entry to the community to improve									
	7	Smart Growth	Tax incentives for Smart Growth, tax penalties for not.	Re-shape the way we grow.	1	Low	Low	Somewhat	Poor	5	Dol		

			beaches, crossroads.									
	8	DOI Clean Energy Vehicles	DOI leads by example by using electric maintenance vehicles – Electric and hybrid operations vehicles. DOI buildings – Net zero energy, renewable energy generation		3							
	9	Electric Vehicle Charging Stations	Preferred parking spaces in downtown strip with free electric charging to encourage electric vehicle use.		3							
	10	Switch to Human Power	Encourage human power trans., discourage fossil fuel powered trans.	Reduce CO2 production	1	Med	Med	hard	Great	10	DoI	BC Gov, Fed Gov.
	11	Ride Share	Set up ride share program	Reduce vehicle miles	2	med	Med	Easy	Great	2	DoI	

	12	Water Demand Management	Develop a community-wide water conservation action plan for the District of Invermere		1,5,7, 8	Medium	High	Medium	Y	1 yr	DoI	Columbia Basin Trust (Water Smart Initiative), Lake Ambassadors
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Appendix D: Action Monitoring Tool

Ref #	Name of Action	Period	Status	Lead organization	Progress	Progress comment	Previous progress	Previous progress comment	Main Strategy	Strategy Links	Sustainability Objective(s)
1.1	Citizens Development Review Panel			DoI					Buildings and Sites	Land Use and Natural Areas	
1.2	DoI Sustainable Buildings leading by example			DoI					Buildings and Sites	Energy	
1.3	Green Kinsman Beach facility			DoI					Buildings and Sites	Energy	
1.4	Public building use survey			DOI					Buildings and Sites	Education, Arts, Culture and Recreation	
1.5	Housing stock survey			DOI					Buildings and Sites	Community and Individual Health	
2.1	Medical support services inventory			Family Services					Community and Individual Health		
2.2	Recreation and Performing Arts Complex			DoI					Community and Individual Health	Education, Arts, Culture and Recreation	
3.1	Economic Development Officer			DoI					Economy and Work		
3.2	Affordable business training and development			Chamber					Economy and Work		
3.3	Local living wage			Chamber					Economy and Work	Community and Individual Health	
4.1	Recreation Director			DoI					Education, Arts, Culture and Recreation	Community and Individual Health	
4.2	Arts and Culture			CV Arts					Education, Arts, Culture and Recreation		
4.3	Winter recreation			DoI					Education, Arts, Culture and Recreation	Community and Individual Health	
5.1	Energy types and systems			DoI					Energy	Buildings and Sites	
5.2	District energy feasibility study			DoI					Energy	Buildings and Sites	

Ref #	Name of Action	Period	Status	Lead organization	Progress	Progress comment	Previous progress	Previous progress comment	Main Strategy	Strategy Links	Sustainability Objective(s)
5.3	Dol clean energy leading by example			Dol					Energy		
5.4	Energy Planning Committee			Dol					Energy		
6.1	Let's get growing			Groundswell					Food	Community and Individual Health	
6.2	Partnerships			Groundswell Network Society					Food		
6.3	Compost plan			Groundswell					Food	Water and Waste	
6.4	Food library			Groundswell					Food	Community and Individual Health	
7.1	Smart growth principles			Dol					Land Use and Natural Areas	Buildings and Sites	
7.2	Natural and Environmentally Sensitive Areas Designation			Dol					Land Use and Natural Areas		
7.3	Vehicle-free downtown core			Dol					Land Use and Natural Areas	Transportation and Mobility	
7.4	Improved entrance to Invermere			Dol					Land Use and Natural Areas	Economy and Work	
8.1	Non-motorized alternatives			Dol					Transportation and Mobility	Education, Arts, Culture and Recreation	
8.2	Local shuttle			Dol					Transportation and Mobility		
8.3	Bike infrastructure			Dol					Transportation and Mobility	Community and Individual Health	
8.4	Ride Share Program			Wildsight					Transportation and Mobility	Energy	
9.1	Sewage treatment biogas recovery			Dol					Water and Waste	Energy	
9.2	Source water protection			Dol					Water and Waste	Community and Individual Health	
9.3	Water Re-use			Dol					Water and Waste	Energy	

Appendix E: List of Recommended Core Indicators

Indicator Number	Short Name	Long Name	What is being measured	Rationale	Source	Imagine Invermere Priority	Invermere Main Strategy
4	Low Income Prevalence	Proportion of economic families below the low income cutoffs.		Resident affordability is a challenge with a range of impacts, from community quality of life to health to economic viability. It is important that community members are able to afford the basic lifestyle that enticed them to live in Invermere, and that businesses are able to attract a strong local workforce.	Stats Can	Enriching Community Life	Community and Individual Health
6	Recreation Participation	Proportion of residents participating in recreation activities on more than 3 days a week	This indicator measures the proportion of Invermere residents participating in recreation activities more than three times a week.	Recreation and leisure is an important aspect of community life in Invermere. Residents are encouraged to participate to lead healthy lifestyles, and to help maintain a strong recreation culture in the community. Recreating on more than three days a week both benefits individual health and displays a commitment to a recreation lifestyle.	DoI Community Survey	Enriching Community Life	Community and Individual Health
11	Education Attainment	Proportion of residents having attained some level of post-secondary education.	This indicator reports how many people have achieved higher level education.	Individuals' prosperity, economic opportunity, inclusion, health and sense of wellbeing is often tied to education. Education also generally contributes to a skilled and productive workforce, and helps communities to address opportunities and challenges as these arise.	Census	Enriching Community Life	Education, Arts, Culture and Recreation
12	Usage of Lake	Number of people using Lake Windermere in summer and winter for recreation			Count/survey	Enriching Community Life	Education, Arts, Culture and Recreation
13	Recreation, Arts, Culture and Education Programing	Types of recreation, arts, culture and education programs	Diversity of program offerings		DoI, Columbia Valley Arts Council, Columbia Valley Recreation	Enriching Community Life	Education, Arts, Culture and Recreation
17	Farmers Markets	Number of farmers markets days	This indicator measures the contribution to the local economy and food supply by local producers.		DoI	Enriching Community Life	Food

18	Local Food	The proportion of restaurants that serve local food or subscription to Oceanwise.	This indicator measures the contribution to the local economy by local producers and the reduced need for transportation of non-local food.		Survey of restaurants	Enriching Community Life	Food
19	Food Basket Cost Comparison	Average variance of a basket of food between local grocers and comparable community.	This indicator measures the cost difference between a basic basket of food among local grocers compared to grocers in comparable community. It is based on the Canada-wide Market Basket Measure as well as data gathered by the Federation of Canadian Municipalities.	This compares the cost of food in Invermere to other communities; however, it is not a measure of 'affordability,' as that depends on household income.	Food Basket Measure survey	Enriching Community Life	Food
21	Services Proximity	Average distance from all dwellings in Invermere to the closest location with convenience services	This indicator reports the average distance as the crow flies from all Invermere properties to convenience service nodes.	Convenience services provide residents with products and services such as staple groceries that are required on a daily or every two days. As well, these locations can be gathering places, encouraging interaction among neighbourhood community members. Minimizing distances between resident homes and these basic services supports walking and other alternatives to vehicle transportation.	DoI	Enriching Community Life	Land Use and Natural Areas
24	Transit Availability	Number of transit routes within Invermere's municipal boundary.	Measures availability of bus service from Invermere to neighbouring communities.		BC Transit	Enriching Community Life	Transportation
42	Housing Affordability	Proportion of residents paying more than 30% of their gross income on housing	This indicator measures the proportion of residents spending more than 30% of their gross annual income on housing. Housing costs include rent or mortgage payments, water, energy and taxes minus any rental income per year.	Housing costs are a significant in determining whether local employees choose to live in the community. The proportion of gross income spent on housing is a standard measure of housing affordability.	Stats Can	Enriching Community Life	Buildings and Sites
30	Local Workforce	Proportion of employed labour force that both lives and works in Invermere	This indicator measures the percentage of Invermere employees living within Invermere during the winter season.		Stats Can, Chamber of Commerce	Ensuring Economic Viability	Economy and Work

31	Unemployment Rate	Unemployment rate of residents	This indicator measures the proportion of individuals who are not currently working but are actively seeking work. The data is captured in January.	Unemployment rate is a key indicator of economic health as well as of general societal health. A lack of employment often relates to decreased individual and family wellbeing and reduced ability to purchase goods and services. On the other hand, a very low unemployment rate can indicate challenges of attracting a skilled workforce.	BC Stats	Ensuring Economic Viability	Economy and Work
32	Median Income	Real median income	This indicator measures 'real' median individual income of people who place a Invermere address on their annual tax return. Real median income reveals whether purchasing power is increasing or decreasing relative to inflation. Actual income reported unadjusted for inflation is also displayed for comparison purposes.	Median individual income can help reflect a community's overall economic wellbeing. As a proxy of purchasing power, it is also one measure contributing to individual quality of life. Median income is a commonly measured indicator and is readily comparable across communities.	BC Stats, Neighbourhood Taxfile Income Data	Ensuring Economic Viability	Economy and Work
33	Diversity of Economy	Number of industries supporting less than 5% of Invermere's labour force.	Labour force breakdown by main industries	This measures the diversity and balance of industries employing Invermere's labour force.	BC Stats every 5 years	Ensuring Economic Viability	Economy and Work
33	Diversity of Economy	Number of industries supporting 5-10% of Invermere's labour force.	Labour force breakdown by main industries	This measures the diversity and balance of industries employing Invermere's labour force.	BC Stats every 5 years	Ensuring Economic Viability	Economy and Work
33	Diversity of Economy	Number of industries supporting 10-15% of Invermere's labour force.	Labour force breakdown by main industries	This measures the diversity and balance of industries employing Invermere's labour force.	BC Stats every 5 years	Ensuring Economic Viability	Economy and Work
37	Volunteer Rates	Proportion of residents who volunteered in the past year	This indicator profiles the proportion of the population volunteering for at least one hour per month.	Volunteer rates provide a sense of the level of community members' engagement in various aspects of community life. High rates of volunteerism can contribute to stronger social and economic systems as volunteers build relationships and go unpaid to provide important services to the community.	DoI Community Survey	Partnering for Success	Community and Individual Health

38	Action Participation	Number of organizations taking on actions from Imagine Invermere	This indicator measures community understanding, support and involvement of a community sustainability plan		DoI count	Partnering for Success	Community and Individual Health
39	Recreation, Arts, Culture and Education Infrastructure and Facilities	Number of infrastructure and facilities that are shared among recreation, arts, culture and education partners to provide programming	New programs and services provided due to partnerships and collaboration		DoI, Columbia Valley Arts Council, Columbia Valley Recreation, Schoold District	Partnering for Success	Education, Arts, Culture and Recreation
40	Green Building	Proportion of new development that is built to a comprehensive 'green building' standard	This indicator is meant to measure the proportion of new development each year that is built to a comprehensive, certified green building standard such as; LEED, Built Green or Invermere's own green building standard. There is not a numerical measurement system to track this indicator so therefore the indicator relies on commentary.	Buildings, while critical for housing and numerous commercial and recreation activities, can have significant contributions to resource intensive and unethical material sourcing, clearing of natural areas, and wasteful resource use during the buildings life. Human health and productivity can be impacted by poor design and material selection while construction and deconstruction can introduce significant amounts of waste to local landfills. Comprehensive 'Green Building Standards' have the ability to reduce the negative impacts of building often creating a more livable space. Additionally many of the design features even offer a direct return on investment.	DoI?	Protecting the Environment	Buildings and Sites
45	Low impact recreation activities	Proportion of recreational activities that are non-motorized and/or are energy efficient			Count/survey	Protecting the Environment	Education, Arts, Culture and Recreation

47	Energy Use	Total primary energy used including intra-community transportation	Total energy used includes the energy employed to create the electricity delivered, the energy used to generate space and water heating/cooling, as well as transportation energy for some of the larger fleets of vehicles in Invermere. Not included is the private vehicle transportation energy in Invermere as well as the embodied energy of the products used in the community.	Energy is a critical input to certain aspects of day to day life in Invermere. At the same time, non-renewable energy use has an impact on future energy supplies as well as ecosystem and human health locally and abroad. Even large renewable projects such as hydroelectric dams have significant impacts on land and aquatic ecosystems. An ability to reduce Invermere's dependence on energy resources may help the community better adapt to future price shocks, reduce overall environmental impact, and avoid associated negative health issues.	DoI, CEEI	Protecting the Environment	Energy
49	Greenhouse Gas Emissions	Total greenhouse gas (ghg) emissions	Total greenhouse gas (GHG) emissions results include the GHGs created from generating the electricity that we use, the energy used to generate heat/cooling, transportation energy for the larger fleets of vehicles in Invermere and estimates of the emissions from intra-community transportation as well emissions resulting from Invermere's landfilled waste.	Scientists agree that greenhouse gas emissions (GHG) are contributing to global climate change. This changing climate will impact on Invermere's local economy, community life, visitor experiences as well as directly on the local natural environment. Climate change and GHG emissions are global and local issues that require solutions at all levels and reducing Invermere's contribution is an important aspect of our commitment to stewardship of the natural environment, environmental responsibility and long-term sustainability.	CEEI	Protecting the Environment	Energy
57	Development Footprint	Total developed footprint in Invermere	The physical footprint of Invermere's developed area is calculated for this indicator. Developed areas include all zoned boundaries of land except for those zoned as parks, protected areas or extremely low density parcels of land.	Green space and access to natural areas are one of Invermere's most attractive qualities. This indicator provides the ability to track the physical growth of the urban landscape with a goal to limit continuous encroachment on the surrounding natural areas.	DoI	Protecting the Environment	Land Use and Natural Areas
60	Commuting Mode	Proportion of Invermere residents traveling to work via carpool, public transit, walking or biking	This indicator reveals the proportion of residents who reported commuting to work via preferred transportation alternatives, specifically mass transit, carpool, or cycling.	Commuting to work constitutes a large proportion of Invermere residents' transportation trips and transportation in single occupancy vehicles (SOV) is generally more resource intensive and polluting than other modes. Commuting times (including dropping kids off at school) also coincide with peak traffic volumes. The regularity of work commuting may also make it one of the easier trips to shift from single occupancy vehicle (SOV) to alternative transportation such as carpooling, transit, biking or walking.	DoI	Protecting the Environment	Transportation

64	Waste Diversion	Estimated proportion of materials diverted from the landfill	This indicator represents the estimated proportion of materials recycled/composted through waste services and collected for recycling.	Solid waste takes up land, emits greenhouse gases, and among other things can leach harmful materials into the surrounding environment. Recycling, one of the "Three R's" following reduce and reuse, is one strategy employed to limit the impacts of waste, and to conserve virgin material stocks such as aluminium.	Waste management provider, Dol	Protecting the Environment	Water and Waste Systems
65	Water Use	Total potable water use	Water use measures the total of water extracted then delivered from water plants and non-potable systems to end users. Water uses that are not captured within this measure include private purpose uses such as for Invermere's golf courses.	Water is one of Invermere's important assets, supporting natural areas, wildlife, residents and visitors. Using water resources wisely is fundamental to an environmentally-responsible approach to living. This issue relates not only to the availability of the resource; it is also a municipal infrastructure priority that can translate into millions of dollars spent or saved. This indicator provides an important snapshot of whether demand management of water resources are resulting in overall resource conservation.	Dol	Protecting the Environment	Water and Waste Systems
65	Water Use	Total non-potable water use	Water use measures the total of water extracted then delivered from water plants and non-potable systems to end users. Water uses that are not captured within this measure include private purpose uses such as for Invermere's golf courses.	Water is one of Invermere's important assets, supporting natural areas, wildlife, residents and visitors. Using water resources wisely is fundamental to an environmentally-responsible approach to living. This issue relates not only to the availability of the resource; it is also a municipal infrastructure priority that can translate into millions of dollars spent or saved. This indicator provides an important snapshot of whether demand management of water resources are resulting in overall resource conservation.	Dol	Protecting the Environment	Water and Waste Systems

Appendix F: List of All Potential Indicators

Indicator Number	Short Name	Long Name	What is being measured	Rationale	Source	Imagine Invermere Priority	Invermere Main Strategy	Other Strategy Links 1	Move towards sustainability objectives (1, 2, 3+)
4	Low Income Prevalence	Proportion of economic families below the low income cutoffs.		Resident affordability is a challenge with a range of impacts, from community quality of life to health to economic viability. It is important that community members are able to afford the basic lifestyle that enticed them to live in Invermere, and that businesses are able to attract a strong local workforce.	DoI	Enriching Community Life	Community and Individual Health	Economy and Work	
6	Recreation Participation	Proportion of residents participating in recreation activities on more than 3 days a week	This indicator measures the proportion of Invermere residents participating in recreation activities more than three times a week.	Recreation and leisure is an important aspect of community life in Invermere. Residents are encouraged to participate to lead healthy lifestyles, and to help maintain a strong recreation culture in the community. Recreating on more than three days a week both benefits individual health and displays a commitment to a recreation lifestyle.	DoI Community Survey	Enriching Community Life	Community and Individual Health	Education, Arts, Culture and Recreation	
11	Education Attainment	Proportion of residents having attained some level of post-secondary education.	This indicator reports how many people have achieved higher level education.	Individuals' prosperity, economic opportunity, inclusion, health and sense of wellbeing is often tied to education. Education also generally contributes to a	Census?	Enriching Community Life	Education, Arts, Culture and Recreation	Economy and Work	
12	Usage of Lake	Number of people using Lake Windermere in summer and winter for recreation			Count/survey	Enriching Community Life	Education, Arts, Culture and Recreation	Community and Individual Health	
13	Recreation, Arts, Culture and Education Programing	Types of recreation, arts, culture and education programs	Diversity of program offerings		DoI, Columbia Valley Arts Council, Columbia Valley Recreation	Enriching Community Life	Education, Arts, Culture and Recreation	Community and Individual Health	
17	Farmers Markets	Number of farmers markets days	This indicator measures the contribution to the local economy and food supply by local producers.		DoI	Enriching Community Life	Food	Community and Individual Health	

18	Local Food	The proportion of restaurants that serve local food or subscription to Oceanwise.	This indicator measures the contribution to the local economy by local producers and the reduced need for transportation of non-local food.		Survey of restaurants	Enriching Community Life	Food	Economy and Work	
19	Food Basket Cost Comparison	Average variance of a basket of food between local grocers and comparable community.	This indicator measures the cost difference between a basic basket of food among local grocers compared to grocers in comparable community. It is based on the Canada-wide Market Basket Measure as well as data gathered by the Federation of Canadian Municipalities.	This compares the cost of food in Invermere to other communities; however, it is not a measure of 'affordability,' as that depends on household income.	Market Basket Measure?	Enriching Community Life	Food	Community and Individual Health	
19a	Local/Organic Affordability	Market cost of a Invermere local/organic food basket	This indicator compares the cost of a basic local/organic basket of food purchased in Invermere to a conventionally grown and produced basic basket of food purchased in Invermere.	Having affordable access to local, nutritious, culturally appropriate, safe and environmentally sensitive food is necessary to support the health of Invermere's population/visitors and the economic and environmental health of neighbouring food producing communities.	Market Basket Measure?	Enriching Community Life	Food	Community and Individual Health	
21	Services Proximity	Average distance from all dwellings in Invermere to the closest location with convenience services	This indicator reports the average distance as the crow flies from all Invermere properties to convenience service nodes.	Convenience services provide residents with products and services such as staple groceries that are required on a daily or every two days. As well, these locations can be gathering places, encouraging interaction among neighbourhood community members. Minimizing distances between resident homes and these basic services supports walking and other alternatives to vehicle transportation.	DoI	Enriching Community Life	Land Use and Natural Areas	Buildings and Sites	
24	Transit Availability	Number of transit routes within Invermere's municipal boundary.	Measures availability of bus service from Invermere to neighbouring communities.		BC Transit	Enriching Community Life	Transportation		

1	Rental Availability	Average number of listed units available for rent	The number of long term rental units listed in local papers each week (minus any duplicates between papers) is counted and divided to provide the annual average number of units available for rent each week.	Housing availability at affordable prices is important to help maintain a strong vibrant community and in order to attract and retain a local workforce for Invermere businesses. The number of long term rentals provides a sense of Invermere's vacant housing supply and therefore the availability for community members.	?	Enriching Community Life	Buildings and Sites	Community and Individual Health	
2	Historic Buildings	Number of historic buildings in Invermere	Protection and preservation of heritage, history and culture in buildings		Heritage BC?	Enriching Community Life	Buildings and Sites	Education, Arts, Culture and Recreation	
3	Housing Diversity	Proportion of single-family dwellings compared to multi-family, secondary suites	This indicator measures the range of housing available and the relative proportion	More housing types provides greater choice and affordability	DoI?	Enriching Community Life	Buildings and Sites	Community and Individual Health	
5	Child Development	Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI)	This indicator reports the proportion of kindergarten children considered provincially vulnerable based on the Early Childhood Development Index (EDI). The EDI, administered in BC school districts assesses children's school readiness through measuring the following five scales; physical health and wellbeing, social competence, emotional maturity, language and cognitive development, communication and general knowledge. 'Vulnerable' refers to a child scoring within the bottom 10% of the population.	Childhood development tends to reflect the social and economic environment in which a child lives, and often correlates with overall community health. Research also shows that a person's capacity for learning, coping and overall wellbeing is shaped in the first five years of their life. The frequent use of the indicator in other jurisdictions and background research support for the metric provides validation and opportunities for comparison.	Human Early Learning Partnership UBC	Enriching Community Life	Community and Individual Health	Education, Arts, Culture and Recreation	
7	MSP Use Rate	Number of services per MSP holder	This indicator reports on the number of times services were used per Medical Service Plan (MSP) card holder with a mailing address in Invermere. The MSP department uses April to March as the calendar year.	Monitoring the per capita number of times that Invermere MSP holders use services provides some insight into the health of Invermere's permanent population. As actual health statistics are difficult to access and track at the local level, this indicator was selected as a proxy measure.	MSP, Information Resource Management, Knowledge Management & Technology Division, BC Ministry of Health Services	Enriching Community Life	Community and Individual Health		

8	Recreation, Arts, Culture and Education Programing	Number of programs	Measures range of educational and recreation opportunities		DoI, Columbia Valley Arts Council, Columbia Valley Recreation	Enriching Community Life	Education, Arts, Culture and Recreation	Community and Individual Health	
9	Trail Length	Total length of trails	This indicator measures the total length of recreational trails, which is an indicator of availability of recreational opportunities.		DoI	Enriching Community Life	Education, Arts, Culture and Recreation	Community and Individual Health	
10	Usage of Recreational Facilities	User days in community facilities and parks			DoI, Columbia Valley Recreation	Enriching Community Life	Education, Arts, Culture and Recreation	Community and Individual Health	
14	Arts and Culture Participation	Proportion of residents attending any category of arts,culture and heritage offering at least once a month	This indicator measures residents' attendance at arts, culture and heritage offerings and reports on the proportion attending at least one of these offerings once a month. Arts, culture and heritage offerings are defined as: films or slide shows; live music/concerts, live theatre, dance or literary events; art galleries, art displays, museums or heritage displays.	Arts, culture and heritage events are identified as very important components of community life in Invermere. To have an ongoing presence, these events require support from both community members and visitors. Monitoring resident participation at arts, culture and heritage offerings provides a sense of the support these offerings receive from community members.	DoI	Enriching Community Life	Education, Arts, Culture and Recreation		
15	Active Farms	Number of active farms	The number of farms within Invermere's boundaries actively producing food.		DoI	Enriching Community Life	Food	Land Use and Natural Areas	
16	Home Gardens	Proportion of homes with gardens	This indicator measures the ability to grow food locally.		DoI Community Survey	Enriching Community Life	Food	Community and Individual Health	
20	Community Parks	Proportion of residents satisfied with the proximity and availability of park	This indicator reports on community members satisfaction with the proximity and availability of park space in Invermere.	Accessible landscaped park areas are used by a wide variety of people and they enrich community life. Urban parks facilitate interaction amongst all	DoI	Enriching Community Life	Land Use and Natural Areas	Education, Arts, Culture and Recreation	

22	Length of bike-friendly commuting routes	Total length of commuting routes in Invermere	This measures accessibility and safety of non-motorized transportation options.		DoI?	Enriching Community Life	Transportation	Energy	
23	Local Transport Satisfaction	Proportion of residents satisfied with alternative transport options in Invermere	This indicator reports on resident satisfaction with Invermere's transportation alternatives to the single occupancy vehicle such as cycling and pedestrian routes (and transit).	Alternative options for transportation are important in order to transition from single occupancy vehicle (SOV) travel to more benign modes of transportation such as walking, biking, transit and carpooling. These alternative options must be convenient and attractive for use by residents or visitors.	DoI	Enriching Community Life	Transportation	Community and Individual Health	
25	Drinking Water Quality	Drinking Water Quality	This indicator measures quality of Invermere's drinking water and takes into account the frequency, duration and magnitude of water advisories. Boil water advisories are issued when tested sample results do not meet Canadian Drinking Water Guidelines and as a precautionary measure when there is some cause for concern, such as a minor break somewhere in the water delivery system. The indicator does account for water quality issues for water pipes or systems on private property.	Access to clean, healthy drinking water is a basic health requirement for people living in or visiting Invermere.	DoI, Ministry of Environment	Enriching Community Life	Water and Waste Systems	Land Use and Natural Areas	
26	Building Industry	Percentage of labour force in Invermere working in home building industry	Measures local labour force in building industry. Also measures amount of development occurring.		Stats Can, BC Stats	Ensuring Economic Viability	Buildings and Sites	Economy and Work	
30	Local Workforce	Proportion of employed labour force that both lives and works in Invermere	This indicator measures the percentage of Invermere employees living within Invermere during the winter season.		Stats Can	Ensuring Economic Viability	Economy and Work	Community and Individual Health	

31	Unemployment Rate	Unemployment rate of residents	This indicator measures the proportion of individuals who are not currently working but are actively seeking work. The data is captured in January.	Unemployment rate is a key indicator of economic health as well as of general societal health. A lack of employment often relates to decreased individual and family wellbeing and reduced ability to purchase goods and services. On the other hand, a very low unemployment rate can indicate challenges of attracting a skilled workforce.	BC Stats	Ensuring Economic Viability	Economy and Work	Community and Individual Health	
32	Median Income	Real median income	This indicator measures 'real' median individual income of people who place a Invermere address on their annual tax return. Real median income reveals whether purchasing power is increasing or decreasing relative to inflation. Actual income reported unadjusted for inflation is also displayed for comparison purposes.	Median individual income can help reflect a community's overall economic wellbeing. As a proxy of purchasing power, it is also one measure contributing to individual quality of life. Median income is a commonly measured indicator and is readily comparable across communities.	BC Stats, Neighbourhood Taxfile Income Data	Ensuring Economic Viability	Economy and Work	Community and Individual Health	
33	Diversity of Economy	Number of industries supporting x% of Invermere's labour force.	Labour force breakdown by main industries	This measures the diversity and balance of industries employing Invermere's labour force.	BC Stats every 5 years	Ensuring Economic Viability	Economy and Work	Community and Individual Health	
27	Income Below Costs	Proportion of Invermere permanent common law couple households earning below the income required to afford a specified basket of goods	This indicator measures the estimated proportion of a particular demographic group reporting incomes below the cost of a basic basket of goods including housing, transportation, food, and clothing. It is based on the Canada-wide Market Basket Measure as well as data gathered by the Federation of Canadian Municipalities.	Resident affordability is a challenge with a range of impacts, from community quality of life to the resort's economic viability. It is important that community members are able to afford the basic lifestyle that enticed them to live in Invermere, and that businesses are able to attract a strong local workforce. The affordability situation for various groups can be measured by comparing Invermere's cost of living to resident incomes.	DoI	Ensuring Economic Viability	Community and Individual Health	Economy and Work	

Family Living Income	Average hourly household income required for an two parent two child family to afford a specified basket of goods	This indicator reflects the cost of living in Invermere by pricing the cost of a basic basket of goods (such as housing, transportation, food, and clothing) and determining the gross hourly full-time income required by a family (two adults, two children) to afford those items. It is based on the Canada-wide Market Basket Measure as well as data gathered by the Federation of Canadian Municipalities.	Affordability for residents challenges the community in many ways, from community quality of life to the resort's economic viability. It is important that community members are able to afford the basic lifestyle that enticed them to live in Invermere, and that businesses are able to attract a strong local workforce. The affordability situation for a family can be measured by tracking the hourly income required to afford the basic cost of living in Invermere.	Dol	Ensuring Economic Viability	Community and Individual Health	Economy and Work	
Green Jobs	Number of jobs that are based on green businesses/technologies	This indicator measures the shift towards a greener economy		Columbia Valley Chamber, Dol	Ensuring Economic Viability	Economy and Work	Energy	
Business Licenses	Mix of new, closed and existing businesses	This indicator reports on the mix of new business licenses, renewals and non-renewed business licenses.	A healthy investment climate can be reflected in the total number of new businesses forming, continuing operations and closing. Tracking new business licenses, renewals of licenses and non-renewals provides a proxy for these categories.	Dol	Ensuring Economic Viability	Economy and Work		
Farm Area	Total area of Census Farms in RDEK.	This indicator measures the total area of Census farms. A census farm is an as an agricultural operation that produces at least one of a number of products intended for sale.	Production of food, economic health on farms, and food security in the region is somewhat correlated with the hectares of land in production.	Stats Canada, BC Assessment, ALR BC	Ensuring Economic Viability	Food	Economy and Work	
Food Labour Force	Total number of RDEK experienced labour force working in food production or consumption industries	This indicator represents the total number of people working in the region's food production and consumption industry.	The total labour force is a proxy for the economic success of the regional food industry.	BC Stats Regional Profile	Ensuring Economic Viability	Food	Economy and Work	
Volunteer Rates	Proportion of residents who volunteered in the past year	This indicator profiles the proportion of the population volunteering for at least one hour per month.	Volunteer rates provide a sense of the level of community members' engagement in various aspects of community life. High rates of volunteerism can contribute to stronger social and economic systems as volunteers build relationships and go unpaid to provide important services to the community.	Dol Community Survey	Partnering for Success	Community and Individual Health	Education, Arts, Culture and Recreation	

38	Action Participation	Number of organizations taking on actions from Imagine Invermere	This indicator measures community understanding, support and involvement of a community sustainability plan		Dol count	Partnering for Success	Community and Individual Health	Education, Arts, Culture and Recreation	
39	Recreation, Arts, Culture and Education Infrastructure and Facilities	Number of infrastructure and facilities that are shared among recreation, arts, culture and education partners to provide programming	New programs and services provided due to partnerships and collaboration		Dol, Columbia Valley Arts Council, Columbia Valley Recreation, Schoold District	Partnering for Success	Education, Arts, Culture and Recreation	Community and Individual Health	
40	Green Building	Proportion of new development that is built to a comprehensive 'green building' standard	This indicator is meant to measure the proportion of new development each year that is built to a comprehensive, certified green building standard such as; LEED, Built Green or Invermere's own green building standard. There is not a numerical measurement system to track this indicator so therefore the indicator relies on commentary.	Buildings, while critical for housing and numerous commercial and recreation activities, can have significant contributions to resource intensive and unethical material sourcing, clearing of natural areas, and wasteful resource use during the buildings life. Human health and productivity can be impacted by poor design and material selection while construction and deconstruction can introduce significant amounts of waste to local landfills. Comprehensive 'Green Building Standards' have the ability to reduce the negative impacts of building often creating a more livable space. Additionally many of the design features even offer a direct return on investment.	Dol?	Protecting the Environment	Buildings and Sites	Energy	
45	Low impact recreation activities	Proportion of recreational activities that are non-motorized and/or are energy efficient			Count/survey	Protecting the Environment	Education, Arts, Culture and Recreation	Energy	

47	Energy Use	Total primary energy used including intra-community transportation	Total energy used includes the energy employed to create the electricity delivered, the energy used to generate space and water heating/cooling, as well as transportation energy for some of the larger fleets of vehicles in Invermere. Not included is the private vehicle transportation energy in Invermere as well as the embodied energy of the products used in the community.	Energy is a critical input to certain aspects of day to day life in Invermere. At the same time, non-renewable energy use has an impact on future energy supplies as well as ecosystem and human health locally and abroad. Even large renewable projects such as hydroelectric dams have significant impacts on land and aquatic ecosystems. An ability to reduce Invermere's dependence on energy resources may help the community better adapt to future price shocks, reduce overall environmental impact, and avoid associated negative health issues.	DoI, CEEI	Protecting the Environment	Energy	Land Use and Natural Areas	
49	Greenhouse Gas Emissions	Total greenhouse gas (ghg) emissions	Total greenhouse gas (GHG) emissions results include the GHGs created from generating the electricity that we use, the energy used to generate heat/cooling,	Scientists agree that greenhouse gas emissions (GHG) are contributing to global climate change. This changing climate will impact on Invermere's local economy, community life, visitor	CEEI	Protecting the Environment	Energy	Transportation	
57	Development Footprint	Total developed footprint in Invermere	The physical footprint of Invermere's developed area is calculated for this indicator. Developed areas include all zoned boundaries of land except for those zoned as parks, protected areas or extremely low density parcels of land.	Green space and access to natural areas are one of Invermere's most attractive qualities. This indicator provides the ability to track the physical growth of the urban landscape with a goal to limit continuous encroachment on the surrounding natural areas.	DoI	Protecting the Environment	Land Use and Natural Areas		
60	Commuting Mode	Proportion of Invermere residents traveling to work via carpool, public transit, walking or biking	This indicator reveals the proportion of residents who reported commuting to work via preferred transportation alternatives, specifically mass transit, carpool, or cycling.	Commuting to work constitutes a large proportion of Invermere residents' transportation trips and transportation in single occupancy vehicles (SOV) is generally more resource intensive and polluting than other modes. Commuting times (including dropping kids off at school) also coincide with peak traffic volumes. The regularity of work commuting may also make it one of the easier trips to shift from single occupancy vehicle (SOV) to alternative transportation such as carpooling, transit, biking or walking.	DoI	Protecting the Environment	Transportation	Energy	

41	Waste Water Effluent Quality	Number of days waste water discharge flows are out of compliance with provincial permit requirements	This indicator tracks the number of days where effluent (water leaving the waste water plant) test results are out of compliance with the permit standards.	Waste Water is a potential pressure on local and regional water bodies.	DoI?	Protecting the Environment	Buildings and Sites	Water and Waste Systems	
42	Housing Affordability	Proportion of residents paying more than 30% of their gross income on housing	This indicator measures the proportion of residents spending more than 30% of their gross annual income on housing. Housing costs include rent or mortgage payments, water, energy and taxes minus any rental income per year.	Housing costs are a significant in determining whether local employees choose to live in the community. The proportion of gross income spent on housing is a standard measure of housing affordability.	Stats Can, DoI	Protecting the Environment	Buildings and Sites	Community and Individual Health	
43	Local Air Quality	Number of days that the particulate matter 2.5 (PM2.5) is over the 24 hour >15 ug/m3 health reference level	This indicator measures the number of days that particulate matter, a local air pollutant often related to energy use, exceeds suggested health levels.	Particulate matter (PM) is the term for particles found in the air, including dust, dirt, soot, smoke, and liquid droplets. It contributes to poor air quality that negatively affects human health, and is an important measure from both a health perspective as well as attractiveness as a resort destination. Particulate matter 2.5 measures locally based contributions with a threshold based on Canada Wide Health Standards.	BC Ministry of the Environment	Protecting the Environment	Community and Individual Health	Transportation	
44	Green Agriculture and Forestry	Proportion of woodlots and farms certified or working through the Environmental Farm Plan		Have impacts and is important	Ministry of Agriculture	Protecting the Environment	Economy and Work		
46	Sustainability Awareness	Proportion of residents satisfied with the availability of sustainability programs.	Opportunities and awareness of sustainability		DoI community survey	Protecting the Environment	Education, Arts, Culture and Recreation		
48	Renewable Energy Installations	Number of distributed installations (solar thermal and electricity, efficient biomass, other, ground-source heat pump)	This indicator measures the number of renewable energy installations.		DoI Community Survey	Protecting the Environment	Energy	Buildings and Sites	

53	Average density	Average density of all Invermere housing stock	This indicator measures the density of dwelling developments on land that is zoned for development. It excludes land used as parks, protected areas or very low density developments.	Density is a common measure of more sustainable planning. Increased density can reduce the costs of community infrastructure and operations, increase community interaction and vibrancy, and help protect green space. Density can also increase the viability of transit programs to reduce some of the negative impacts from transportation.	DoI	Protecting the Environment	Land Use and Natural Areas	Buildings and Sites	
54	Stream Health	Proportion of streams containing healthy populations of macroinvertebrates	This indicator helps us to better understand the health of Invermere's streams by tracking the mix and quantity of invertebrate species found in Invermere's water bodies. Complete stream health monitoring	One of Invermere's greatest assets is the abundance of healthy ecosystems supporting natural areas, wildlife, residents and visitors. Stream ecosystems are essential to the survival and enjoyment of residents/visitors and	Ministry of Environment, DFO	Protecting the Environment	Land Use and Natural Areas	Water and Waste Systems	
55	Sensitive Habitat	Total hectares of sensitive habitat or/include restored.	This indicator provides a coarse understanding of the amount of remaining sensitive ecosystems (permanent wetlands, old forests, and forested floodplains and riparian areas) in Invermere. This task is achieved by assessing the extent of sensitive areas that don't overlap with developed land. Developed areas include all zoned boundaries of land except for those zoned as parks, protected areas, development buffers, or extremely low density parcels of land.	One of Invermere's greatest assets is the abundance of healthy and intact land and water ecosystems. Due to past habitat losses the current extent of permanent wetlands, old forests, and forested floodplains and riparian areas should be maintained or enlarged. Failure to do so may contribute to the fragmentation and degradation of this critical environment.	DoI	Protecting the Environment	Land Use and Natural Areas	Buildings and Sites	
56	Invasive Species	Distribution and size of invasives	This indicator measures the prevalence of invasive species the built environment.		?	Protecting the Environment	Land Use and Natural Areas	Buildings and Sites	

58	Wildlife corridors	Total area of wildlife corridors	Total area of land used to allow wildlife movement.		DoI	Protecting the Environment	Land Use and Natural Areas		
59	Kilometres driven	Number of kilometres driven per year	Measures people's needs to drive to access and satisfy their daily needs	If amenities and services were closer in proximity, the need to drive longer distances would be reduced.	ICBC?	Protecting the Environment	Transportation	Energy	
61	Downtown Traffic	Annual Average Daily Traffic through Downtown	This indicator measures the annual average daily two way traffic.	Annual average daily traffic downtown is used in this case as a proxy for the potential pollution impacts from transportation to and around Invermere, as well as modal split.	DoI	Protecting the Environment	Transportation	Land Use and Natural Areas	
62	Length of Roads	Total length of roads in the DoI	The length of all paved roads in Invermere are included in this indicator. While the width of roads also impacts the environment, it is not represented.	A greater distance of roads within a specified area generally indicates more physical encroachment on nature resulting in issues such as soil erosion, loss of habitat, disruption of wildlife, noise and loss of limited land.	DoI	Protecting the Environment	Transportation	Land Use and Natural Areas	
63	Renewable Fuels	Proportion of registered vehicles that use renewable fuels			ICBC?	Protecting the Environment	Transportation	Energy	
64	Waste Diversion	Estimated proportion of materials diverted from the landfill	This indicator represents the estimated proportion of materials recycled/composted through Carney's Waste Services and collected at the Recycle Centre managed by Carney's. The measurement includes biosolids from the waste water treatment plant that are composted and	Solid waste takes up land, emits greenhouse gases, and among other things can leach harmful materials into the surrounding environment. Recycling, one of the "Three R's" following reduce and reuse, is one strategy employed to limit the impacts of waste, and to conserve virgin material stocks such as aluminium.	Carneys, RMOW, WCSS	Protecting the Environment	Water and Waste Systems		
67	Hazardous Materials	Proportion of total hazardous waste diverted from landfills	This indicator provides a crude estimate of the percentage of Invermere's hazardous waste that is diverted from the landfill through waste stewardship bins. Note that hazardous waste flowing through the waste water system is not captured in this measure.	Hazardous waste impacts human health and degrades the environment. Since many hazardous substances are persistent, breaking down very slowly in the environment, they build up in the air, water, food and soil. Diverting hazardous materials from the landfill helps to minimize leakage into the environment and reuses these materials as inputs for other products. Though the indicator is an estimate, it still raises awareness levels to develop actions that improve the diversion of these materials.	RDEK, DoI?	Protecting the Environment	Water and Waste Systems		

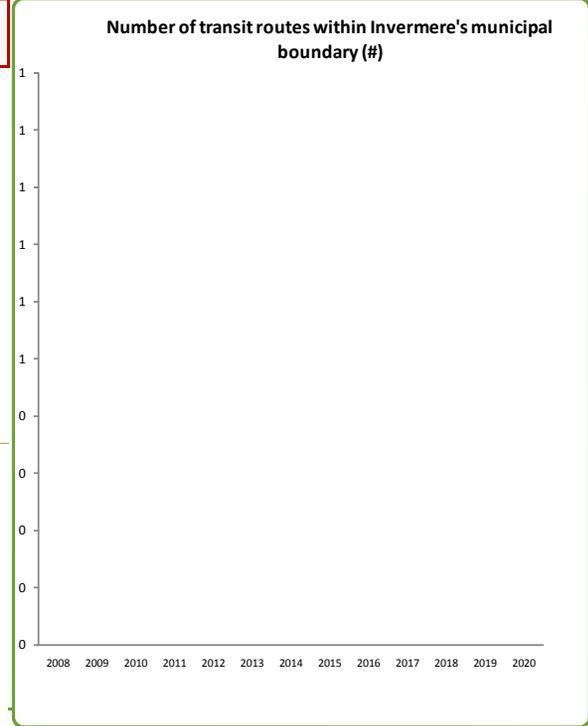
68	Aquifer recharge	Sustainable recharge rate of aquifer	Measures the long-term supply of water sources.		Ministry of Environment	Protecting the Environment	Water and Waste Systems	Community and Individual Health	
69	Aquifer protection	Existence of bylaws that protect aquifers			Dol	Protecting the Environment	Water and Waste Systems		
70	Landfilled Waste	Total amount of waste landfilled	This indicator measures the total kilograms of solid waste material collected from Invermere and disposed of in the landfill. This measure probably captures most demolition waste.	Offering visitor services and maintaining resident lifestyles and needs currently requires significant quantities of various materials, which in turn can quickly produce 'waste'. Landfilled waste represents materials that are often unnecessary or may have been used for something more purposeful such as composting, recycling or potentially energy use. Solid landfilled waste also takes up land space, emits greenhouse gases, and among other things can leach harmful materials into the surrounding environment.	Waste management provider	Protecting the Environment	Water and Waste Systems		

Appendix G: Monitoring and Reporting Spreadsheet – sample indicator

Invermere ICSP Indicators (2010-2020)



Enriching Community Life	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Number of transit routes within Invermere's municipal boundary (#)													
Number of transit routes within Invermere's municipal boundary (#) - Absolute Change		-	-	-	-	-	-	-	-	-	-	-	-
Number of transit routes within Invermere's municipal boundary (#) - YOY % Change		-	-	-	-	-	-	-	-	-	-	-	-
Number of transit routes within Invermere's municipal boundary (#) - 3 year Rolling				-	-	-	-	-	-	-	-	-	-
Number of transit routes within Invermere's municipal boundary (#) - 3 year Rolling % Change				-	-	-	-	-	-	-	-	-	-
Notes or Commentary for Current Year:													



Imagine Invermere

Decision Making Framework

An Integrated Community Sustainability Plan is the community’s highest level policy and guides decision-making at all levels. Ultimately, the vision articulated in the ICSP is implemented through daily decision-making. Below is a worksheet that outlines four strategic questions to help assess any type of action, (plan, policy, project, procurement, or practice) by using the *Imagine Invermere* sustainability framework to inform decision-making. For a more comprehensive and user-friendly version of this tool, visit the <http://imagineinvermere.ca/> web page.

NAME OF PROPOSED ACTION:

BRIEF DESCRIPTION OF THE ACTION:

DATE:

REVIEWED BY:

1

DOES THE ACTION MOVE INVERMERE TOWARDS OUR SHARED VISION OF SUCCESS?

Indicate which priorities the action supports:

1. Protecting the Environment 2. Ensuring Economic Viability 3. Enriching Community Life 4. Partnering for Success

Indicate the top *Imagine Invermere* Strategy Areas that the action supports:

- | | | |
|---|---|---|
| <input type="checkbox"/> 1. Buildings and Sites | <input type="checkbox"/> 2. Community & Individual Health | <input type="checkbox"/> 3. Economy and Work |
| <input type="checkbox"/> 4. Education, Arts, Culture & Recreation | <input type="checkbox"/> 5. Energy | <input type="checkbox"/> 6. Food |
| <input type="checkbox"/> 7. Land Use and Natural Areas | <input type="checkbox"/> 8. Transportation and Mobility | <input type="checkbox"/> 9. Water and Waste Systems |

Which main Descriptions of Success would the action move us **toward**? Are there any Descriptions of Success that the action may move us **away from**?

1.	1.
2.	2.
3.	3.

How could we **maximize** the positive impacts of the action?

How could we avoid or **minimize** these potential negative impacts of the action?

1.	1.
2.	2.
3.	3.

2 DOES THE ACTION MOVE INVERMERE TOWARD OUR SHARED SUSTIANABILITY OBJECTIVES?

Does the action reduce and eventually eliminate Invermere’s contribution to:

	Toward Quickly	Toward Slowly	Neutral	Away	If ‘away,’ how could you avoid or minimize this?
 Ongoing build-up of substances taken from the earth’s crust .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
 Ongoing build-up of toxic substances produced by society .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
 Ongoing degradation of natural systems by physical means .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
 Undermining the ability of people to meet their human needs .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3 DOES THE ACTION PRESENT A FLEXIBLE PLATFORM FOR FURTHER MOVEMENT TOWARDS *IMAGINE* INVERMERE?

In general, choosing actions that are as flexible as possible will help you avoid dead end situations. If technical or economic conditions change in the future, investments in flexible solutions will help ensure that these changes do not bring overly punitive costs, do not limit our ability to adapt with more sustainable solutions and ensure that future steps further reduce our impacts on natural systems.

Use the space to the right to indicate how your action incorporates long-term flexibility.

The action incorporates long-term flexibility by:

4 DOES THE ACTION PRESENT A GOOD FINANCIAL INVESTMENT?

	Capital: \$		Operating: \$/year	
What is the approximate cost of the action?				
Does this action reduce long term operating costs/ have a strong return on investment?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
If so, what is the approximate associated pay-back period for the investment?	Years:			
Have non-market costs been considered in your decision making?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Are there financial costs to other stakeholders or citizens from the implementation of this action?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

Given your assessment of the benefits, challenges and long-term costs associated with this action, what is your level of comfort with moving forward?

<input type="checkbox"/>	Strongly support this action.
<input type="checkbox"/>	Support in principle, but support will depend on how the action is executed.
<input type="checkbox"/>	On the right track, but more information and/or substantial changes are required. Currently, not comfortable supporting this action.
<input type="checkbox"/>	The action as proposed is not supportable.

Appendix I: Next Steps: Ensuring Ongoing Success and Sustainability in Invermere

Creation of the ICSP is just the first step of many in a community's journey toward sustainability. Ensuring continued progress towards the shared vision requires annual monitoring and reporting on progress, and continued development and implementation of actions and initiatives. This document outlines the main areas for building on Invermere's ICSP and creating an ongoing process for institutionalizing sustainability in the community.

Partner with Community Stakeholders on Implementation

Since an ICSP is a long-term plan for the whole community, it is imperative that community stakeholders participate as partners with the District of Invermere in the development and ongoing implementation of the plan. Community partners can participate in annual action planning, accept actions for implementation, participate in communicating sustainability and outcomes of the plan, and get other community partners on board.

To ensure that roles and responsibilities of community partners are clear, a partnership agreement signed between the municipality and the community partner is a useful tool. The partnership agreement should articulate a commitment to use the ICSP and its stated directions in decision-making, as well as some principles for community partnerships (e.g. collaboration, transparency). [Appendix J: Imagine Invermere Partnership Agreement \(sample\)](#) is attached.

While it is ideal that community partners come on board during the development of the ICSP, they can come on board at any time, as long as they are provided an understanding of the process and the benefits – to them and to the broader community – of participating in a long-term sustainability journey.

Create Task Forces

The Imagine Invermere Community Sustainability Action Team (CSAT) can continue its role in the ICSP process and cover all strategy areas or a number of Task Forces comprised of community partners can be created to move the community forward in specific strategy areas. The benefits of creating multiple Task Forces is that it increases the number of community members actively engaged in the process, shares the workload, and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene multiple groups into the future. Two suggestions are offered for Task Force structure:

1. Each strategy has its own Task Force: In this option, there is one Task Force for each of the Imagine Invermere strategy areas, i.e. nine Task Forces in total.
2. Groups of strategies share one Task Force: Here, related strategies are grouped together and one Task Force is convened for each grouping. For example, the following strategy areas could be grouped, therefore requiring only four Task Forces, rather than nine as with the above option. For example:
 - a. Building and Sites + Energy + Water and Waste
 - b. Community and Individual Health + Education, Arts, Culture and Recreation + Food

- c. Land Use and Natural Areas + Transportation and Mobility
- d. Economy and Work

Annual Action Planning

Regardless of whether the Imagine Invermere CSAT continues or Task Forces are created, one or the other should be engaged in annual action planning to ensure that the ICSP continues to be a living process and, most importantly, that it creates on-the-ground action and results. The CSAT or each Task Force reviews the results of past recommended actions, evaluates the most current indicator data, strategically assesses local and regional opportunities, and then presents a recommended set of actions for the following year.

The action planning process should continue in a manner similar to what occurred during the development of the ICSP and the initial set of actions. Here is a high-level outline of the process:

1. Before the CSAT/Task Force meeting(s):
 - a. Compile current reality information into strategy-specific documents for review by the CSAT or Task Forces before coming to the meeting. Current reality information should include: indicator performance data; status update on past actions; and updates on information critically relevant to the strategy area(s).
2. During the facilitated CSAT/Task Force meeting(s):
 - a. Review the Descriptions of Success (DoS) statements to ensure common understanding;
 - b. Review the current reality information and identify critical information gaps;
 - c. Brainstorm action ideas to move the community from the current reality toward the DoS;
 - d. Review and discuss the action ideas generated to ensure common understanding among the participants and to ensure that the actions will indeed move the community in the desired direction and won't have any unintended negative impact on other strategy area DoS;
 - e. Prioritize the actions to maximize the return (economic, sociocultural and/or environmental) on the investment based on four strategic questions:
 1. Does this action move us toward our Descriptions of Success?
 2. Does this action move us toward our Sustainability Objectives?
 3. Is this action a flexible platform for future improvement toward sustainability and success?
 4. Is this action a good financial investment?
 - f. Review and discuss the prioritized list to identify any potential gaps in the final set.
3. After the meeting(s):
 - a. Compile the actions;
 - b. Review to eliminate any overlapping and conflicting actions; and
 - c. Refine and finalize actions to ensure clarity (e.g. outcomes, lead organizations).

The prioritized actions are recommended to potential implementing organizations throughout the community, not just to the municipality, to reinforce that the ICSP is owned and implemented by a wide range of community partners.

An action monitoring spreadsheet is provided as an Appendix in the ICSP for keeping track of actions and their progress/status.

Ongoing Monitoring and Reporting

Monitoring and reporting progress toward (or away from) Invermere's vision is essential to provide transparency, inform decision-making and enable continuous improvement.

Ongoing, reliable monitoring provides the community with a number of essential functions and benefits, including:

- Informing decision-making throughout the community;
- Informing task force action planning;
- Ensuring transparency and accountability to community stakeholders;
- Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

Communicating results will build excitement and support for the overall process, and should ideally be done on a regular schedule in time for action planning. The most efficient method of reporting back to the community likely is through a website. Publically-accessible, easy to understand, and easily updated, a web-based platform is fast, efficient, and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for trend spotting and systematic updating. If access to more specific data is available it is a good idea to add to the initial set of perhaps more high-level indicators with supporting ones. For example, total energy used can be reported on by sector and by energy type as well.

The initial set of priority indicators provided with Imagine Invermere is based what type of data is currently available. An appropriate set of indicators can typically be selected through dialogue with data users, data providers and the CSAT/Task Forces. External research is then conducted to identify best practice indicators used in other jurisdictions, as well as internal research to understand what was already being reported within the community. Once this initial set of indicators is selected, other indicators without such readily available data can be added and the data sought. It's important to keep in mind that an indicator is not going to be very useful if there is no way to collect the data necessary to inform it, or that tremendous resources would be required.

Indicator assessment criteria usually include:

- Validity – to measure progress toward the descriptions of success or priorities
- Reliability – to provide consistently measured data over time
- Resource intensity (including information availability) – to achieve a balance of good data for good value
- Comparability – to benchmark against other communities where possible

It is useful to identify what currently exists in the community, region, or province that has bearing on a particular strategy, and then to build an indicator based on what that particular source might already track, or is able to track. For example, the number of vehicles on roads has bearing on a transportation strategy and an energy strategy; the number of registered vehicles per community is currently tracked by ICBC, and the number of vehicles on highways is tracked by the Province. This is an example of a good, specific indicator that could track the progress of a couple of strategies, which would then inform the progress of community priorities (in Invermere's case, Protecting the Environment).

Over time, indicators will evolve as further learning and increased capacity develops for useful reporting and monitoring. Common existing data sources include organizations such as Tourism BC, BC Hydro and Statistics Canada, and in some communities, Community Surveys, which are a great way of collecting unique information for your community. New data collection tools and sources may come on stream in the future and should be included in the monitoring system to make indicator results more robust and reliable.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes - big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for the ICSP. The monitoring process provides the ammunition for celebrating achievements by providing a clear reflection of the community's movement along its path towards the vision. Make community achievements public by posting on the DoI and partners' websites, advertising in the local newspaper, and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in the ICSP process and in turn, more support and input from the community.

Align Decision-making with the ICSP

The ultimate goal for ICSP implementation is that *all* decisions are aligned with the ICSP, and this includes the formal decisions made by Council on policies, plans and procedures, to the day to day decisions made by staff, partners and community members on projects, practices and purchasing. There are two factors critical for successful alignment: training and tools. Decision-makers should understand the ICSP framework and how to apply it to their decision-making processes. Further, they will likely benefit from decision-informing tools, such as the ones included in Imagine Invermere, to assist them through the process.

Periodic Review and Refinement of the ICSP

Keeping the ICSP current and ensuring that it continues to connect with stakeholder values is another important factor to attend to moving forward. While the actions are reviewed and planned on an annual basis, other elements of the plan should be held more constant so that they can effectively guide action planning. However, the need for constancy should not outweigh the importance of reflecting the community's changing vision for the future. The one thing that will remain unchanged is the set of long-term sustainability objectives that define sustainability in the future. The other elements of the ICSP and suggestions for the frequency and method for updating them in the future are provided below.

- **Indicators:** Core indicators (based on the priorities) should be kept as constant as possible so that trends can be monitored and performance evaluated over time. However, transitioning to new and improved indicators as they become available should be considered annually so that decision-makers are armed with the best possible information.
- **Descriptions of success statements:** These should be reviewed and refined every five to ten years and be done by a CSAT team representing key community partners and stakeholders or by the Task Forces that may be created for each strategy area.
- **Vision and priorities:** The vision and priorities should be reviewed and refined every ten to twenty years through a process that includes the community at large.

Appendix J: Imagine Invermere Partnership Agreement (sample)

Invermere is blessed with an exceptional abundance of scenic beauty, native plant and animal life, and public parkland. Those of us who live here place high value on the natural environment and our lifestyles. Residents are actively involved in the community, which fosters a spirit that is both self-reliant and cooperative. Together we can continue to build Invermere's success through sustainability.

As Partners, we share Invermere's vision, values and sustainability objectives.

As Partners, we commit to participating in Invermere's ongoing sustainability journey by:

- ▶ Participating in annual action planning processes;
- ▶ Implementing actions assigned to us that are within our means;
- ▶ Adopting our community's shared descriptions of success as guiding visions in the areas that we impact through our work; and
- ▶ Incorporating sustainability planning and implementation strategies in the way we do business.

As Partners, we are guided by our Partnership Principles:

COLLABORATION	INTEGRITY
INCLUSIVE ENGAGEMENT	TRANSPARENCY
INNOVATION	OPEN COMMUNICATION
