
*Imagine*Kimberley

Integrated Community Sustainability Plan

September 1st, 2011

Prepared by:

CENTRE *for*
SUSTAINABILITY
WHISTLER



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1. Overview of Sustainability Planning

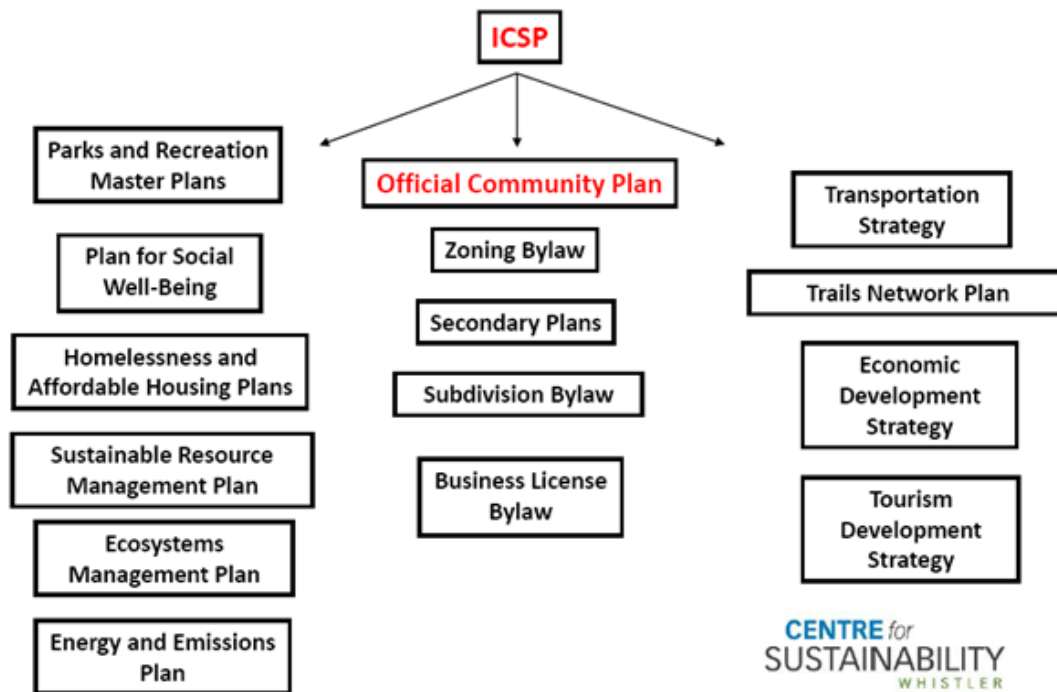
Sustainability planning helps communities gain insight into their long-term goals for success – the goals then shape and inform investment and infrastructure decisions by all stakeholders, reducing potential costly short-term mistakes. Significant benefits accrue to communities moving in the direction 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 better 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 can 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.

What is the role of an ICSP?

An Integrated Community Sustainability Plan (ICSP) is a document that is written by the community to help 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, 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. Kimberley’s ICSP process is called *ImagineKimberley*.

Figure 1 Relationship of ICSP to other Plans



2. Background and Process

The City of Kimberley 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 City of Kimberley has undertaken some sustainability-related initiatives and actions, and has some 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.

The Quick Start Integrated Community Sustainability Plan

ImagineKimberley was developed using a 'Quick Start' framework. This process is based on The Natural Step Planning Framework, as well as some beneficial aspects of Whistler2020, a multiple award-winning community sustainability plan and process, but is customized to Kimberley's situation, needs, assets and visions. The Quick Start is meant to quickly and effectively provide Kimberley with an ICSP and on-the-ground actions and implementation tools to get the community on its journey toward sustainability.

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, 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 Sustainability Plan is comprised of:

1. A sustainability strategy outlining a **vision of community priorities, sustainability objectives, and ten strategy areas**.
2. A description of the **current situation** with respect to each strategy area.
3. A set of **clear actions** for immediate implementation, directed to specific organizations.
4. A set of **indicators** based on the five priority areas.

The plan is supported by the following implementation tools:

1. *ImagineKimberley* Decision Making Framework
2. A 'Next Steps' section that will provide a guide for continuing to develop and implement *ImagineKimberley* in the years to come.
3. An effective monitoring and analysis and action implementation tracking tool.

ImagineKimberley is an integrated and comprehensive sustainability plan. What does this mean?

This integrated planning approach sets this ICSP apart from other traditional community plans. As issues are often complex and overlapping, they cannot be solved in isolation and are best addressed using a comprehensive integrated approach. For example, toxic effluent in rivers affects fish health (environmental), which affects people's health (social) and their financial prosperity (economic). All of these elements and their connections must be considered to arrive at optimal practices.

Can we afford to think about sustainability issues? Should we not concentrate our efforts on more pressing economic challenges?

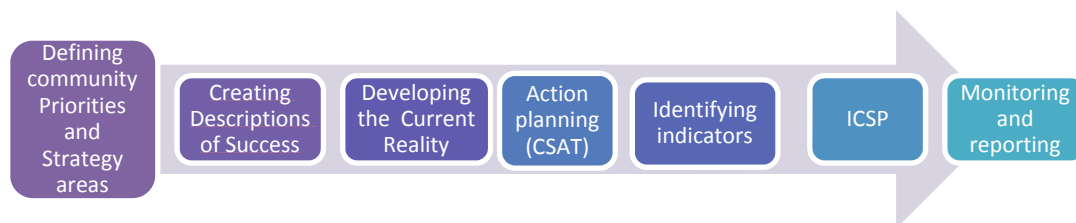
Sustainability planning and actions is not about choosing between economic, environmental and social issues. Rather, it is about making smart decisions today to achieve all three in the future. Sustainability includes short and long-term economic success, which is essential to achieve our social and environmental objectives.

We cannot afford to lose sight of environmental or social issues. Our futures are intricately tied to the ability of natural systems to function.

Quick Start ICSP Process to Date

ImagineKimberley followed this process to create the ICSP:

1. Community priorities and strategy areas were initially identified and confirmed by City of Kimberley Staff.
2. A Community Sustainability Action Team was created to work closely with the consultant on developing the process and content for the ICSP, including the addition or removal of priorities or strategy areas.
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 vision of the community's desired future (Descriptions of Success) in the strategy areas was developed by the CSAT with members of the community providing input via web surveys and a public event on January 13/14th, 2011 that was attended by just over 100 people. Existing community plans such as the Kimberley OCP and Cultural Plan were also included to help articulate this shared vision.
5. Descriptions of where the community is currently at with regards to the vision (i.e. "current reality") were researched and written to inform action planning.
6. An online survey polled ideas from approximately 150 Kimberley citizens and these ideas along with an added CSAT perspective articulated actions to move Kimberley from its current reality to its desired future.
7. A set of indicators based on the five priorities were developed. These indicators were recommended based on ease and availability of relevant data.
8. Community partners were asked to consider recommended actions for implementation.
9. Implementation tools, including a sustainability decision-making tool based on the directions of the ICSP, were developed.



The Community Sustainability Action Team

A Community Sustainability Action Team (CSAT) was created to work closely with the Whistler Centre team and municipality on the project. The CSAT is the advisory committee for the project, the “eyes and ears” of the community, and its members represent the community’s interest in the project. The CSAT provides input on public engagement opportunities, assists in the development of the community’s vision (including descriptions of success), provides input on current reality and indicators, and develops recommended actions. Individual organizations represented on the CSAT will also be essential partners and work with the municipality to lead on implementing actions that will move the community towards its vision of success and sustainability.

The *Imagine*Kimberley CSAT members are:

Council Liaison:	Mayor Jim Ogilvie (Councillor Paddy Weston – alternate)
Staff Liaisons:	
Project Coordinator	Troy Pollock (assisted by Kris Belanger)
CSAT Member	Heather Horno
CSAT Member	Mike Fox
Chamber of Commerce Representative	Schaun Goodeve
Tourism Kimberley	Carol Fergus
Social, Health, Arts and Culture Kimberley Arts Council	Carol McGregor
Environmental Organization Wildsight	Stefanie Falz
At-large members of the Public	Ingrid Liepa Kenny Dodd Amy Martin Laura Williams Maurice Frits Liz Dowling Dave Hale John Allen Jim Duncan

3. Kimberley’s Sustainability Objectives

There are a multitude of manners in which to define sustainability or sustainable development. The Brundtland Commission, in the 1987 report *Our Common Future*, defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” To be more precise, most practitioners agree that **a sustainable community is one with a robust resilient economy within and serving a strong, equitable society, within a highly functioning natural environment.** Sustainability as described here is compelling, but it does not have the clarity nor the precision required for effective planning and action toward the outcome. Therefore, the City of Kimberley has adopted the following sustainability objectives, derived from the Natural Step principles for sustainability, as the overarching objectives that will guide Kimberley on its journey towards sustainability. These objectives frame the entire plan and outline the four basic criteria for any organization or community to be sustainable. Read more background in **Appendix A.**

The four sustainability objectives, each of equal importance, are:



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



To reduce and eventually eliminate Kimberley’s 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 Kimberley’s contribution to the progressive build-up of synthetic materials produced by society (e.g. dioxins, PCB, DDT, PBDE (common flame retardants etc.).



To reduce and eventually eliminate Kimberley’s contribution to the progressive build-up of materials that are extracted from the Earth’s Crust (e.g. heavy metals, fossil fuels).

4. Kimberley's Five Community Priorities

The community of Kimberley has identified five priorities that provide a high level description of what is important to Kimberley. These priorities represent the important overarching values of the community and what is required to succeed. Each priority is equally important and supportive of the other, and all actions and planning need to support the values upheld in these five priorities.

Enriching Community Life

Enhancing the Tourism Experience

Ensuring Economic Viability

Protecting the Environment

Partnering and Collaborating



Enriching Community Life

By Enriching Community Life, in the year 2025, Kimberley is an inclusive welcoming community with a strong sense of place and high quality of life. Community members are a socially active bunch connecting frequently with close friends, family, and neighbours of all ages through life, work and play. Kimberley's small town environment and gathering places support these interactions through pedestrian friendly design and arts and culture programming. Community members inhabit a diversity of housing types that are well suited for all community members through their life stages. Community members continue to value healthy lives and this concept of health has expanded into the way homes are built and the way people move around the community. Pedestrian movement through the community is very attractive and most daily needs including access to nature and outdoor recreation opportunities are accessible by a short walk. A high quality mass transit system operates between Kimberley and neighbouring communities, and community members have increased access to transit services throughout Kimberley. Kimberley is safe, with excellent access for treating the most common health needs and improved access to urgent emergency care. While prevention is the norm, emergency systems for the most common threats are in place and resilient to unpredictable situations. Community members have much improved access to healthy, locally grown food, recreation activities and more sustainable household or community infrastructure systems provide very reliable and high quality services. While formal education programs have improved, more diverse informal learning opportunities have really contributed to a culture of lifelong learning in Kimberley.

Enhancing the Tourism Experience

By Enhancing the Tourism Experience, in the year 2025, Kimberley has connected thousands of visitors with authentic and genuine Kimberley activities and local places. Kimberley has found that there is a “third way” to tourism development that respects and celebrates what is, and builds and improves what could be. While nature and recreation is a key attraction, the arts and cultural scene enhances the vibrancy of the Kimberley experience and key events drive visitors to Kimberley from the region and abroad. In general, visitors are more diverse, with Kimberley attracting more and more learning vacationers who stay for a while, return on a frequent basis and some that just decide to stay. Community members embrace visitors and are eager to share their energy and receive insights about the Kimberley experience, in fact, many have developed long term friendships with the visitor they gave directions to many years ago. Authentic restaurants, programming and businesses provide good value and attract visitors year round to the Platzi and other commercial districts. Those visitors that stay overnight are treated to warm hospitality in properties that celebrate Kimberley through design, architecture and local imagery. Getting to Kimberley might be a little more challenging than some other communities, but the little bit of extra time is well worth it. The transportation systems are integrated and seamless, running on low impact renewable fuels or energy sources. The City of Kimberley, Tourism Kimberley, The Chamber of Commerce and tourism based businesses work together and with the community to deliver exceptional visitor experiences from when the visitor first considers the community to the return trip home.

Ensuring Economic Viability

By Ensuring Economic Viability, in the year 2025, Kimberley’s economy is robust, and further diversified into learning, professional services, health, light industry and tourism. The economy supports a high quality of life in the community through wages, and local businesses products and services. Community members in turn shop locally whenever possible to keep money circulating throughout Kimberley. Kimberley’s niche industries and entrepreneurial culture attract more resources to the community, helping start up business to grow and to deliver unique but competitive products and services. Businesses operating in Kimberley are nimble and adapt quickly to changing trends while identifying new opportunities. Sustainable technologies and approaches are prevalent throughout Kimberley businesses, helping them to reduce costs, create new products and services, and stay ahead of mounting resource pressures. Some traditional material intensive product based businesses have been completely redesigned to provide services that better match customer needs. Natural and built Infrastructure that provides a basis for much of the economic activity in Kimberley is well maintained and restored to highly functioning levels. Land specifically designated for innovative light industry helps these businesses emerge from within and abroad while commercial and residential development is carefully managed to match community values. Open communication and joint planning between the City and business community helps contribute to a thriving business environment.

Protecting the Environment

By Protecting the Environment, in the year 2025, Kimberley continues to value and ultimately protect the beautiful natural surroundings in which it is situated. The most environmentally sensitive lands and water bodies are protected from all but the most benign uses, while some other areas are limited to certain self-propelled recreational activities. Natural populations of local species thrive in their environment helping to provide resources, clean air and water and these natural services are no longer taken for granted. Local art celebrates the environment and together with education helps to instil a strong culture of environmental stewardship. Buildings and infrastructure are carefully constructed and operated

to limit environmental impacts and designed to mimic natural systems as much as possible. Sites and landscaping are natural like, and designed to reduce water use, limit wildfire exposure and the proliferation of invasive species. Development focused to maximize the efficiency of existing municipal infrastructure helps to limit the size of the urban footprint in Kimberley. Conservation of energy, materials and water help to reduce stresses on natural systems within Kimberley and abroad while providing a steady return to help fund even more sustainable approaches.

Partnering and Collaborating

By Partnering and Collaborating, in the year 2025, the success of Kimberley is dependent on rich partnerships and an inclusive collaborative approach to community decision making. The spirit of working together pervades all aspects of community life and principles around trust, public engagement, informed participation and decision making are held in high regard. Kimberley's organizations and citizens recognize the importance of relationships within the region, province and abroad, and seeks mutual benefits in all negotiations. Formal and informal partnerships are abundant with people or organizations identifying synergies with others to deliver impressive outcomes for all involved. Expectations are clearly communicated and partners support each other and live up to agreements established.

5. Kimberley’s 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 a Quick Start 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 Kimberley, ten strategy areas were identified that broadly address all the community systems and the broad range of issues within them. For the first year of Kimberley’s ICSP, these are the ten strategy areas:

ImagineKimberley Community Strategy Areas

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

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.

Strategy Area Descriptions of Success

A public event was held in which 100+ members of the community participated in discussing and describing their visions of success for Kimberley, in the ten Strategy Areas. The descriptions of the community visions were turned into draft ‘Descriptions of Success’ and the CSAT then reviewed, revised and fine-tuned them.

These specific mini-visions are represented by clearly articulated Descriptions of Success (DoS) statements that:

1. describe what success will look like in a sustainable future in each strategy area framed by the sustainability objectives and five community priorities
2. are statements of the highest aspirations and purpose for each strategy area
3. 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 and decision making so that all actions and initiatives aim to move the community towards the vision described by the DoS.

Arts, Culture & Heritage

The Arts, Culture & Heritage strategy area enhances and supports arts, cultural and heritage opportunities in Kimberley. It includes values and heritage and has many components, including performing, literary, visual arts, heritage buildings and biographies. This strategy addresses all expressions of culture and explores opportunities for building a flourishing and sustainable arts, culture and heritage scene in Kimberley.

Arts, Culture and Heritage Descriptions of Success

2025

1. Kimberley connects through arts and culture to develop and celebrate our sense of place, community, and heritage.
2. Local and regional partnerships are developed to foster a positive environment for arts, culture and heritage and to integrate with economic development strategies.
3. Access to arts, culture and heritage opportunities improves the quality of life of community members, directly attracts visitors and contributes to the visitor experience for those in Kimberley for other pursuits.
4. Kimberley's natural and human heritage is protected and promoted to help foster a sense for the past and ensure inclusion in future endeavours.
5. Indoor and outdoor public art celebrates community support for arts, culture and heritage.
6. Appropriate and economically viable venues are in place to support, foster and celebrate arts, culture and heritage
7. Arts, culture and heritage infrastructure and materials reflect a more sustainable approach and help to inspire the community toward its vision.
8. There is an environment where artists can grow, sustain a business and make a living.

Buildings and Sites

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

Buildings and Sites Descriptions of Success

2025

1. The built environment is visually appealing, designed for people before vehicles, and appropriately scaled to sustain Kimberley's distinct small town character.
2. Buildings are safe and accessible, right-sized, very energy, materials, water efficient and healthy through design, construction approaches, material selection, technology and use.
3. Kimberley has a diverse mix of housing types and sizes with an adequate supply of accessible and affordable opportunities to meet the various needs of all residents.
4. Renewable energy technologies are used in most buildings and are adaptable to supply energy and to changes in energy sources, cost and availability.
5. Renovations and new construction projects support a skilled local workforce and utilize as many locally sourced materials as possible.
6. Landscaping and sites incorporate mostly local plant species, local food production and all plant species are carefully selected and maintained to minimize water use and to reduce wildfire hazard and wildlife conflict.
7. Public facilities and outdoor spaces are accessible, multi-purpose and shared and utilized extensively among community groups.
8. Existing sites and buildings are renovated and upgraded to make more efficient use of existing infrastructure and enhance community character.

Community and Individual Health

The Community and Individual Health strategy area is concerned with meeting residents' physical, mental, emotional, and spiritual health needs 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 such as recreation and active transportation.

Community and Individual Health Descriptions of Success

2025

1. Neighbourhoods are vibrant, social and diverse, embracing people of different ages and backgrounds.
2. Essential medical services and a supportive transportation system are locally available and accessible day and night to community members and visitors.
3. Kimberley is inclusive, accessible and welcoming and community members volunteer, share and support others in need.
4. There is clean air and water and a culture of healthy living that values and fosters healthy food, self-propelled transportation and the pursuit of personal passions.
5. Programs and initiatives help make it affordable for community members of all ages to live and play in Kimberley.
6. Permanent and part-time residents are engaged in community life and collaborate respectfully in neighbourhood and community-wide decision making.
7. Local businesses and organizations support multidisciplinary health and illness prevention strategies while creating a hub for health and wellness services for community members and visitors.
8. Community members are involved in emergency, fire and crime prevention and preparedness programs and benefit from stable public safety and emergency services.
9. Kimberley leads in providing community-wide support and inclusiveness for people living with illness or disability.
10. Kimberley supports and attracts a range of health service practitioners and monitors key elements of community health.

Economy and Work

The Economy and Work strategy area 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.

Economy and Work Descriptions of Success

2025

1. Kimberley's economy is robust and diversified and is attractive to new businesses, the current, emerging and retiring and a skilled workforce and the community as a whole.
2. The local economy provides affordable, quality products and services to locals and visitors.
3. Kimberley's work culture offers above average wages, innovative approaches to lifestyle benefits and learning opportunities to support workers and business owners of all life stages.
4. Kimberley's economy is adaptable and resilient, based on efficient technologies, sustainable resources and innovative industries.
5. There is an integrated approach to economic development and activity that recognizes and improves the social, natural, built and communication infrastructure to support it.
6. Open communication, collaboration and partnership between government, private business and non-profits help Kimberley's local economy adapt to changing trends.
7. Kimberley has a strong and dynamic entrepreneurial culture that supports new business growth and helps existing businesses to flourish.

Education

The Education strategy area addresses 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.

Education Descriptions of Success

2025

1. Diverse, quality formal and informal education is accessible to all ages and abilities within the community.
2. Education opportunities and events contribute significantly to the local economy.
3. Sustainability concepts and practices are integrated into all educational opportunities and offerings.
4. Facilities, spaces, parks and infrastructure are available, accessible and affordable for educational offerings and related community activities and events.
5. Local organizations take lead roles in providing information, instructing and supporting local businesses and community members in education endeavours.

Energy, Waste and Water

The Energy, Waste and Water strategy area is concerned with supplying high quality water and energy and materials/waste services in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices and appropriate sourcing of water and materials, delivery, use and end of life management related to the municipality's operations and community as a whole. The energy, materials and water demand from buildings, commercial activity, transportation and land use patterns is primarily covered by those respective strategies. The scope of this strategy also extends to flood control and stormwater management.

Energy, Waste and Water Descriptions of Success

2025

1. Kimberley's water capture and delivery systems are stable, high quality, resilient to a changing climate, and extremely efficient through a variety of technologies, management practices and integration of these systems.
2. A culture of reduce, reuse and recycle is fostered by community members, businesses, local government, non-profits and visitors.
3. Kimberley's energy needs are mostly met by conservation, efficiency and use local and regional renewable energy sources with minimal physical impact on natural systems.
4. All community members and visitors have reliable access to high quality drinking water and energy sources for day to day needs.
5. Local economic opportunities are realized as a result of energy, water and materials supply, conservation and education activities in all areas of community life.
6. Kimberley's water sources are protected through careful management of access and activities within the community watersheds and water quality matches the applied use.
7. Stormwater management and flood control protects lives and property, mimics natural systems and is resilient to a changing climate and unusual storm events.
8. Wastewater discharge is minimized through water re-use and receiving water quality is unimpaired from wastewater discharge.

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.

Food Descriptions of Success

2025

1. Kimberley's residents, visitors and food businesses are knowledgeable and supportive of a locally-based diet that is economically viable for producers and consumers.
2. Local and regional farmland is valued, protected and well used and farming is an enterprise intricate to the region's success and health, which minimizes impacts on nature through permaculture.
3. Affordable, healthy food options are widely available and educational programs promote indigenous food preparation, preserving/storage methods and extended growing systems, which allow eating locally produced food year round.
4. Community gardens, composting and home-based food production are increasingly prevalent through the community and are supported by local government.
5. Innovative partnerships between food producers and food consumers support both local and fair production and consumption.
6. Synthetic chemicals and compounds are reduced in the food system and local and regional produce is increasingly available and affordable.
7. Kimberley has an efficient food waste management system that reduces landfill waste, produces compost and creates local jobs.

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.

Land Use and Natural Areas Descriptions of Success

2025

1. Land use and development is closely managed to maximize efficiency of municipal infrastructure and services, reduce energy use and emissions, adapt to a changing climate, and protect environmentally sensitive areas.
2. Kimberley consists of a series of distinct, moderately-dense residential neighbourhoods supporting a diversity of housing types and sizes linked by pedestrian, cycling and transit routes with easy access to surrounding natural areas, public spaces and nearby commercial services.
3. The downtown areas are vibrant pedestrian-oriented neighbourhoods with a mix of commercial and residential uses in attractive buildings and public spaces that support social interaction.
4. Commercial areas and buildings are appropriately scaled and designed to sustain Kimberley's small town character and strong local economy.
5. A strong and diverse local economy is supported by an adequate long-term supply of land for innovative light industries, attractive commercial and residential development and protected natural areas.
6. Environmentally sensitive lands and water-bodies are inventoried, restored and protected to support local and regional biodiversity and to enhance their carbon-sink capacity.
7. Land use and natural areas within and around the community are appropriately managed to protect habitat, reduce human/wildlife conflict and reduce interface wildfire hazard.
8. Community members and visitors have respect for the natural environment, value Kimberley's interconnected neighbourhoods and natural areas and enjoy extensive recreational opportunities that foster healthy, active living.
9. Local land use planning involves meaningful community engagement and is integrated with regional planning initiatives to support healthy active living, a resilient local economy and ensure protection of community watersheds and natural areas.

Recreation and Leisure

The Recreation and Leisure Strategy addresses the development, delivery and management of recreation and leisure opportunities for Kimberley community members and visitors. The strategy includes outdoor and indoor recreation and leisure facilities, programs and initiatives. While a primary focus is on municipal services, this strategy takes an integrated approach to recreation and leisure planning in Kimberley, also addressing private offerings and partnerships within and outside of the community.

Recreation and Leisure Descriptions of Success

2025

1. Recreation programming is diverse, accessible, and compliant with industry and risk management standards and offered at various price points to meet community members various needs for leisure and recreation.
2. Municipal based, private and NGO/volunteer-based recreation services partner to identify and enhance recreational assets and to deliver exceptional recreation services attractive to visitors and existing/future community members.
3. A diversity of recreation opportunities are a cornerstone of the tourism economy in Kimberley and conflict amongst various recreation groups and activities is minimized through planning and resolution processes.
4. Community members and visitors treat recreation areas indoors and outdoors with respect and take ownership over the facilities through an educational process.
5. Recreation and leisure activities encourage interaction between age groups, social networks and neighbourhoods.
6. Recreation and leisure infrastructure is both natural and built and both are protected, maintained, and enhanced with a similar emphasis and managed to limit degradation of natural areas.
7. Programs, activities and infrastructure have transitioned to the sustainable use of energy, water and materials.
8. Recreation and leisure activities are mainly based on low-impact, self-propelled activities, or those using clean fuels and technologies.

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 rural nature. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.

Transportation and Mobility Descriptions of Success

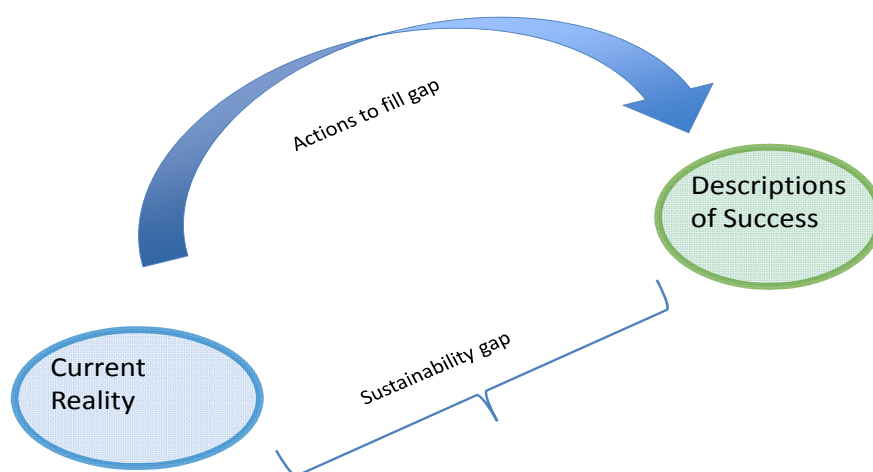
2025

1. Kimberley is a walking and accessible community with good opportunities for year round self-propelled movement and the infrastructure to support these activities.
2. Transportation design, services and systems support community members and visitors to increasingly use modes of transportation that are more efficient than personal vehicles.
3. All vehicles are right sized, very efficient non-polluting and utilizing renewable energy as the primary energy source.
4. There is a reliable and user-friendly mass transportation system in Kimberley and through the region and is offered at affordable rates.
5. Transportation infrastructure is designed using efficient patterns and best practices to minimize and mitigate impacts on undeveloped areas.
6. A growing number of community members needs including work opportunities are met without having to travel outside of the community.
7. Kimberley's local and regional transportation system is transitioning to primarily renewable energy fuel systems using regional sources as much as possible.
8. The movement of goods and people in and around the community and within the region is seamless and relatively direct and efficient.

6. Implementing *ImagineKimberley*

Action Planning

Once the community developed its vision, i.e., the Descriptions of Success, and its current reality (**Appendix F**) relative to its strategy areas, actions were then determined that would help the community move from its current situation to where it wants to be in order to be more successful and sustainable. The CSAT was tasked with reviewing Kimberley's current reality and Descriptions of Success, and considering the 'sustainability gap,' came up with ideas for actions that could be undertaken by the City of Kimberley and community partners. These ideas were also informed by 150 Kimberley Citizen's who contributed their own perspective on the 'gap' and their own ideas via an online survey.



While a considerable number of actions were identified, a set of 4-6 actions were prioritized for each strategy area to be considered in the first year. These priority actions were reviewed based on the following criteria:

1. Move toward one or more Descriptions of Success (meeting more DoS is better).
2. Moves toward multiple Priorities and Strategy Areas.
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:

1. Starts with an action verb so that the action is clear (e.g. 'develop,' 'inventory,' 'build');
2. Is specific enough to be linked to one lead organization; and
3. It is clear what the outcome will be.

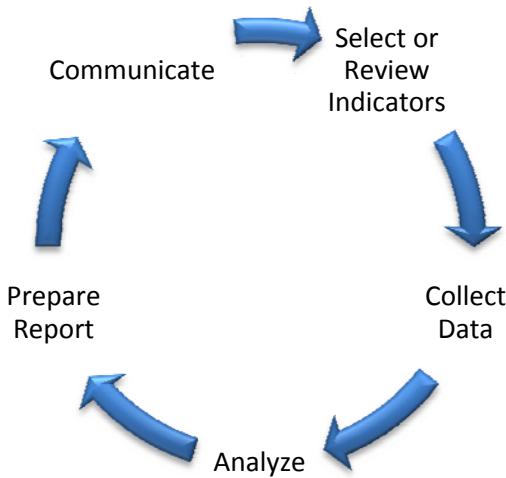
Each action will be proposed to the lead partner organization, which will then decide whether it can take on the action this year (accept), postpone taking it on to another year, or decline taking it on, in which case the organization would be asked to provide an explanation.

Appendix C is the list of recommended priority actions.

As actions are undertaken and completed, they need to be tracked and communicated. An action monitoring tool spreadsheet will be provided separately.

Kimberley’s Indicators of Success and Sustainability

Indicators are essential for measuring performance toward a goal and toward the vision as articulated by the priorities, sustainability objectives, 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 *ImagineKimberley*, a set of indicators articulated under the five priorities were developed. These indicators were selected based on representation of the priorities, and availability and accessibility of existing data. The indicators are identified in **Appendix D: List of Recommended Indicators** along with a description and data sources. A spreadsheet for monitoring and reporting on the indicators will be provided separately.

Targets

ImagineKimberley 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 recommended* targets have been incorporated into the ICSP:

Partners for Climate Change Milestone 2: City of Kimberley Targets

- Forecasted increase of 137.3 t CO₂e over baseline by 2020
- Reduction target of 33% below baseline in 2007 by 2020
- Total reductions required to meet target: 635.8 t CO₂e

Partners for Climate Change Milestone 2: Community of Kimberley Targets

- Forecasted increase of 4,839 t CO₂e over baseline
- Reduction target of 6% below baseline in 2007 by 2020
- Total reductions required to meet target: 7,739 t CO₂e

*More discussion on these targets will take place through a process to amend and add them to the Kimberley OCP.

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 provide a framework for assessing all decisions and actions.

Appendix B: Sustainability Decision-Making Framework is a decision-making framework based on the four sustainability objectives, Kimberley's five 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.

7. Next Steps in Kimberley’s 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. This section outlines the main areas for building on Kimberley’s ICSP and creating an ongoing process for institutionalizing sustainability in the community.

1. Partner with Community Stakeholders on Implementation

Since the ICSP is a long-term plan for the whole community, it is imperative that community stakeholders participate as partners with the City of Kimberley 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). Community partners are essential in realizing the vision in *ImagineKimberley*. A sample Partnership Agreement is attached as **Appendix E: ImagineKimberley Partnership Agreement (sample)**.

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.

2. Create Task Forces

The *ImagineKimberley* 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 and interested individuals 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 and managed 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 strategy areas, i.e., ten 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 ten as with the above option. For example:
 - a. Land Use and Natural Areas + Economy and Work (All members)
 - b. Building and Sites + Energy, Water, and Waste + Transportation and Mobility

- c. Community and Individual Health +Food + Recreation and Leisure
- d. Education + Arts, Culture, Heritage

For continuity, it is recommended that one or more CSAT members be assigned to each Task Force to provide background knowledge and help move the community forward to its Descriptions of Success using the action planning process.

3. Annual Action Planning

Regardless of whether the *Imagine*Kimberley 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:
 - f. Does this action move us toward our Descriptions of Success?
 - g. Does this action move us toward our Sustainability Objectives?
 - h. Is this action a flexible platform for future improvement toward sustainability and success?
 - i. Is this action a good financial investment?
3. Review and discuss the prioritized list to identify any potential gaps in the final set.
4. 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.

4. Ongoing Monitoring and Reporting

Monitoring and reporting progress toward (or away from) Kimberley'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 *ImagineKimberley* is based what type of data is readily 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:

1. Validity – to measure progress toward the descriptions of success or priorities
2. Reliability – to provide consistently measured data over time
3. Resource intensity (including information availability) – to achieve a balance of good data for good value
4. 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 Kimberley'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 City of Kimberley's 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.

5. Align Decision-making and other Documents 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 one included to assist them through the process.

6. Revisit Kimberley's Current Vision Statement

Through the ICSP process a detailed vision of Kimberley emerged. These vision details are articulated in the priorities, sustainability objectives and descriptions of success for each strategy area and may or may not be consistent with the current vision statement. As creating a Vision Statement is generally a bottom up exercise, where details like those in the ICSP are articulated and then summarized in to a short one or two sentence statement, now would be a perfect time to check to see if the current vision statement encompasses the ICSP detailed vision and revise as needed. Whatever emerges from this vision statement process should be added to this document.

Current Vision Statement:

"Kimberley is a community enjoying outstanding quality of life in harmony with nature and each other."

7. 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.

1. **Indicators:** 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.

2. **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.
3. **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.

Glossary of Terms

Accessible: Accessible is a general term used to describe the degree to which a product, device, service, or environment is available to as many people as possible. It is also used to focus on people with disabilities or special needs and their right of access to entities, often through use of assistive technology or design.

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).

Community Member: Either a resident (full time) or part-time resident who lives in the community.

District energy: A locally-based energy system from renewable sources that supplies a group of buildings 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.

Food system: The food system represents all the entities, individuals and resources used to grow, harvest, produce, deliver, consume and dispose of food.

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)

Part-time Resident: Generally someone who takes up their primary residence outside of Kimberley but who
1. Own and occasionally uses a residence in Kimberley or
2. Rents a residence in the community for more than 28 consecutive days.

Resident: Generally someone who takes up their primary residence in the Kimberley and lives there for most of the year.

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.

Self-propelled: Transportation modes or recreation activities driven by human energy such as walking, running, cycling, skateboarding, cross country skiing, paddling etc...

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

Sustainability objectives: Kimberley has adopted the four sustainability objectives 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.

Visitor: Generally someone who’s primary residence is outside of Kimberley and who visits Kimberley for less than 28 consecutive days.

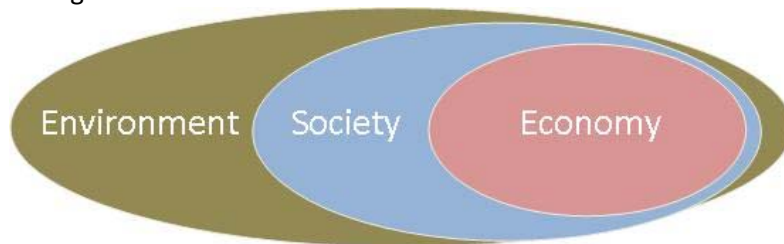
Wildlife corridors: Linear habitat embedded in unsuitable habitat, which connects two or more larger blocks of suitable habitat. It is generally proposed for conservation in order to enhance or maintain the viability of wildlife populations in the habitat blocks.

Appendix A: Sustainability and *Imagine*Kimberley

As *Imagine*Kimberley is a sustainability plan it needs to reflect sustainability throughout the entire structure. Using a painting as metaphor, sustainability criteria boundaries for this plan represent the frame or edges of the canvas and the Vision, Priorities, Strategies, Actions and Indicators unique to Kimberley represent the paint on the canvas. While sustainability is consistently applied across communities, there is no right way to paint the picture. Kimberley's picture of the desired future and path for getting there will be unique.

Defining Sustainability

There are a multitude of manners in which to define sustainability or sustainable development. The Brundtland Commission, in the 1987 report *Our Common Future*, defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” To be more precise, most practitioners agree that a sustainable community is one with a robust resilient economy within and serving a strong, equitable society, within a highly functioning natural environment.



Integrated Systems: what happens in one system impacts the others.

Sustainability as described above is very compelling, but it does not have the clarity nor the precision required for effective planning and action. To do this, the City of Kimberley has agreed to use sustainability objectives derived from the Natural Step principles for sustainability in order to take sustainability toward on the ground actions. These objectives outline the basic criteria for any organization or community to be sustainable. In addition, the objectives are useful for quickly creating a shared language and moving sustainability into Visions and Actions because they focus on root cause activities vs. symptoms, are non-overlapping for comprehension, specific yet non-prescriptive and open to a multitude of approaches for sustainability, and general enough to be applied to all types of activities. While the wording for each

objective can be a little cumbersome at first glance, the approaches derived from the objectives are more clear and useful for informing actions and decision making.

Sustainability Objectives

to

Sustainability Approaches

To reduce our contribution to the progressive build-up in of materials that are **extracted from the Earth's Crust** (e.g. Heavy metals, Fossil fuels)



To substitute extracted stuff that is harmful for **stuff that is more attuned to nature** and to use all extracted stuff efficiently through **reducing demand for it, reusing it or recycling it.**

To reduce our contribution to the progressive build-up in of synthetic materials **produced by society**. (e.g. Dioxins, PCB, DDT, PBDE etc.)



To substitute manmade persistent and unnatural stuff with **stuff that is abundant or that breaks down more easily in nature**, and to use all manmade stuff efficiently through reducing demand for it, reusing it or recycling it.

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



To use resources from well-managed eco-systems, pursuing the most **productive and efficient use** of those resources and land, and exercising caution in all kinds of modifications of nature, such as over-harvesting, and the introduction of invasive species.

To reduce 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...)



To allow for a high quality of life for all people through designing **supportive socio-cultural (government, relationships, social norms etc...) and economic systems.**

*Basic human needs: A comprehensive set of fundamental human needs that are culturally and historically universal, non-overlapping, non-substitutable, complimentary to one another, and seek continual satisfaction. They are recognised as: **subsistence, protection, affection, idleness, identity, freedom, creativity, participation and understanding**. These were identified by the Chilean economist, Manfred Max-Neef.

Sustainability and Natural Step Resources

Sustainability and Natural Step 101: <http://www.youtube.com/watch?v=B5NiTN0chj0&feature=related>

Town of Canmore: Natural Step Staff Training with practical examples by the town of Canmore: <http://www.youtube.com/watch?v=yIivQATglw&feature=related>

Natural Step Framework Summary: <http://www.naturalstepusa.org/storage/pdfs-training/TNS%20Framework%20Summary.pdf>

Imagine Kimberley

Appendix B: 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, research, procurement, practice new or old) by using the *Imagine Kimberley* sustainability framework to inform decision-making.

NAME OF PROPOSED ACTION:

BRIEF DESCRIPTION OF THE ACTION:

DATE:

REVIEWED BY:

1

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

Indicate which priorities the action supports:

1. Enriching Community Life
 2. Enhancing the Tourism Experience
 3. Ensuring Economic Viability
 4. Protecting the Environment
5. Partnering/Collaboration

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

- | | | |
|---|--|---|
| <input type="checkbox"/> 1. Arts, Culture and Heritage | <input type="checkbox"/> 2. Buildings and Sites | <input type="checkbox"/> 3. Community & Individual Health |
| <input type="checkbox"/> 4. Economy and Work | <input type="checkbox"/> 5. Education | <input type="checkbox"/> 6. Food |
| <input type="checkbox"/> 7. Energy, Water and Waste Systems | <input type="checkbox"/> 8. Land Use and Natural Areas | <input type="checkbox"/> 9. Recreation and Leisure |
| <input type="checkbox"/> 10. Transportation and Mobility | | |

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 KIMBERLEY TOWARD OUR SHARED SUSTIANABILITY OBJECTIVES?

To reduce and to eventually eliminate Kimberley’s contribution to:

	Toward Quickly	Toward Slowly	Neutral	Away	If ‘away,’ how could you avoid or minimize this?
 Ongoing build-up of substances (scarce metals, fossil fuels) 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* KIMBERLEY?

Eventually Kimberley will need to **eliminate** the contribution to the four unsustainable practices above. In general, choosing actions that are as flexible as possible will help you avoid dead end situations that might prevent you from reconciling short term tradeoffs and fully meeting your sustainability objectives. 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 and do not limit our ability to adapt. 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?		
Will the action lead to increased revenues (user fees, taxes) or reduced capital or operating costs?	Revenues:\$	Reduced costs:\$
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

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 C: CSAT Recommended 2011 Actions by Strategy Area

Strategy Area: Arts, Culture and Heritage										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Plan and fundraise for Centre 64 Expansion	And expanded Centre will provide a retail gallery space, a theatre, rental space, art spaces, and a new face for the arts	Provide a venue where arts will flourish and increase economic diversity	6,7,3,8	H	H	H	5	KAC	
2	Develop a strategy for public art installations	A strategy that identifies local capacity , locations, and criteria for selection	Economic driver that supports the local economy and sense of place.	8,5	H	M	M	1	KAC	CoK
3	Conduct a heritage inventory	Inventory past and present history of the built environment, develop designations and walks	Promote the heritage of our community	4,1,7	L	M	L	1-2	Heritage Society	CoK
4	Establish an institution for art education	An institution that could use existing infrastructure to provide courses and workshops	Build capacity for local arts and culture base, help artists make a living.	8	H	M	L	2-5	KAC	Banff Centre
5	Establish a centralized event manager	A central person or place to coordinate events to maximize the experience for all.	Hold more events, consistency in quality, centralized marketing, and more diverse events.	2,8	H	H	M		KCDS	
6	Prioritize actions of the cultural plan and implement them	Identify on an annual basis	To ensure the plan lives on	7	L	M	L	1	KAC	

Strategy Area: Buildings and Sites										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Amend local building code Bylaw to include 'readymade' green building code options	The Province is creating some readymade building code additions that can be adopted by local governments and applied locally. The intent is that the options used by Kimberley will apply to all building permits.	Building regulations are one of the most effective tools to help advance green building goals. These regulations are essentially ready to go and only require adoption by local governments.		M	H	M	1-2	COK	COTR
2	Make a local 'sustainable' landscaping guide available on the web and as handouts.	Essentially a guide book/tool kit/web kit on how to landscape sites in a more sustainable manner in Kimberley.	For the motivated user, guides and toolkits can help direct effective action toward more sustainable landscapes.		M	M	L	1	Wildsight	COK
3	Repaint City of Kimberley Buildings	This action would apply to the Civic Centre, City Hall, and Centennial Centre. City Hall façade improvements could also be considered to help revitalize the look of downtown.	Painting City buildings will help to beautify the community/downtown and hopefully incite other building owners to follow suit.		H	M	L	1	COK	
4	Make City Hall accessible	This action would be the first approach to making all City buildings more accessible to people with a physical disability.	The City has a number of buildings that could be made more accessible. Starting with city hall would		H	H	L	1	COK	
5	Create and implement a water audit program	Part of a 5 Year program to reduce water use in homes thorough providing a water use audit.	Providing an audit is one way to identify easy water reduction activities for homeowners.		M	M	L	1-5	CBT	COK
6	I.D and communicate all government incentive programs for more sustainable residential upgrades	This action would inventory all the current government incentive programs for green building and site upgrades and make this list available to community members.	There are many programs in existence, but they may not be communicated all that well and if they are there is not one spot where they exist in one place for homeowners to review.		H	M	L	1-2	COK	

Strategy Area: Community and Individual Health										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Create/reinstate a “Accessible Kimberley” citizen/staff committee	This committee would assess existing public and commercial buildings for accessibility and would likely have a rep include from the Athlete Centre.	A significant % of citizens are older, disabled and it might help to attract disabled athletes to Kimberley	3,9	M	H	L	1-2	CoK	Council Committee
2	Create green, accessible affordable rental housing	This would initially require organizing community groups and identifying partners and funding.	This action will help create affordable rental housing that will provide a stepping stone to people entering the housing rental market, provide most efficient/cost effective housing and at the same time reduce environmental impacts from buildings.	5	H	H	H	5	Affordable Housing Committee	Habitat for Humanity
3	Adopt and anti idling bylaw and communicate it	Adopting an anti idling bylaw places limits on the duration that vehicle can idle for. Include a communication campaign to support the bylaw and its intent.	Anti idling bylaws communicate that a community is serious about air pollution and limiting greenhouse gas emissions while provided an option for enforcement of the bylaw in cases with repeat behaviour. Campaigns are more successful if accompanied by a communication and social marketing approach	4	H	M	L	1	CoK	Wildsight
4	Encourage local essential medical services	This action would work towards 24hr essential medical services for Kimberley.	There is community demand for Kimberley based service so that community members don't have to drive to Cranbrook.	2,7	M	H	H	5	Kimberley Medical Centre	Kimberley Health Society
5	Publicize/provide info on social services providers, shelters and support services	This action would provide details of social services to those in need and those who might require support in the future.	There are a significant amount of social services available in the community, but not everyone who might need the service is aware that is there.	3,5,7,9,10	M	M	L	1	Summit Community Services	

Strategy Area: Community and Individual Health

#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
6	Expand and enhance the woodstove update program	The Existing program is a partnership between Wildsight and the RDEK, and municipalities Exchange your old, uncertified wood stove for a new, EPA or CSA certified wood, pellet, or gas heating appliance, and dispose of your old appliance at RDEK transfer stations. Funds are available to help pay for the new stove.	Burning wood in old uncertified woodstoves reduces air quality both outside and inside the home, while wasting wood energy through inefficient operation. This program helps motivate homeowners to upgrade their stove to a cleaner burning and more efficient stove.	4	M	H	L	2-3	Wildsight	

Strategy Area: Economy and Work										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Engage the community and visitors to undertake a comprehensive branding process	Includes community vision and identity, marketing and promotion, community design/form and character, and a sustainable tourism approach	This exercise should help to focus the majority of the business and tourism community on a common community brand and look that is attractive to residents and visitors alike	5	H	H	M	1	CoK	Chamber, Business, Tourism Kimberley
2	Provide a supply of light industrial land ready for development	This action would entail the City cleaning and freeing up existing City owned land so that it can be used for light industrial uses.	There isn't much light industrial land in Kimberley to attract businesses at the moment. Making this land available should help attract new business.	1	M	H	M	1	CoK	Province
3	Establish a development and incentive strategy to attract innovative light industrial businesses	This action would build on the action to free up land by promoting the industrial land opportunity to businesses and utilizing incentives to attract them to set up in Kimberley.	As the land becomes available for development it will be critical to attract businesses to utilize the land so the benefits of new commercial operations can be achieved.	1	M	H	L	1-2	CoK	Chamber
4	Develop a specialized health related facility on the 3rd floor of the Health Care Building	This would initially require identifying key partners, developing a strategy and identifying funding alternatives.	This would help improve availability of health services and programs in the community.	5	M	M	M	1-5	Health Centre Society	KCDS, CoK, Province, Summit
5	Support the expansion of local 'open' markets	This action would build on existing Platzl market and consider additional locations. This would be part of an effort to promote local services and products to help this business grow and flourish.	This would support local products and services, boost local shopping opportunities and enhance vibrancy in the commercial areas.	1,2,5,7	H	M	L	1	Chamber	CoK, Tourism Kimberley, Parking Commission

Strategy Area: Economy and Work

#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
6	Develop and support a sustainable tourism strategy	This strategy would seek to encourage longer visitors' stays and diversify the mix of businesses, services and programs that support the strategy. It would also look at ways to further reduce impacts of travel through offsets, and efficiency of businesses.	Tourism as it stands has many benefits for Kimberley but also some challenges related to environmental and social sustainability. This action seeks to find approaches to further the benefits of tourism while reducing the impacts.	5	H	H	L-M	1	Tourism Kimberley	CoK, Chamber

Strategy Area: Education										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Explore potential to establish a mining and aquatic habitat restoration institute	This action would be part of a long term project to develop a mining and aquatic habitat restoration institute. A Restoration Institute could coordinate diploma programs, courses, seminars and workshops using the considerable expertise in the local community. It could involve partnerships with a University to create a field school in Kimberley for their students that could be managed by the Restoration Institute.	Restoration is mandated for the mining industry and a number of specialist firms have started up locally. Teck's stellar record of undertaking a major mining restoration left a repository of documents that could be a core. On-going mining restoration in the coal block is 'cutting edge' and can be tied in. Ranchers, the Ministry of Parks, the National Parks, and many NGOs are engaged in aquatic habitat restoration. All this knowledge and experience could enhance the Restoration Institute.	2,3,5,1	H	H	H	5	Teck	COTR, UVIC, Selkirk College, Thompson Rivers University, Geo –Oliver and Associates, Mainstream
2	Continue and expand the Kimberley green building and living conference.	This action involves continuation of existing conference but also pursuing opportunities for related conferences, workshops or seminars at other times of the year. Parts of the conference could evolve into regular course offerings at COTR or other venues.	The conference helps build local capacity, awareness and understanding in green building. Expansion will further support and help diversify local learning and economic opportunities.	1,2,3,5	H	H	M	1-2	Wildsight	COTR, CoK, KRIC,
3	Establish food gardens at all schools	Food gardens and potentially greenhouse would be established at local schools and the food could be used onsite or donated.	This action will help citizens to better understand where their food comes from and a greater appreciation for the natural environment and agriculture.	3,1,2,5	H	H	L	1-2	School District	Wildsight, Garden Clubs

Strategy Area: Education										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
4	Develop a coordinated communication strategy to promote sustainability concepts and actions	The communication strategy would result in a series of communication media (events, videos, advertisements, presentations etc...) to promote sustainability concepts and actions.	This coordinated communication strategy would help to support all community action for sustainability by raising the community members capacity to understand, support and act on sustainability actions.	3	H	H	L	1-2	CoK	Wildsight, COTR, CSAT in the future
5	Explore the potential for a local field school	This action would explore the possibility of a more formalized field school offering to entice more people to come to Kimberley to support learning and the local economy.	Numerous groups already come to Kimberley on field trips and assignments and if it could be expanded it should support Kimberley's learning and economy.	1,2,3,4	H	H	H	5	CoK	COTR, Wildsight, Teck, Restaurant Industry, Tourism Providers, Mainstream

Strategy Area: Energy, Waste and Water										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Adopt curbside recycling and composting pick up	This system would implement municipal curbside pickup and voluntary composting. Consider potential wildlife conflicts and mitigate.	Help to reduce landfilled waste, it is an opportunity for a green business, and bear proofing could be improved.	2,5	H	M	M	3-5	CoK	RDEK, Small business
2	Adopt and implement the BC Building Code Solar Hot Water ready requirement into local building bylaw	The Province is creating some readymade building code additions that can be adopted by local governments and applied locally. One of the first, is a Solar Hot Water ready requirement that would make it mandatory on certain projects to prepare for the future use of a Solar Thermal Water heating system.	Solar thermal is one of the more promising site based renewable energy systems. To ensure that the costs of installing the systems as future retrofits is not overly burdensome, this bylaw would ensure that new builds are constructed to accept the system. Constructing this flexibility at the time of construction is relatively inexpensive compared to a retrofit later on.	3,5	L	M	L	1	CoK	Province
3	Identify nodes and systems suitable to local district energy systems	This approach would study the appropriate locations based on energy loads and technological constraints while also considering potential energy sources for the system.	The study will provide critical information to assess the possibility for district energy systems to reduce local energy demand, associated costs and impacts.	5,4,5	L	M	M	1-2	CoK	Wildsight, BC Hydro, Fortis
4	Develop a comprehensive storm water management plan	This study would focus on how to reduce stormwater runoff by increasing infiltration opportunities.	Infiltration can help to cleanse stormwater prior to entering back into natural waterbodies, and can also take a significant load off the waste water treatment system.	7	L	M	L	1-2	CoK	Wildsight

Strategy Area: Energy, Waste and Water										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
5	Develop a communication plan about the implementation of energy, waste and water actions taken in Kimberley	This plan would consider various options e.g. Open house, email, flyers etc... for communicating the actions that are underway in the community.	Lots of really good programs already exist, but people don't know about them.	2	H	M	L	1	CoK	
6	Install UV (ultra-violet radiation) treatment equipment at waste water treatment facility.	This is a first step in a series of upgrades to the existing waste water treatment facility to ensure compliance with current regulatory requirements. It is also an opportunity to consider the potential to capture usable energy from the system.	Upgrades can improve effectiveness and reduce operating costs while ensuring compliance with regulations.	8, 3	L	M	H	1-2	CoK	Province

Strategy Area: Food										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Form a Kimberley Food Co-op	Establish a food cooperative in collaboration with local producers, suppliers and retailers to allow for bulk buying and for community members to defray costs through contributed work. The co-op would promote initiatives for local food production, distribution, education and access.	The co-op would enhance security and affordability of local food supply and support certified organic and locally grown foods.	5,3,2,7,6	H	H	L	1-2	Local group producers and retailers	Sprout
2	Feasibility Study to develop a compost program	The study would look at all the various options (pickup vs. centralized, household vs. central composting processes etc...) for dealing with food and organic waste. Consider potential wildlife conflicts and mitigate.	Organics make up a significant proportion of all landfilled waste and composting is often a localized cost effective way to turn a waste product into something more valuable.	4,7,6	H	H	M	2-3	Wildsight	CoK, RDEK
3	Provide courses in organic farming and permaculture	These courses would be targeted at citizens and local/regional farmers.	Permaculture courses would help build the regions capacity for more sustainable farming.	3,6	L	M	L	1-2	COTR	Wildsight
4	Establish a pedal powered gardening program for youth	This program would see youth gardening on underutilized land in Kimberley and traveling between plots on bikes with trailers. There would be an education program attached to help develop growing skills.	This program would utilize underutilized land in a way that enhances food security and connects community members and provides youth with basic food growing skills.	Most	H	M	L	1-2	Mainstream	SPARK, WILDSIGHT, Posers

Strategy Area: Food										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
5	Provide community greenhouse opportunities	Food gardens and potentially greenhouse could be established at local schools or other sites and the food could be used onsite, donated, or taking home.	This action will help citizens to better understand and control where their food comes from, enhance food security, and help to build a greater appreciation for the natural environment and agriculture.	3,4,6	H	H	H	3-5	Food Coop	CoK, Sprouts, School Board
6	Adopt and urban agriculture bylaw	This bylaw would allow for bee hives, chickens and gardens. Consider potential wildlife conflicts and ensure provisions for mitigation.	This action will help citizens to better understand and control where their food comes from, enhance food security, and help to build a greater appreciation for the natural environment and agriculture.	1,2,3,4,6	M	H	L	1-2	CoK	

Strategy Area: Land Use and Natural Areas										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Create and implement a Downtown Revitalization Plan	This could be tied into the branding exercise but it focuses on look and feel of streetscapes, sidewalks and parking areas, buildings and properties as well as the strategies (policies, incentives, and programming) for achieving these outcomes.	The current downtown area in Kimberley is in need of some freshening up to help create an attractive ambiance and atmosphere and a Plan can help to provide a road map to guide this process.	3,1,4	H	H	M	2-3	CoK	Chamber, Owners, Province
2	Create and Implement a tax supported local conservation fund	This would involve a referendum question in the fall 2011 civic elections for a parcel levy to support conservation & restoration of environmentally sensitive areas.	Sensitive natural areas exist on both private and public land and this levy would financially support conservation and restoration on/of these lands.	1,6	H	H	L	1-2	CoK	East Kootenay Conservation Program
3	Develop a sustainability checklist to guide land use and development decisions	Develop and apply a volunteer checklist for development proposals that supports <i>ImagineKimberley</i> Priorities.	The checklist will help to assess the impact of development proposal and identify issues inconsistent with the ICSP so that the City can work with developers to address them.	1,7,9	M	M	L	1-2	CoK	Public
4	Create a public process to identify land use patterns that support <i>ImagineKimberley</i> Priorities.	This could be incorporated into a future review and update of the Official Community Plan to ensure alignment with the ICSP.	Land use plays a pivotal role in achieving sustainability and there are various opinions on how it should look. This process will help achieve an approach that is consistent to <i>ImagineKimberley</i> Priorities.	1,2,3,4,9	M	H	L	2-3	CoK	Community members
5	Create and implement a communication plan to increase awareness of natural areas in and around Kimberley	This plan could involve a variety of community communication opportunities over a relatively long timescale.	Support for the natural environment first comes from knowing it is there. This action aims to increase awareness of these special places.	1,8,7,6	H	M	L	1-3	KNP Society	CoK

Strategy Area: Land Use and Natural Areas										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
6	Create a multi-stakeholder committee to review and inventory ESA's and recommend actions for increased protection	Create a multi-stakeholder committee to review and inventory ESA's and recommend actions for increased protection	Environmentally sensitive areas are critically important to Kimberley and a variety of people and organizations can contribute to inventorying the areas and developing actions for protection.	1,2,5,6,7,8,9	H	H	L	1-2	Wildsight	Teck, CoK, RCR, Other

Strategy Area: Recreation and Leisure										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Enhance public access to St. Mary River for vehicles and suitable launch/pullouts for water craft	Public access might include roads, parking and multiple access points. Designs would help to minimize the impact on the river through well defined access points.	The river is not very accessible for fishing, kayak, white water rafting activities, and the inaccessibility prevents residents and visitors from enjoying this amazing asset. Additionally, well managed access points may help to reduce the impact on the riparian zone.	2,1,3,6,7,8	H	H	M	1-2	CoK	Raft/Fishing Guides, St. Mary Fly Fisher, Kimberley Golf Club, Tourism Kimberley, Teck, Kimberley Vacations
2	Develop mountain biking trail network in Nordic Ski Area	This action involves: linking existing trails and creating new ones; and improving mapping and wayfinding for trail users. Ensure that all new trails are built to IMBA standards to ensure user safety and ecological protection.	Improved and expanded mountain biking opportunities will benefit current community members and business as well as attract visitors. Nordic ski trails are very well used and a significant amenity to residents and visitors. This action will help increase summer use without impacting winter activities.	2,6,1,8,4,5	H	H	M	2-3	Kimberley Trails Society	CoK, Province, Kimberley Nordic Club, Tourism Kimberley, Nature Park Society
3	Designate formal parking areas at Nature Park entrances	This would identify and designate parking areas near main trailheads.	This would help to resolve parking conflict and concerns from residents near the Nature Park entrances at Swan Avenue and Higgins Street.	2,3	M	M	L	1-2	CoK	Nature Park Society, Local Residents
4	Create an event and recreation coordinator or group.	This is a first step to encourage expansion and promotion of festival and event offerings and recreational programming opportunities for both residents and visitors; it could be one person or a group of people.	The purpose of this action is to aid in event planning and communication while encouraging expansion and promotion of festival and event offerings	1,2,3,5	H	H	L	1-2	CoK	Tourism Kimberley, College of the Rockies, Arts Council, Chamber, Hotel Sector

Strategy Area: Recreation and Leisure										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
5	Add to and beautify Botanical Gardens	Would incorporate multiple botanical gardens to beautify the city, and consider strategies to beautify the existing gardens	This action could expand education and tourism opportunities for the community and beautify neighbourhoods.	8.3, 8.8	H	L	M	5	CoK	Cominco Gardens, Kimberley Garden Club

Strategy Area: Transportation and Mobility										
#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
1	Enhance the cycling and pedestrian network by linking converted-rail trail to other existing routes and trailheads and increasing bike parking facilities in key areas.	This action involves: road (e.g. bike lanes) and trail connections to existing trails, downtown and other key amenities; increasing bike parking facilities; improving mapping and wayfinding for trail users; consistent maintenance, linking existing trails and creating new ones.	This will help to improve connections between neighbourhoods, businesses, schools and public buildings.	2,1	H	H	L	2-3	CoK	Kimberley Trails Society. Service Clubs, Rail to Trails
2	Study the feasibility of shared transport (Car Share, Bus, Van) between Kimberley and Cranbrook	Study the feasibility of shared transport (Car Share, Bus, Van) between Kimberley and Cranbrook	A significant number of community residents work in Cranbrook and a shared transport model of commuting would reduce the negative impacts of regional travel.	4	L	M	L	1-2	CoK	Wildsight, BC Transit, Kimberley Community Transit,
3	Study the feasibility of enhancing transit within Kimberley	Study the feasibility of enhancing transit within Kimberley	Transit within Kimberley is very limited and this study would seek ways to improve it.	2	L	M	L	1-2	CoK	Wildsight, BC Transit, Kimberley Community Transit,,
4	Establish a cross country ski trail system through the community to improve connections between neighbourhoods, businesses, schools and public buildings.	This winter trail system would be on edges of local roads or sidewalks and provide access around the community.	Improving the opportunities for low impact travel help to reduce impacts associated with vehicle trips. The trails would provide a good resource for visitors and contribute to a unique “winter ski culture’ experience for some.	1	H	M	L	1-2	Kimberley Trails Society	CoK, Nordic Club, Citizens
5	Improve trail network to outlying communities such as Meadowbrook, Wasa, St. Mary	Includes all modes of self propelled options	This action is meant to help reduce the impact of regional travel.	1	H	M	M	5	Kimberley Trails Society	MOT, RDEK, MOTourism, CoK, Rec Groups

Strategy Area: Transportation and Mobility

#	Action	Description	Rationale	Main DOS	Visibility	Impact	Cost/ Resources	Time to Complete	Lead Partner	Supporting Partners
6	Host public art competition to design a combined bike and ski rack for Kimberley	The winning design would be used to create a combined bike and ski rack for placement throughout Kimberley	This event would help to create a unique sense of place in Kimberley and contribute to the city trail network.	1	H	M	L	1-2	Arts Council	CoK

Appendix D: Detailed Indicator Descriptions

Enriching Community Life

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	<i>Imagine</i> Kimberley Related Priority	<i>Imagine</i> Kimberley Related Priority
Trail Length	Total length of trails	This indicator measures the total length of recreational and commuter trails, which is an indicator of availability of recreational opportunities and preferred transportation modes.	Paths and trails have been identified as an important recreation, health, and tourism asset.	Reported out as recreation and commuter targeted trails.	COK	Enhancing the Tourism Experience	
Dwelling Density	Average development density in Kimberley	This indicator measures the density on land that is zoned for development. It excludes land used as parks, natural hazard or protected areas	Density is a common measure of more sustainable planning. Increased density can reduce the costs of community infrastructure and operations, housing, increase community interaction and vibrancy, and help protect green space. Density can also increase the viability of transit programs and local services to reduce some of the negative impacts from transportation.	By Neighbourhood	COK	Protecting the Environment	

Appendix D: Detailed Indicator Descriptions

Enriching Community Life

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	<i>Imagine</i> Kimberley Related Priority	<i>Imagine</i> Kimberley Related Priority
Population	Total Population of Kimberley and Ratios of Age Structures	This indicator measures the total size of Kimberley's full-time population	A population base that is not declining indicates a desire for people to live in Kimberley and is a proxy for overall satisfaction with life in the community for various demographics. Diverse communities provide more opportunities for intergenerational interaction help to measure whether communities are attractive to a range of ages.	Dependency rate : (population 0-14 + population over 64)/(population 15-64)*100; Rejuvenation rate: (population over 65)/(population 0-14)*100; Substitution rate: (population 15-24)/(population 55-64)*100;	BC Stats/MSP Stats/Census	Ensuring Economic Viability	Protecting the Environment
Recreation and Arts Participation	Number participants in recreation and arts programs	The number of recorded entries into recreation and cultural facilities in Kimberley	This indicator identifies activity levels of residents and visitors in facilities and programs, which is a good indicator of health and well being	Ski hill, golf courses, rec centre, arts centre and programs		Enhancing the Tourism Experience	
Services Proximity	Average distance from all dwellings in Kimberley to the closest location with convenience services	This indicator reports the average distance as the crow flies from all Kimberley 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.	Reported by Neighbourhood	COK	Enhancing the Tourism Experience	Protecting the Environment

Appendix D: Detailed Indicator Descriptions

Enriching Community Life

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	<i>Imagine</i> Kimberley Related Priority	<i>Imagine</i> Kimberley Related Priority
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.	By School	Human Early Learning Partnership UBC	Ensuring Economic Viability	

Appendix D: Detailed Indicator Descriptions

Enriching Community Life

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	<i>Imagine Kimberley Related Priority</i>	<i>Imagine Kimberley Related Priority</i>
Drinking Water Quality	Number and extent of Boil Water Advisories	This indicator measures quality of Kimberley’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 Kimberley.	Additional analysis dependent on local data	COK, Ministry of Environment	Enhancing the Tourism Experience	
Low Income Prevalence	Proportion of economic families below the low income cutoffs.	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 Kimberley, and that businesses are able to attract a strong local workforce.	For annual data: Consider comparing median Income to average house price or average number of units available for rent in local papers throughout the year.	Stats Canada Census	Ensuring Economic Viability	

Appendix D: Detailed Indicator Descriptions

Enriching Community Life

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	<i>Imagine Kimberley Related Priority</i>	<i>Imagine Kimberley Related Priority</i>
Education Attainment	Proportion of residents with post secondary levels of education	This indicator reports the proportion of Kimberley residents who have completed a given level of post secondary education, such as a trade certificate or university degree.	Individuals' prosperity, economic opportunity, inclusion, health and sense of wellbeing are 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	Ensuring Economic Viability	
Active Farms	Number of active farms	This indicator measures the total area of Active farms in RDEK. A active farm is a property with a working farm as classified by BC Assessment Actual Use Codes	Production of food, economic health on farms, and food security in the region is somewhat correlated with the hectares of land in production.	Farm types	BC Assessment	Ensuring Economic Viability	
Unlawful Incidents	Number of criminal code incidents		Safety and security are important aspects of community life. Information on crime rates and total numbers of crime incidents can provide a better understanding about actual and perceived safety of residents.	Report out by crime types.		Ensuring Economic Viability	Enhancing the Tourism Experience

Appendix D: Detailed Indicator Descriptions

Enriching Community Life

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	<i>Imagine Kimberley Related Priority</i>	<i>Imagine Kimberley Related Priority</i>
Farmers Markets	Number of farmers market days	This indicator measures the contribution to the local economy and food supply by local producers.	Supports awareness of local agriculture and supports sale of raw and processed local foods			Enriching Community Life	Protecting the Environment

Enhancing the Tourism Experience

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
Visitor Satisfaction	Proportion of visitors satisfied with the overall trip experience	This indicator measures visitors' satisfaction with their overall stay in Kimberley reporting on the response to "what is your overall satisfaction with your visit to Kimberley?"	Visitor satisfaction with their experience in Kimberley is an essential criterion for ensuring the long-term health of Kimberley's tourism economy. A strong economy in turn helps to support the health and stability of local community life. Capturing perceived experience reveals visitor's feelings about their entire trip from start to finish and influences whether the visitor will return to Kimberley and promote the resort community via word of mouth	By Demographic	Tourism Kimberley	Ensuring Economic Viability	Enriching Community Life
Visitor Number or Room Nights Sold	Estimated number of visitors to Kimberley	This indicator measures estimated total visitor counts in Kimberley, estimating the number of day visitors, second home owners, and overnight visitors in both winter and summer.	Kimberley's tourism economy is dependent on visits, and in turn, helps to sustain and enrich community life. Total visits provides an understanding of the health of the tourism experience, as well as the popularity of Kimberley as a tourism destination, quality of the service levels, and the perceived value of tourism offerings	Seasonal Variation	Tourism Kimberley, BC Tourism Value of Tourism Methodology	Ensuring Economic Viability	
Net Promoter	Net Promoter Score	This indicator measures the proportion of active promoters of Kimberley after subtracting the detractors. Based on the following survey question: "Would you recommend Kimberley as a destination to your friends and family?" The proportion that chooses nine or ten on a ten point scale minus the proportion choosing one to six is reported.	Intention to recommend a travel destination reported as Net Promoter Score is a proxy measure indicating overall satisfaction of the travel experience and a leading indicator of future travel intention. Satisfaction and intention to recommend both increase word of mouth marketing which has a very high influence in attracting first time visitors.	By Demographic	Tourism Kimberley	Ensuring Economic Viability	Enriching Community Life

Ensuring Economic Viability

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
Business Licenses and Employees	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.	Resident Business vs. Non Resident businesses	COK	Enriching Community Life	
Business Vitality Index Score	Business Vitality Index Score	Participants to rate their community's business vitality index by agreeing or disagreeing with a series of statements related to entrepreneurial capacity.	The Business Vitality Index (BVI) helps communities to assess their capacity to work with and support entrepreneurs, and to foster small business growth. The tool measures the perceptions of community leaders, business people and citizens about the current business environment in their community.	By Area		Enriching Community Life	
Median Income	Real median income	This indicator measures 'real' median individual income of people who place a Kimberley 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.	Look at employment income	BC Stats, Neighbourhood Taxfile Income Data	Enriching Community Life	

Ensuring Economic Viability

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
Local Workforce	Proportion of employed labour force that both lives and works in Kimberley	This indicator measures the percentage of Kimberley employees living within Kimberley	Currently a great number of Kimberley residents commute to other communities for work. This indicator should reflect a growth in local jobs, less commuting and less energy used for traveling to work.	Number of labour force participants working in Kimberley	Stats Can	Enhancing the Tourism Experience	Protecting the Environment
Economic Dependency Ratio	Economic Dependency Ratio	This indicator reports Kimberley's degree of dependence on transfer payments and income assistance programs by comparing the total amounts received from other levels of government to the total tax filed income generated in the community.	The dependency ratio provides information on community economic health. Comparing dollars transferred into the community from other levels of government to the taxfiled income generated by a community provides a sense of the financial dependency and/or contribution.	Breakout by E.I, Pension etc...	BC Stats	Enriching Community Life	
Diversity of Export Industries	Labour force breakdown by export industry	Labour force breakdown by industry that brings in outside money to the community. For example, tourism brings money into Kimberley, people working in Cranbrook brings money into Kimberley, building homes for part-time residents brings outside money into the community. Retail stores, car dealers etc. are critical to serve a local community and to keep money in the community, but they generally don't bring additional money into the community and therefore depend on the export industries. A local export industry can be defined as one where the local share of employment is greater than the Provincial share of employment in that same industry.	A diverse export economy is one strategy that can help to build a more resilient economy that over time is less impacted by events that might target one sector of the economy.	Some magic number, not too diverse, but too focused.	BC Stats every 5 years	Enriching Community Life	

Protecting the Environment

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
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 Kimberley and estimates of the emissions from intra-community transportation as well emissions resulting from Kimberley's landfilled waste.	Most scientists agree that greenhouse gas emissions (GHG) are contributing to global climate change. This changing climate will impact on Kimberley'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 Kimberley's contribution is an important aspect of our commitment to stewardship of the natural environment, environmental responsibility and long-term sustainability.		CEEI	Enhancing the Tourism Experience	Ensuring Economic Viability
Water Use	Total potable and non-potable water flows	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 Kimberley's golf courses.	Water is one of Kimberley'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 is resulting in overall resource conservation.		COK	Protecting the Environment	

Protecting the Environment

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
Energy Use	Total energy used	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 Kimberley. Not included is the private vehicle transportation energy in Kimberley 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 Kimberley. 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 Kimberley'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.		COK, CEEI	Ensuring Economic Viability	
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.		COK?	Enriching Community Life	Enhancing the Tourism Experience
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.	Energy is critical for day to day living. Non-renewable energy sources are limited, and the use typically has significant local and global impacts on ecosystem and human health. Many types of renewable energy have the ability to reduce many of these impacts associated with non-renewable energy, but are not completely without their own impacts		COK Community Survey		

Protecting the Environment

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
Development Footprint	Total developed footprint in Kimberley	The physical footprint of Kimberley’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 Kimberley'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.		COK	Enhancing the Tourism Experience	Ensuring Economic Viability
Material Use	Estimated amount of all materials used and disposed (includes landfilled, recycled, composted etc...)	This indicator represents the estimated proportion of materials recycled/composted through Waste Services and collected at the Recycle Centres. This indicator includes biosolids if possible.	Offering visitor services and maintaining resident lifestyles and needs currently requires significant quantities of various materials. Waste is generally produced and energy generally used (embodied) in all stages of extracting, making, packaging, transporting, using and finally disposing of products and residuals. Currently, all of these lifecycle stages have potential negative environmental impacts which are measured using the proxy total material use in Kimberley. Managing material use is important and can contribute to a reduction of overall material flows. Ultimately this indicator focuses on the Reduce portion of the 3 R's.	By Waste Diversion, Landfilled Waste	COK	Ensuring Economic Viability	

Partnering/Collaboration

Short Name	Long Name	What is being measured	Rationale	Additional Analysis	Source	Imagine Kimberley Related Priority	Imagine Kimberley Related Priority
Action Participation	Number of organizations taking on actions from <i>Imagine Kimberley</i> Process	This indicator measures community understanding, support and involvement of a community sustainability plan	Organizations beyond the City of Kimberley are of the most importance for advancing <i>Imagine Kimberley</i> . The number of organizations involved with supporting <i>Imagine Kimberley</i> is reflective of the support for the Vision and Process and a good foundation for future action.		COK count		
Volunteer Hours	Volunteer hours per capita	This indicator profiles the total number of volunteer hours divided by the total population.	Volunteer rates provide a sense of the depth of 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.		COK Community Survey	Enriching Community Life	
Voter Turnout	Proportion of the registered voters voting in municipal elections	This indicator tracks the relationship between the number of ballots cast and Kimberley's population to arrive at the proportion of the population that voted. Community population is used along with the registered voters list due to major discrepancies in the voter list	Voter turnout is a proxy indicator reflecting community commitment to the political system as well as involvement in decision making. Poor turnout may reflect unfamiliarity with the democratic process, apathy, or a sense of disempowerment. However, dissatisfaction with current community issues can lead to greater turnout at a specific time. Local issues and other factors should be taken into consideration when interpreting this indicator.			Enriching Community Life	

Appendix E: *Imagine*Kimberley Partnership Agreement (sample)

Community Partner agreements help build community support for the ICSP and reinforce the principle that the success of the ICSP is a shared community responsibility. A sample wording for the *Imagine*Kimberley agreement is:

As Partners, we share a common vision for Kimberley and place importance on the *Imagine*Kimberley priorities and sustainability objectives.

As Partners, we commit to participating in Kimberley’s ongoing sustainability journey by:

1. Participating in annual action planning processes;
2. Implementing actions assigned to us that are within our mandate and means;
3. Adopting our community’s shared strategy area Descriptions of Success as guiding visions in the areas that we can and do impact through our work; and
4. 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

Dated this XX day of XXX, 20XX.

For [Name of Community Partner]

For the City of Kimberley”

Appendix F: Draft Current Reality Descriptions

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The Arts, Culture & Heritage strategy area enhances and supports arts, cultural and heritage opportunities in Kimberley. It includes values and heritage and has many components, including performing, literary, visual arts, heritage buildings and biographies. This strategy addresses all expressions of culture and explores opportunities for building a flourishing and sustainable arts, culture and heritage scene in Kimberley.

Possible Opportunities for Actions

- Operating arts as a business, enterprising non-profit model and make Centre 64 more profitable.
- Improved communication about arts
- Target visitors with good, professional level art
- Protect existing heritage buildings
- Identify manners in which businesses and individuals can sponsor arts, like public art projects
- Cultivate a culture where art is important

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

Pedestrian-oriented Platzl and surrounding properties as (potential) hub of arts and culture scene

Culture of resiliency: determination to survive and prosper after economic and emotional impact of mine closure

Quirky community character

The City of Kimberley has a widely varied arts, culture and heritage scene. Kimberley's location and "small town" character creates a supportive and inspirational environment for both amateur and professional artists, musicians/performers, and community organizations. (Cultural Plan)

Locals to Kimberley also have a strong connection to the history and heritage of the community, linking with overall community identity through local heritage sites and resources. (Cultural Plan)

The City of Kimberley participates in and supports arts, culture and heritage financially, in-kind through staff and City resources, and with community planning that incorporates elements of the arts, culture and heritage sector. (Cultural Plan)

Key assets summarized as common themes from the community Cultural Plan consultation are as follows:

2. Kimberley's arts and cultural scene is extensive, vibrant and active at the amateur level, which is linked to and draws support from a diverse base of professional visual and performing artists.
4. Kimberley has some excellent heritage resources that are underutilized in terms of cultural tourism as well as their overall connection to community identity.
5. Kimberley's arts, culture and heritage attractions and specifically its festivals have the potential to differentiate Kimberley from other alpine communities from a cultural tourism perspective.
7. Kimberley has a large number of professional and emerging visual artists, however the market for visual arts is underdeveloped and lacks opportunities to exhibit and sell.
10. Kimberley has a dynamic and transitioning population base that brings fresh energy and ideas to the community. Blending these new entrants into existing arts, culture and heritage networks requires leadership and inclusive attitudes.

Cultural plan

A vision for culture in Kimberley was created to guide the Cultural Plan:

Kimberley connects through culture to develop and celebrate our sense of place, community, and heritage.

Six priority goals were identified during a community forum held in October 2008:

1. Enhance the presence of arts, culture and heritage in tourism marketing.
2. Develop a long-term expansion plan for Centre 64 that includes a strategy to renew the centre as a vibrant and sustainable cultural hub.
3. Position the Platzl as a year-round venue for artists, performers, street vendors, events and festivals.
4. Develop partnerships to address organizational issues shared by various community cultural events and festivals.
5. Tell the stories linked to Kimberley's heritage sites and buildings
6. Use public art to build community identity by establishing a public art fund and seeking opportunities for public art in new and existing public facilities and parks.

Kimberley has an Arts Council that provides programming and coordination and manages Centre 64. (Cultural Plan)

Tourism Kimberley has a Festivals committee and an Arts, Culture and Heritage committee (Cultural Plan)

Economic Agencies and the City of Kimberley articulate goals about arts, culture and heritage in plans (Cultural Plan)

“Centre 64 Expansion” project

Opportunity to focus integrating ACH with economic development

Increase communication about the Arts.

More funding into arts department in schools - **high school particularly** (currently very limited compared to athletic department)
... encourage sustainable approaches within schools

Advertise existing art focused events and festivals, such as “Arts on Edge”, better to both local artists and to regular public to bring broader community support.

There are some good organizations working together for Arts: TK, Arts, Council, Chamber

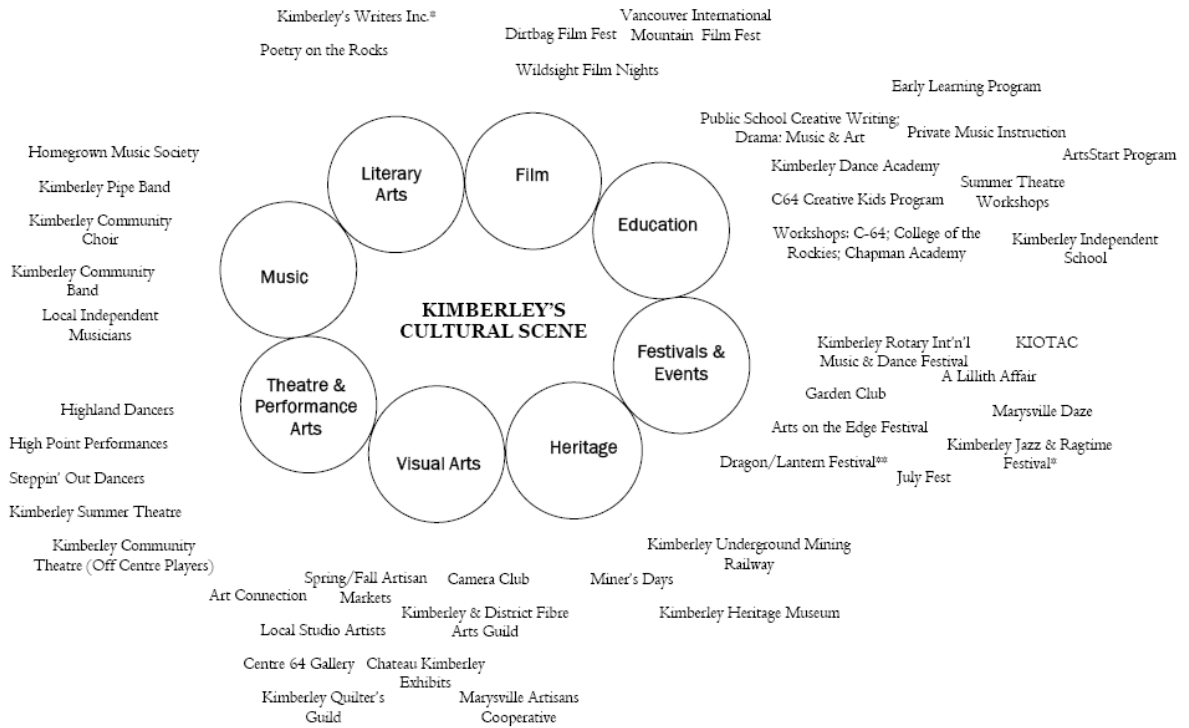
Funding and support for existing projects, such as “Arts on Edge”, from local government to help make success...again even just help in advertising the event could add much greater success

Continue with local murals like the “AG Foods Mural.” These murals bring out our heritage and culture, and are an easy fix to many old commercial sore spots. Perhaps new murals could expand on our “natural heritage” and wildlife, as we already have our mining and tourism culture represented in the AG foods mural.

2.9% of the labour force is occupations in art, culture, recreation and sport, 15 professional occupations in arts, and culture, 85 in technical occupations in art, culture and sport. (Census Profile)

6.5% of the labour force or 210 in employed in the arts, entertainment and recreation industry (Census Profile), in 2001 was 180 which represent a 16.7% increase. Labour force as a whole only increased by .2%.

Summer Market in Platzl. Expand to include farmers and artisans in surrounding area to increase use and pedestrian activity in the downtown.



Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. Heritage area has lots of Possible Opportunities for Actions (inventory, economic opportunities)
2. Not enough support and collaboration from community stakeholders to implement cultural plan recommendations
3. Centre 64 needs to be upgraded
4. No inventory and assessment of heritage sites, buildings, assets
5. Few venues or support for other art infrastructure round town.
6. Centre 64 is an example of a public building that is not accessible at the moment. Also, in winter the streets make it very difficult for someone with mobility issues to get around on and many neighbourhoods lack sidewalks
7. Not sure if current art infrastructure or materials used in projects are using sustainable approaches.
8. Key findings summarized as common themes from the community Cultural Plan consultation are as follows:
 1. Kimberley's main performance/cultural venues do not adequately support the range of either existing or potential cultural activities in the community.
 3. There is a lack of arts, culture and heritage programming, connections and outreach directed at Kimberley's youth.
 6. Arts and culture are undervalued in Kimberley in terms of willingness to pay by the public as well as the value that artists put on themselves.
 7. Kimberley has a large number of professional and emerging visual artists, however the market for visual arts is underdeveloped and lacks opportunities to exhibit and sell.
 9. Inconsistent communication and information flow between organizations and individuals involved in arts culture and heritage, as well as to the general public, is a barrier to growth and development of the arts, culture and heritage sector.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

Buildings and Sites Current Reality

The Building and Sites strategy area 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 hard surfaces. It deals with infrastructure, materials and practices related directly to the building or site, but generally excludes community infrastructure such as roads, energy supply systems, water and sewer lines.

Possible Opportunities for Actions

1. Accessibility
2. Heritage register/historical bylaws/heritage included in building considerations.
3. More visually appealing, beautification program
4. Need to include growth limits
5. Increased communication from city on development issues
6. Updated stats

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. Zoning of most existing residential neighbourhoods (approx. 70%) allow for accessory dwellings and two-unit dwellings, not just single family dwellings and allows for more diverse housing mix without need for difficult zoning changes.
2. Many small older homes in existing neighbourhoods due for renos/upgrades and an opportunity to incorporate efficient materials/systems
3. About 4% of the labour force is employed in construction trades, this compared to the BC average at 3.3%. 10% work in the construction industry; the BC average is 7.5%.
4. Comparing median income to the assessed value of Single family detached shows that Kimberley is the second most affordable resort community in BC, behind Valemount and similar to Golden. Like most resort communities other than Whistler, Kimberley saw an erosion of affordability from 2005-2008 (Taxfiler data and BC Assessment data)
5. **Affordable Housing Action Plan** and Study providing direction for affordable housing.
6. **Adapting to Climate Change in Kimberley:** Homes and Buildings identified as key assets for protection from Climate Change events. The plan identifies actions designed to protect them. (Adapting to Climate Change in Kimberley, 2009)
Key vulnerabilities related to Buildings and Sites.
 - a. **Flood risks**
 - b. **Water Supply**
 - c. **Wildfire**
 - d. **Urban Trees**
 - e. **Slope Failure**
7. Opportunity for current housing developments that have already cleared some land to kick start Kimberley's growth towards sustainable success.
8. A few houses in town have solar hot water, Solar BC still gives grants to people wanting to install solar hot water and we could continue with existing programs like solar rebate, SolarBC funds several communities to become solar communities – why not Kimberley with our ample sunshine, many sunshine hours/days, up to 2152 hours of sunshine per year.
9. Current community footprint is contained to somewhat denser neighbourhoods with a large supply of existing houses of various sizes – mostly small
10. Successful green building conference two years in a row demonstrates local desire to move towards more sustainable building.
11. Several local contractors have started incorporating more green building – Tyee built first “built green” gold standard home in Kimberley, Alpine plumbing getting involved with solar HW, Kootenay Solar
12. There is a move to making Kimberley a disabled-friendly city – paralympic training centre and accessible curling rink and arena.
13. Local businesses are specializing in xeriscaping: Smartscape, Tipi Mountain Native plant nursery

14. Pesticide bylaw passed but not enforced yet. Wildsight is working with the city in promoting pesticide alternatives and educating the public

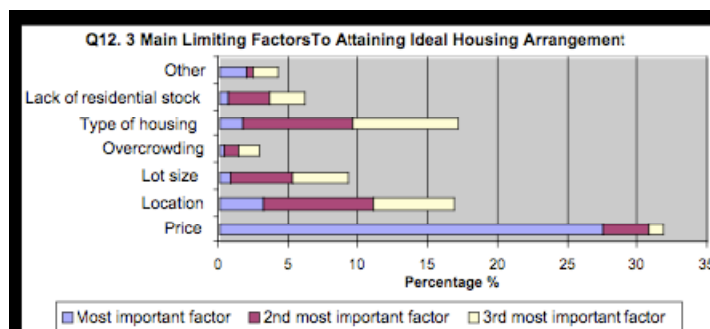
Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. Buildings account for 44% of all community GHG emissions, 24,000 tonnes. Energy use for buildings is 660,000 GJ, representing 60% of the community energy use. The majority of building heat requirements are met by fossil fuels, account for 93% of the GHG emissions. (CEEI 2007)
2. Of private dwellings, 88% are occupied on a permanent basis. Comparisons: Invermere 85%, Whistler 45%, Fernie 76% (Census 2006)

Affordable Housing Needs Assessment and Census Data

3. **Limited housing typology.** The housing stock is primarily single detached family housing (82%). With changing family compositions, an increase in tourism-based land uses, and persons indicating they want to live closer to local amenities, there is a clear demand that Kimberley residents need a more diversified housing typology for the community. Multi-family housing, cooperative housing and residential housing above commercial are highlighted in the Needs Assessment as some alternative forms that should be pursued immediately. (Housing Needs Assessment)
 - a. As of 2006, 82% of the occupied dwellings or 2,315 were single family detached (Census, 2006). Compared to the BC average, Kimberley has a high proportion of single family detached homes. The majority of occupied homes are quite old, with 52% built before 1960, and 22% built before 1946 (Census, 2006)
4. **Gap between income & housing prices.** (Housing Needs Assessment)
 - a. Household incomes between \$45,000 and \$55,000 are needed to buy entry-level housing. 40% of tenant occupied buildings have a rental rate that costs the inhabitant more than 30% of their income, this result is slightly lower than the BC average at 43%, lower than Invermere which is at 48%. Owner occupied homes fair better than renters, with only 18% of occupants with housing costs representing 30% or more of their income. For comparison, in Whistler, roughly 43% of renters and owners spend more than 30% of their income on housing (Census, 2006).
 - b. Housing prices have increased approximately 140% over the last five years, while the gross median household income has only increased 28%. Approximately 35% of community survey respondents would be recognized as moderate to low income households. The impacts from this will hit young families that are trying to find long-term housing solutions, and seniors that have to enter back into the real estate market to find alternative forms of housing (smaller home or assisted living arrangements).



5. **Low Vacancy Rate.** The vacancy rate has dropped from 16.1% to 2.9% over the last five years. This low availability for rentals is a result of the increasing real estate prices, increase in short-term rentals from the seasonal tourism industry, and from no new rental units being constructed. The impacts from this are: overcrowding, below standard living conditions and high rental rates. (Housing Needs Assessment)
 - a. 9.2% of occupied dwellings in Kimberley are in need of major repairs. Comparisons: BC, 7.4%, Invermere 7.5%, Fernie 7.7%, Whistler 5.2%. (Census 2006)

6. **Large Seniors Cohort.** The largest cohort in Kimberley are persons between the ages of 50-59 (17%) and the second largest being persons between the ages of 40-49 (15%). As these age groups start requiring new forms of housing (smaller homes, one-level homes, independent living or assisted living arrangements), there will be two main impacts: 1) a sudden transfer of existing older homes to the open-market that could be purchased for speculative reasons, and 2) a large number of seniors needing dwelling units that are affordable and developed in a manner that meets their needs and supporting services. (Housing Needs Assessment)
7. **No capacity for persons needing high-level support.** It was identified during the Needs Assessment public engagement process that persons requiring high-level support services, such as shelters, second-stage housing, or housing for persons with addictions or mental illness, are required to access services based out of Cranbrook. It is recognized that a regional approach to meet these demands may be an alternative solution; however a detailed plan for how this works needs to be outlined. (Housing Needs Assessment)
8. Accessibility committee was disbanded
9. Wildsight is working on a woodstove exchange program to help people upgrade to more efficient cleaner burning stoves to improve the air quality, and this winter is also doing an air quality survey
10. Little incentive/desire by owners to invest in existing buildings (especially commercial and public buildings) (i.e. NOT visually appealing) due for major renos/upgrades.
11. Less interest in infill/redevelopment of existing sites and more demand/emphasis on new development areas
12. Building of oversized homes – trend away from maintaining small town feel / right sized approach
13. Most sites don't incorporate local plant species – or local food production
14. Land and housing in the area is too expensive for the local population to encourage new businesses and permanent inhabitants that support the local economy.
15. No livestock (chickens and bees etc) permitted in town, issue always arises with locals...how do we attract the right kind (birds and pollinating animals/insects) as opposed to the wrong kind (bears, deer)? Education through appropriate plant species use, incentives for building fences on properties to deter ungulates? Fruit Picking.
16. Increased reliance on city systems can lead to overconfidence in 'never-fail' systems. Encourage resident potential to outsource through their means. Buy a rain barrel, go to a u-pick farm, compost, etc.
17. We like what we have in the small town character, but growth limits are unclear
18. People still love their lawns. Some public spaces have gone to smartscaping but not many.
19. Centre 64 is an example of a public building that is not accessible at the moment. Also, in winter the streets make it very difficult for someone with mobility issues to get around on and many neighbourhoods lack sidewalks
20. There is currently a diverse mix of single family housing but most are old, poorly insulated and not very efficient
21. Many people burn wood in Kimberley in the winter and the smoke is often thick from inefficient stoves.
22. Some community members feel that new development areas being planned or being built seem to be contributing to the sprawl of the community rather than building out existing areas.
23. Not much affordable housing - though better than many resort communities, Few apartments other than ski condos
24. Many of the second homes on the ski hill are ridiculously big and empty 95% of the time – there is no political will at the municipal level to curb this sort of thing because it will hurt the tax base
25. Some building code or bylaws make green building more challenging: sizeable overhangs for passive solar not allowed, greywater systems not allowed, composting toilets not allowed.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

1. Climate Change impacts on buildings and site, listed earlier.
2. Rising energy costs, peak oil
3. Current global trends for oil consumption compromises our necessity for clean air and water.
4. Lack of provincial and federal funding/grants for green building projects
5. No incentives for grid-tied solar power, though possible through BC hydro

Community and Individual Health Current Reality

The Community and Individual Health strategy area is concerned with meeting residents' physical, mental, emotional, and spiritual health needs 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 such as recreation and active transportation.

Possible Opportunities for Actions

1. Transportation relationship to health
2. Management of air quality is difficult, diesel, wood stoves opportunities for solutions
3. Medical clinic hours (after hours) gap and opportunity to improve service using existing facilities and services. Transportation involved. Health connector more available.
4. More accessible support
5. Changing grades of trail/roadways to promote elec. Vehicle use. E.g. Peak to Platzl
6. Affordable housing: opportunities for renovations of older homes and more rental housing – mixed housing encouraged
7. Making facilities accessible and affordable for all community members

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

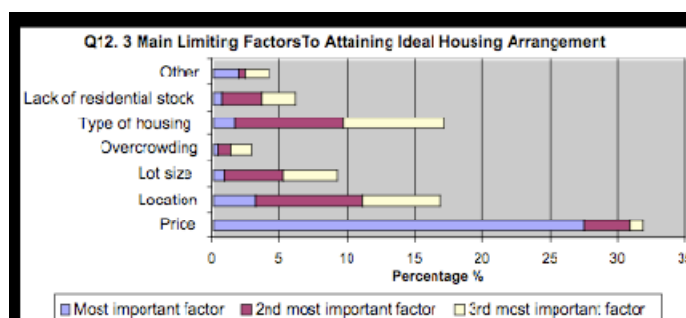
1. Education and inclusion of the younger demographics for upcoming generations to understand the importance of upholding the ICSP for Kimberley's future success.
2. Culture of resiliency: determination to survive and prosper after economic and emotional impact of mine closure
3. Maintain, advertise, increase participation, and add to the existing wide array of committees, groups, etc. that are already working towards making Kimberley a live, work, play community. I.e. Centre 64, Kimberley Heritage society, Wildsight, Recreation and Trails committees...
4. Essential medical services and a supportive transportation system are locally available and accessible day and night to community members and visitors is our current reality, the only gap being a more supportive transportation system.
5. Our health centre (clinic and other health services) is a big asset but much of the old hospital space is available for new renters.
6. Of private dwellings, 88% are occupied on a permanent basis. Comparisons: Invermere 85%, Whistler 45%, Fernie 76% (Census 2006)
7. Compared to other resort communities in BC Kimberley has a fairly stable population base with limited transience. 73% of the community has been there for at least 5 years and the average for the resort communities is about 65%. (Census 2006)
8. About 7.2% of the labour force is employed in Health occupations, this compared to the BC average at 5.4%. 12% work in the health care or the social assistance industry. The BC average is 9.6%. (Census 2006).
9. Kimberley currently has a diverse demographic and has recently attracted many younger families while continuing to support senior citizens.
10. Most of the time the air is clean in Kimberley – except during forest fire season and smoke from inefficient wood stoves
11. There is a watershed management committee working on maintaining clean drinking water
12. Wildsight is working on a woodstove exchange program to help people upgrade to more efficient cleaner burning stoves to improve the air quality, and this winter is also doing an air quality survey
13. The Kimberley health centre currently has a family practice clinic, public health services, home care, collaborative chronic disease management programs, x-ray (part time), lab, pharmacy and physio, all under one roof
14. A private assisted living facility (Gardenview) located across the street from the health centre supports seniors living semi-independently while the nursing home (the Pines) is only a short distance away
15. There is a handibus service which has to be booked 24 h in advance
16. BC ambulance provides basic life support
17. Kimberley currently has an adequate number of primary care physicians, no doubt because of the pleasant life style and beautiful location.

18. There are a number of lifestyle programs through the health centre in collaboration with community groups: support groups, diabetes education groups, SWIM (seniors wellness in motion) program for senior citizens, walking program at the tennis centre.
19. There are numerous facilities for recreation: tennis, pool, arena, curling, golf courses, downhill skiing, cross country skiing, mountain biking trails, hiking trails.
20. Many more of our citizens are physically active than elsewhere, especially older people. Over 80 seasons pass at KAR only \$20.

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. Prevalence of low income persons in households is 15.9%, compared to the BC average of 17.3% (Census 2006).
2. 40% of tenant occupied buildings have a rental rate that costs the inhabitant more than 30% of their income, this result is slightly lower than the BC average at 43%, lower than Invermere which is at 48%. Owner occupied homes fair better than renters, with only 18% of occupants with housing costs representing 30% or more of their income. For comparison, in Whistler, roughly 43% of renters and owners spend more than 30% of their income on housing (Census, 2006).
3. Work week at 5 days prevents opportunity for healthy/wellbeing activities.
4. Access to the health centre and to the Cranbrook District Hospital (limited bus schedule and options)
5. **Affordable Housing Needs Assessment and Census Data**
Limited housing typology. The housing stock is primarily single detached family housing (82%). With changing family compositions, an increase in tourism-based land uses, and persons indicating they want to live closer to local amenities, there is a clear demand that Kimberley residents need a more diversified housing typology for the community. Multi-family housing, cooperative housing and residential housing above commercial are highlighted in the Needs Assessment as some alternative forms that should be pursued immediately. (Housing Needs Assessment)
 - a. As of 2006, 82% of the occupied dwellings or 2,315 were single family detached (Census, 2006). Compared to the BC average, Kimberley has a high proportion of single family detached homes.
 - b. The majority of occupied homes are quite old, with 52% built before 1960, and 22% built before 1946 (Census, 2006)
6. **Gap between income & housing prices.** (Housing Needs Assessment)
 - a. Household incomes between \$45,000 and \$55,000 are needed to buy entry-level housing. 40% of tenant occupied buildings have a rental rate that costs the inhabitant more than 30% of their income, this result is slightly lower than the BC average at 43%, lower than Invermere which is at 48%. Owner occupied homes fair better than renters, with only 18% of occupants with housing costs representing 30% or more of their income. For comparison, in Whistler, roughly 43% of renters and owners spend more than 30% of their income on housing (Census, 2006).
 - b. Housing prices have increased approximately 140% over the last five years, while the gross median household income has only increased 28%. Approximately 35% of community survey respondents would be recognized as moderate to low income households. The impacts from this will hit young families that are trying to find long-term housing solutions, and seniors that have to enter back into the real estate market to find alternative forms of housing (smaller home or assisted living arrangements).



7. **Low Vacancy Rate.** The vacancy rate has dropped from 16.1% to 2.9% over the last five years. This low availability for rentals is a result of the increasing real estate prices, increase in short-term rentals from the seasonal tourism industry, and from no new rental units being constructed. The impacts from this are: overcrowding, below standard living conditions and high rental rates. (Housing Needs Assessment)
 - a. 9.2% of occupied dwellings in Kimberley are in need of major repairs. Comparisons: BC, 7.4%, Invermere 7.5%, Fernie 7.7%, Whistler 5.2%. (Census 2006)
8. **Large Seniors Cohort.** The largest cohort in Kimberley are persons between the ages of 50-59 (17%) and the second largest being persons between the ages of 40-49 (15%). As these age groups start requiring new forms of housing (smaller homes, one-level homes, independent living or assisted living arrangements), there will be two main impacts: 1) a sudden transfer of existing older homes to the open-market that could be purchased for speculative reasons, and 2) a large number of seniors needing dwelling units that are affordable and developed in a manner that meets their needs and supporting services. (Housing Needs Assessment)
6. **No capacity for persons needing high-level support.** It was identified during the Needs Assessment public engagement process that persons requiring high-level support services, such as shelters, second-stage housing, or housing for persons with addictions or mental illness, are required to access services based out of Cranbrook. It is recognized that a regional approach to meet these demands may be an alternative solution; however a detailed plan for how this works needs to be outlined. (Housing Needs Assessment)
7. The hospital was closed in 2001 and as a result there is no after-hours emergency care, necessitating residents driving to Cranbrook for all after hours health care as well as all inpatient care, specialist consults, surgery, and obstetrics.
8. BC ambulance provides BASIC life support only, as in most of rural BC. Interior Health just launched a High Acuity Transport team to enhance the emergency medical transport in the region given the limitations of BC ambulance.
9. Many people burn wood in Kimberley in the winter and the smoke is often thick from inefficient stoves.
10. Self-propelled transportation is limited due to geography (hills!) and lack of bike lanes/side walks. In the winter snow creates extra challenges, reducing the walking/biking space available and making walking/biking more treacherous. Also – people are very reluctant to get out of their cars and walk or bike. An additional challenge to self-propelled transportation is wildlife: bears and deer have threatened walkers.
11. Not everyone, especially families can afford ski passes.
12. The hilly terrain makes it difficult for people with disabilities to get around, some of the hills are too steep for electric scooters.
13. There is no public transit except the ski shuttle and the handibus, which has to be booked 24 h in advance.
14. An aging demographic will put extra stresses on the health care system in the years to come and there are already waiting lists for the Pines and Gardenview.
15. Kimberley generally has a higher proportion of residents over the ages of 45, 65 and 75 compared to the BC average. 20% of the population is over 65, compared 14% for BC. (Census 2006). This could be a challenge in some cases and an asset in other.
16. No climbing gym
17. Health monitoring at the local level is very minimal.
18. There is no monitoring of community health as far as I know. BC Cancer agency maintains some cancer stats. The chronic disease management programs monitor statistics of patients enrolled in the program. *Note: Interior Health actually provides an extensive LHA (Local Health Area) profile for Kimberley and other communities (see <http://www.interiorhealth.ca/information.aspx?id=696> for more information).*

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government)

1. Current global trends for oil consumption compromise our necessity for clean air and water.
2. Aging demographic, the boomer bulge.
3. Physician shortage in Canada – Kimberley has been fairly well supplied compared to many other rural communities. There are incentives through the BC government for practicing in smaller communities. However, as the physician population ages this may become an issue in the future.
4. Fickle funding for health care.

Economy and Work Current Reality

The Economy and Work strategy area 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.

Possible Opportunities for Actions

1. Economic development committee/forum among key stakeholders (TK, Chamber, businesses, KCDS, Arts, Council)
2. Define relationship with Cranbrook, collaborate and complement
3. Study money spent locally vs. spending elsewhere/Cranbrook)
4. Broad vision needed- Branding required
5. Few jobs for young people wanting to stay in the community

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. Conference & Athlete Training Centre
2. Median income in 2008 is relatively high at \$30,243 (2004, \$24,094) and above the average for resort communities in BC and slightly higher than the BC average. (BC Stats Taxfiler data, 2008)
3. The health care and social assistance, accommodation/food sector, construction and are the top three industries as measured by employment levels. Combined, jobs in these industries represent 45% of all jobs in Kimberley (Census, 2006). In 2001, jobs in these industries represented 30% of all jobs (Census 2001). Of the larger industries, Construction saw the highest increase in employment, with mining seeing the largest decrease.
4. Unemployment in 2006 was 6.6%, down from 10.3% in 2001 (Census 2006)
5. **Kimberley Community Profile and Business Guide** is an asset to attract and guide investors and potential new community members.
6. **Kimberley Economic Development Summary 2008**

<p>Strengths and opportunities</p> <ul style="list-style-type: none"> • Strong, fiscally responsible, municipal leadership • Spectacular natural resources • Affordable housing • Year-round tourism opportunities • Strong, tourism based, infrastructure program • Environmentally accountable

- a. **Core Strategies**
- b. The core strategies recommended in the Kimberley Economic Development Strategic Plan are as follows:
 1. Plan for adequate, serviced light industrial land – Investigate the possibility of clearing and servicing identified land for light industrial use. Investigate the possibility of the City subdividing and servicing the lands identified for light industrial use on 312th Avenue.
 2. Advocate for business – work with the business community and Community Futures in developing a Business Vitality Index measuring the community potential for economic life and vitality. Investigate reinstituting a Business Improvement Area to help in upgrading and promoting the business district. Work with merchants to develop a proactive business retention and expansion plan.
 3. Ensure adequate range of housing options – Work with development community on housing options and encourage the full spectrum of seniors housing.

4. Encourage the retention and expansion of science and technology related businesses - Investigate the possibility of expanding the reach of existing telecommunications and encourage technology related businesses.
5. Enhance customer service - creating Business Development Guide and website to allow for greater public interaction and ease of access to information. Create a database, reducing policy and regulatory barriers for investors, entrepreneurs and event planners.

2. Economic Development Strategy Implementation Plan

a. Key Objectives

- Expand and diversify the local economic base
- Create a positive business and investment climate
- Sustain existing businesses and provide opportunities for new businesses.
- Encourage and support entrepreneurial growth and development
- Enhance the economic vitality of the downtown
- Increase and diversify the City's tax base, with a healthy balance among residential, commercial and industrial revenue sources
- Provide a mix of employment opportunities suited to the skills of residents
- Create a framework that retains and attracts youth and young families in Kimberley, by providing meaningful educational and employment opportunities and a healthy social environment.
- Provide resources that contribute to a community which is attractive to both new and long-time residents and maintains the desirable cultural, environmental, recreational and social characteristics of the community.
- Create an environment where the City is financially sound and able to devote sufficient resources to maintaining a variety of public amenities, programs, and services.

3. Kimberley Tourism Plan (in Progress)

a. Strengths and Opportunities

- i. In addition to its spectacular setting and sunny weather,
- ii. continued strength is its diverse four season resort experience. This experience includes golf and skiing/snowboarding as core products and is enhanced by a wide array of other outdoor experiences (fly fishing, hunting, biking) and an impressive roster of festivals and events.
- iii. Several other sports events will also visit Kimberley including the Curling Playoffs, an annual Sledge Hockey tournament and the Canadian Bocce Championship. The summer of 2010 saw an international orienteering event in Kimberley and it is anticipated that this event will come annually.
- iv. Kimberley is only 20 minutes from the expanded and renovated international airport in Cranbrook and while the Delta flight through Salt Lake City has been cancelled, there is expected to be improved lift capacity from Air Canada through Calgary. Further, West Jet is expected to offer a direct flight from Toronto and a new airline is proposing to offer lift between Cranbrook, Edmonton and Calgary.
- v. These destination strengths are promoted by the efforts of Tourism Kimberley and a collaboration of tourism stakeholders (represented on the Tourism Kimberley Board) that have contributed marketing funds for this purpose. This partnership as it continues to develop and as relationships amongst the various parties evolve is also considered a key strength for Kimberley.
- vi. Another strength is the central call to action available through Kimberley Vacations. This reservations service, with the support of the Provincial Resort Municipality Tax Transfer Program, has made a significant investment in software technology to permit more flexible packaging, to allow supplier driven updates to available inventories of accommodation and activities, to improve data collection for future marketing efforts and to enhance conversion levels and close the sale more often with visitors.
- vii. Opportunity to promote outdoor adventure beyond golf and skiing/snowboarding remains as does the opportunity to enhance family activities (both daytime and evening).

- viii. With the opening of the new Conference Centre/Athlete Training facility, there are additional opportunities to pursue meetings/conference business and sport tourism events.
- 4. Light Industry Opp. - The City of Kimberley is committed to the establishment of more light industrial land. There are several new light industrial areas designated in the recently completed Official Community Plan and the City now has a light industrial park in Marysville (south Kimberley). This land is suitable for light manufacturing, service commercial, wood products manufacturing, wholesaling, and other workshop, laboratory, office or “flex” space uses. (Community Profile and Business Guide)
- 5. Extensive natural, recreational, cultural assets within and around Kimberley
- 6. A unique pedestrian-based commercial/retail area in the Platzl
- 7. An international airport within 20 minutes
- 8. Lots of great accommodations for visitors, e.g. condos on the hill
- 9. College of the Rockies
- 10. Many highly skilled and educated residents and part-time residents with vacation homes
- 11. Kimberley has great lifestyle opportunities.
- 12. There is a trend to people starting their own business with help from the Community Futures program
- 13. Tourism industry supports many businesses in Kimberley
- 14. Business Vitality Index Report**
 - a. Findings: Strongest Assets: Quality of Life (68), Infrastructure & Business Services (65), Opportunities& Attitudes (55), Communication & Connectivity (53), Leadership, Teamwork & Networking (50)
 - b. A comparison of Kimberley scores to other BVI communities revealed Kimberley is above average on five of ten BVI sections: Communications & Connectivity (10%), Education & Training (9%), Leadership, Teamwork & Networking (7%), Infrastructure & Business Services (6%), and Quality of Life (2%), indicating areas of potential strength.
 - c. Citizen articulated Strengths: outdoor recreational opportunities – proximity, diversity, scenic location / natural beauty, lifestyle – laid back, safe, family friendly, residents – friendly, committed, “can-do” attitude, community’s positive attitude toward transitioning, affordability – commercial & recreation

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

- 1. No multi-stakeholder economic development committee or consistent forum for multi-stakeholder collaboration among local government, the business community, Chamber, and “quasi-arms-length” organizations like TK and KCDS
- 2. **Kimberley Economic Development Summary 2008**

<p>Challenges</p> <ul style="list-style-type: none"> •Building relationships and unity within the business community. •To minimize “leakage”, the purchasing of goods and services outside of the community. •Creating new economic opportunities that compliment a “lifestyle” community. •Expand activities and events to enhance the shoulder seasons. •Expand participation in the community marketing association. •To secure additional community based government services

- 3. **Business Vitality Index Report**
 - a. Findings: **Weakest Assets:** Markets & Marketing (46), Education & Training (42), Government & Organization (41), Innovation (33), and Capital & Funding (29)
 - b. Remaining sections present potential areas of concern compared to other communities: Opportunities and Attitudes (-5%), Markets & Marketing (-6%), Government & Organization (-13%), Innovation (-15%), and Capital & Funding (-22%). In addition, Kimberley also scored below average on total score in relation to other BVI communities by 2%.
 - c. Identified areas for improvement: review, update or develop community brand, improve communication / collaboration: between businesses & city, downtown & resort, community & City, across businesses support from city to businesses (i.e. visits, increase level of interest), identify training needs - more responsive to business/community needs, sustainable development (as opposed to allowing developers to take over)

employment, recreation & other opportunities for youth & young families, economic diversification beyond tourism; fostering entrepreneurial/innovative attitude

4. Kimberley Tourism Plan in Progress

a. Issues and Concerns

- i. Tourism marketing and promotion relationships within Kimberley remain complex and require further clarification in order to ensure maximum responsiveness to market conditions, highest returns on marketing investments and to eliminate any duplication of effort.
 - ii. The role of Tourism Kimberley is not yet well understood and requires increased communication efforts.
 - iii. Transportation issues remain a concern – between Kimberley and the airport and locally between the resort and downtown Kimberley.
5. There is no functioning economic development forum.
 6. More collaboration and identification needed on the who's who roles.
 7. Formal higher level education levels in the community were lower in 2006 compared to 2001 (Census 2006).
 8. Prevalence of low income persons in households is 15.9%, compared to the BC average of 17.3% (Census 2006).
 9. Joint marketing needed.
 10. Some community members feel that current community environment and policies do not provide strong support for development of a dynamic entrepreneurial culture in Kimberley.
 11. Some community members feel that Kimberley's economic development strategy, vision or brand is not clearly articulated creating challenges for collaboration amongst key community stakeholders.
 12. A culture of scarcity and "limits" pervades local business and local government attitudes and approaches, which hinders economic creativity and entrepreneurial initiative
 13. Given Kimberley's tremendous assets (people, nature, recreation, culture, landscape, etc), there is absolutely no reason why Kimberley cannot have a successful and vibrant economy. Some community members feel that what's needed is a shift in local culture from "scarcity", "can't do", "tight control" and minimal collaboration to one of "we can create whatever we want by working together effectively and collaboratively."
 14. Weak / limited work opportunities for youth.
 15. Limited career opportunities for all ages. Seasonal ski hill work or lower paying jobs can't support community
 16. 'Innovative benefits' should be considered by employers giving workers opportunity to live lifestyle
 17. Kimberley's current town theme is struggling in limbo. Difficulties lie in city's place in competitive tourism industry. Develop your town image, embrace it and work with it to create community pride. Use town celebrations, festivals, etc. Advertise globally.
 18. Lack of fire protection services for surrounding areas may put key infrastructure/economic engines at risk.
 19. Work week makes it challenging to enjoy other aspects of life. the economy is not very diverse
 20. Many people commute to Cranbrook or further away (Fording Coal mine, camps up north) for work
 21. Many of the jobs in the tourism/service industry are low paying/minimum wage
 22. There is little local manufacturing or land to support it.
 23. Few jobs for young people wanting to stay in the community
 24. Jobs in forestry are always at the mercy of the forest industry and therefore unstable.
 25. There is demand in the community to expand current bandwidth available to support internet/tech businesses.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

1. may be more opportunities in the technology/internet sector, green energy/sustainable building, and health care (a growth field in an aging population!)
2. Canadian dollar is strong, making export industries like tourism more challenging and regional visitors have an added incentive to travel to the US.

The Education strategy area addresses 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.

Opportunities for Action

1. Some manner in which to match demand for learning with the supply.
2. Designate who is responsible for providing education opportunities, or determine what role everyone plays in education.

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. College of the Rockies Programs including community access for computers.
2. Four solid public schools from K-12 plus an independent and alternative school
3. SD 6 Distributed learning centre
4. Community futures and Chamber opportunities for courses
5. Lots of highly educated and skilled residents (including part-time residents and vacation home owners), though the trend decreased slightly from 2001 to 2006 (Census 2006)
6. A beautiful backdrop for hosting specialty continuing adult education, workshops and retreats
7. International student program @ Selkirk
8. Post secondary institution option to encourage youth to stay in community and local work opportunities increasing local work base.
9. Opportunity for a Banff Centre Facility/Program
10. Conference Centre is an opportunity – needs marketing to attract conferences - educational, professional
11. Higher than provincial average first time graduation rates. 86% vs. 80% (Ministry of Education 09/10)
12. **Community Profile :**
 - a. College facilities are also used as part of the Kimberley Community Skills Centre, which is a community-led organization that facilitates affordable training for community groups.
 - b. Nearby Cranbrook hosts the main campus of the College of the Rockies, which offers programs in Trades, Recreation (including Adventure Tourism Business Operations, Mountain Activity Skills Training, and Eco-Tourism Leadership), Tourism, Business, Computer
 - c. Science, Health, Child Youth, and University Studies (designed for transfer to a university).
 - d. The Rocky Mountain Sport School in Kimberley offers world-class sports training opportunities for students in Grades 6 to 12. Classes are arranged to allow for optimum training in hockey, tennis, horse riding, skiing and snowboarding.
 - e. Kimberley is also home to a collection of schools run out of the Chapman Camp Education Centre, including Alpine English School (for non-English speakers from overseas) and the Kimberley Dance Academy, and the Children of the Rockies music and learning center.

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. Becoming a hub for specialty continuing adult education, workshops and retreats has not been identified as part of Kimberley’s vision and objectives. It would be great to strike a think-tank committee around this to start putting together a cohesive vision/strategy for Kimberley.
2. The labour force working in the education industry dropped from 245 to 220 between 2001 and 2006 (Census 2006), but is still the 5th largest industry in Kimberley based on labour force numbers.
3. Poor integration of available classroom/workshop space, accommodations and meal services – which makes organizing specialty educational offerings to attract people from outside Kimberley somewhat more challenging

4. Lack of demand for evening classes that are offered
5. Creating new programs through College of the Rockies is a long and bureaucratic process
6. Very limited post secondary education. Training and certification programs would help youth stay in Kimberley, gain skills and use skills in town
7. Stronger emphasis of sustainable lifestyle education in elementary, middle, and high schools. Teach by example – schools should provide examples like composting etc
8. The Early Development Index, 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.
 - a. 24% of kindergarten children in Kimberley are vulnerable in 09/10, slightly up from 22% in the first wave in 2004.
 - b. Results are 4-5% less than the Provincial average, 2-3% less than the average for the Rocky Mountain SD.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

1. Adult education is a growing field
2. Combining adult education with recreational opportunities is a proven winner
3. Universities and post-secondary institutions have a greater interest in satellite campuses and niche programs
4. More distance learning opportunities which are good for some students, but they don’t contribute locally as much.

Energy, Waste and Water Current Reality

2011

The Energy, Waste and Water strategy area is concerned with supplying high quality water and energy and materials/waste services in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices and appropriate sourcing of water and materials, delivery, use and end of life management related to the municipality's operations and community as a whole. The energy, materials and water demand from buildings, commercial activity, transportation and land use patterns is primarily covered by those respective strategies. The scope of this strategy also extends to flood control and stormwater management.

Possible Opportunities for Actions

1. Need to look at why there is such high water use reported for Kimberley
2. Further reducing waste through policies that restrict or provide disincentives for generating more waste.
3. Use more local products
4. More regional collaboration
5. More independent as a town from large power producers

Systems

1. **Water** is drawn primarily from Mark Creek and Matthew Creek. Water is stored in a 275 million litre reservoir located on Mark Creek about 6 km upstream from the city for servicing all of Kimberley except the Marysville (south Kimberley) area. Marysville water is drawn from a direct inlet in Matthew Creek about 8 km to the west.
2. Kimberley has one **sanitary sewage** treatment facility, called the Pollution Control Centre (PCC), in Marysville near the confluence of Mark Creek and the St. Mary River. It uses the activated sludge method of treatment and discharges treated effluent into the St. Mary River.
3. **Energy** for buildings is primarily serviced by BC Hydro and Terasen Gas/Fortis BC.
4. **Waste** The City provides residents with weekly residential curbside garbage pickup. Local recycling drop-offs are also provided at numerous retail locations and the Refuse Transfer Station. The RDEK is responsible for the management of the transfer station and community recycling programs. Refuse is transported to the Central Subregion Landfill near Fort Steele by the RDEK.

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. Excellent water quality and stable supply. Watershed well managed and monitored and strong desire to continue.
2. Gravity fed water system, limited pumping required – micro-gen opportunities (see current Mark Creek project)
3. The goal of the RDEK Solid Waste Management Plan is to minimize, as much as possible, the generation of wastes. The RDEK strives to manage waste in the following manner: waste reduction, reuse of materials, recycling, energy and material recovery, and residual management. (OCP)
4. Greenhouse Gas Emissions Reduction Plan Partners for Climate Change Milestone 1-3.
 - a. Targets
 - i. City target to be carbon neutral by 2012.
 - ii. Municipal reduction target set of 33% by 2020.
 - iii. Community targets, 6% reduction by 2020
 - b. Reductions Strategies include conservation and efficiency through design, products and behaviour as well as utilizing less impactful energy sources like solar thermal.
5. City is planning to get into solar energy production and the former mine site could be explored for geothermal energy
6. Sunmine Project for local energy, investigate other alternative energy options available for the area.
7. Subdivision servicing bylaw is ready to be updated which is an opportunity to incorporate more sustainable options.
8. As built infrastructure such as roads and storm water systems are very permanent there is a great opportunity to examine their placement under an informed [by the principles of sustainability] lens.
9. Huge per capita water use = huge opportunity for water conservation.

10. Kimberley's water sources are protected through careful management of access describes our current reality – wildcards are sudden environmental change and how we react, and likely increase in unregulated activity.
11. Watershed protection in place through a collaborative watershed management committee
12. Private curbside recycling service available (Greenearth Recycling)
13. Lots of yellow bins everywhere don't even have to sort except glass. Makes recycling easy.
14. "Free store" at the dump encourages re-using
15. Cranbrook Freecycle group also encourages re-use
16. A few houses in town have solar hot water, Solar BC still gives grants to people wanting to install solar hot water and we could continue with existing programs like solar rebate, SolarBC funds several communities to become solar communities – why not Kimberley with our ample sunshine, many sunshine hours/days, up to 2152 hours of sunshine per year.
17. Local businesses are specializing in xeriscaping: Smartscape, Tipi Mountain Native plant nursery
18. Pesticide bylaw passed but not enforced yet. Wildsight is working with the city in promoting pesticide alternatives and educating the public
19. Lots of forest waste available for energy production
20. Electricity costs are expected to rise over the next few years and general, energy costs overall have increased much faster than then the consumer price index as a whole. Rising costs may add additional challenges to businesses and perhaps make energy use less affordable for some. On the other hand it may lead to more conservation.
21. Utility conservation programs like Power Smart from BC Hydro
22. Smart electricity meters are being introduced and will encourage conservation.
23. City joined the Columbia Basin Trust Water Smart program, initiated the draft of the Water Smart Action Plan.
24. City started a leak detection program of water distribution system and have summer student doing water conservation outreach.

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. OCP Related Challenges: Water
 - a. High per capita water consumption.
 - b. Cost of increasing water capacity.
 - c. Quantity of water consumed for landscape irrigation, especially the maintenance of green lawns.
 - d. The potential impacts of global warming and continued drought.
 - e. Potential costs of upgrading infrastructure to meet new provincial legislation
2. OCP Related Challenges: Sewage
 - a. Reducing inflow/infiltration in the collection system to maximize the capacity of the plant.
 - b. Plant is old and will require upgrades in the near future (bar screen, digester and clarifiers required replacement or significant repair in the last five years).
 - c. Sewage collection system is reaching the end of its design life in the older areas of town.
3. OCP Related Challenges: Waste
 - a. Siting and developing neighbourhood recycling sites for all types of recyclables.
 - b. Attraction of animals to garbage.
4. Many of the second homes on the ski hill are ridiculously big and empty 95% of the time – there is no political will at the municipal level to curb this sort of thing because it will hurt the tax base
5. Some building code or bylaws make green building more challenging: sizeable overhangs for passive solar not allowed, greywater systems not allowed, composting toilets not allowed
6. Greenhouse gas emissions are emitted from the use of fossil fuel energy sources and through solid waste
 - a. Total emissions for the community were estimated at 54,000 tonnes in 2007.
 - b. Of total emissions, 44% are due to buildings, 53% due to transportation, and 2.8% due to solid waste.
 - c. Residential buildings account for the majority of greenhouse gas emissions from buildings.

- d. Vehicles in the community are mainly light trucks, vans, and SUV's which tend to use more energy per km traveled than small or large passenger cars. (CEEI, 2007)
- 7. The proportion of residents community work via vehicles is higher than the BC average. In 2006, 73% of residents traveled to work in a single occupancy vehicle, but this an improvement from 2001 when 75.7% reported the same thing. (CEEI, 2007).
- 8. Perception of limited support from many residents to implement water conservation measures, perception that we have lots of water so lets' use it.
- 9. Stormwater system susceptible to unusual storm events.
- 10. Leakage in water distribution system needs detection, repair and monitoring.
- 11. Alternative/green development standards do not exist.
- 12. No incentive/legislation for developers to consider alternative street design, street layout, storm water management, etc.
- 13. No local composting system.
- 14. Waste Management is underfunded. Should be expanded to include local biodegrading waste and recycling facilities to see more immediate effects. More public accessible waste and recycle bins (small scale) along pedestrian routes and urban trails to encourage use and discourage litter. Education of waste and water management-knowing the processes to curb local attitudes toward water quality importance.
- 15. Increased reliance on city systems can lead to overconfidence in 'never-fail' systems. Encourage resident potential to outsource through their means. Buy a rain barrel, go to a u-pick farm, compost, etc.
- 16. Limited influence on energy sources for the community.
- 17. Ski hill and some golf course irrigation systems use municipal water.
- 18. Lack of water metering and related volume pricing discourages water conservation.
- 19. No significant local energy production – very few solar hot water systems in place.
- 20. As of 2006, 82% of the occupied dwellings or 2,315 were single family detached (Census, 2006). Compared to the BC average, Kimberley has a high proportion of single family detached homes.
- 21. The majority of occupied homes are quite old, with 52% built before 1960, and 22% built before 1946 (Census, 2006).
- 22. Hardscapes are not currently designed to manage storm water surges.
- 23. Limited curb side recycling opportunities.
- 24. Decreasing snowpack may make our water supply less certain in the future.
- 25. Recycling has to be shipped out of the EK for processing: Alberta (glass), lower mainland (paper, plastic, bottles, cans), Washington state (cardboard) though the RDEK makes it a priority not to ship recyclables to China because who knows what happens there (landfill?), and has a subsidy program in place to make sure recycling is financially viable even when prices are low.
- 26. Hydro electric system is based on degrading large tracts of nature and river systems, expanding electricity use is placing demands for more large dams.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

- 1. Increasing energy costs in all areas and Peak Oil.
- 2. Other communities like us successfully promote and implement alternative development standard for green infrastructure and stormwater management i.e. Ucluelet.
- 3. Trend to add multi-modal forms of transport to existing automobile corridors, narrowing driving lanes
- 4. Current global trends for oil consumption compromise our necessity for clean air and water.
- 5. Challenge: planning for climate change: spring floods and further extremes in fall/winter low flows
- 6. Funding for alternative energy and energy-efficient home upgrades has been cut back at federal and provincial levels
- 7. Expectation that as raw materials become more scarce and expensive, including oil, recycling will become more and more economically viable

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.

Possible Opportunities for Actions

1. Greenhouse food production
2. Land for agricultural use
3. Composting – OMAR grade composting * to Food grade standards
4. Pedal power program , utilizing fallow gardens in the city –youth and seniors
5. Market – only in the summer, expansion for food buildings, local grocers for purchasing locally grown. More opportunities to visit the market at different days of the week
6. Use of existing yards to be used for food productions
7. Livestock, bees harvesting and encouragement
8. Reduced garbage pick up to optimize

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. 9,412 ha of farms in East Kootenay E in 2006 and 97,662 ha of farms in East Kootenay CD 2006 (Census of Agriculture, 2006)
2. 265,000ha of land in the RDEK is ALR and 8% of ALR is in the Kootenay Region (ALR BC)
3. Sprout Grocery
4. Local Farming
5. Kimberley summer market is an asset to encouraging access to locally grown food
6. Regional farmland is protected by the Agricultural Land Reserve
7. Kimberley has a community college campus
8. Kimberley has 2 community gardens
9. Food producers generally work in isolation – retail groceries are driven by competition, which is a barrier to collaboration
10. Family, grocery and restaurant food waste is an opportunity to enhance locally grown food through composting
11. **Summer Market in Platzl.** Expand to include farmers and artisans in surrounding area to increase use and pedestrian activity in the downtown. Farmer's market developed, work with the Community Gardeners group. Develop the Kimberley Co-op. (Cultural Plan)

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. While RDEK holds over 5% of the ALR land, it has lost close to 8,000 ha since designation in 1974; the majority of exclusions are due to land owner applications as opposed to government applications. (ALR BC)
2. Very few farms in East Kootenay E, 5 of 51, report any category of organic products, certified or not. (Census of Agriculture, 2006)
3. Very few farms in East Kootenay CD, 51 of 395, report any category of organic products, certified or not. Slightly greater percentage than E, however. (Census of Agriculture, 2006)
4. Synthetic and added compounds to food are a facet of processed foods – locally grown foods on small mixed farms tend to use less synthetic and added compounds
5. Currently it is limited and difficult to find locally grown food for purchasing – especially meat even though we farm a considerable amount of beef. Local organic food needs to be easier to find and purchase.
6. No year-round gardens

7. The Kimberley summer market is more of an arts and crafts market than a farmer's market - Cranbrook has a very successful farmer's market on Saturday, while Kimberley's market is on Sunday – Creston farmers generally choose to exhibit in Cranbrook, rather than Kimberley
8. It is impossible for young people to acquire good farmland because of the price of rural land
9. Courses and curriculum can be developed in gardening, preserving, composting and balanced food diet
10. The ageing population and the prevalence of absentee landowners may contribute to the increasing number of fallow gardens in Kimberley
11. Most retail grocery stores do not seem to feature locally grown products
12. Current garbage pickup could be scheduled bi-weekly rather than weekly - the residual time saving can be applied to an industrial composting facility
13. Difficulties arise in inability to grow food due to animal interference
14. No livestock (chickens and bees etc) permitted in town, issue always arises with locals...how do we attract the right kind (birds and pollinating animals/insects) as opposed to the wrong kind (bears, deer)? Education through appropriate plant species use, incentives for building fences on properties to deter ungulates? Fruit Picking.
15. Increased reliance on city systems can lead to overconfidence in 'never-fail' systems. Encourage resident potential to outsource through their means. Buy a rain barrel, go to a u-pick farm, compost, etc.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

1. The Agricultural Land Reserve has been weakened recently and needs to be strengthened – Swapping good agricultural land for poor growing land in the name of development needs to cease
2. Provincial rules/regulations re slaughtering and processing local meats are barriers to local food production
3. The Federal Government can enact full disclosure food labeling requirements; this would increase the support for locally grown food production
4. Short seasons of growth and distances which food has to travel to reach Kimberley. Surrounding areas are losing ALR. Not enough incentives exist for new generations to be involved in the farming industry(cheaper land for agri use)
5. World food prices are expected to rise in the short term due to supply issues and raising energy costs.

Land Use and Natural Areas Current Reality

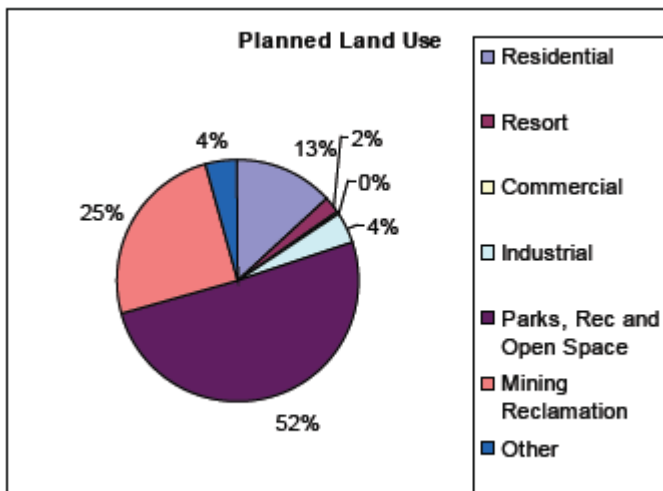
The Land Use and Natural Areas Strategy seeks to manage development in a way that maintains livability, natural areas, and economic development. The strategy addresses the locations, patterns and types of all physical development as well as the amount and timing of these developments. It also addresses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

Possible Opportunities for Actions

1. Infill of buildings/vacant lots existing land within city's boundaries
2. Limited information from community on thoughts of expansion and what's to be done with it if that is an option. – Public input on development and growth – making better use of infrastructure. Citizens review panel for development
3. Increasing management of wildfire hazard in the community – funding available

Context

Planned Land Use, OCP 2005



Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. Great layout in most existing neighbourhoods, good interconnectivity and easy access to adjacent natural areas – good potential to increase density and diversity of housing types and sizes
2. Zoning of most existing residential neighbourhoods (approx. 70%) allow for accessory dwellings and two-unit dwellings, not just single family dwellings and allows for more diverse housing mix without need for difficult zoning changes.
 - a. As of 2006, 82% of the occupied dwellings or 2,315 were single family detached (Census, 2006). Compared to the BC average, Kimberley has a high proportion of single family detached homes.
3. Designated revitalization areas in the OCP
4. Already lots of residential units in downtown commercial areas – potential to expand and improve as buildings are upgraded
5. Lots of interface fire hazard work already completed but still more to do.
6. Existing residential and commercial lands are small lots – helps maintain scale and character when redeveloped, may need to consider max. lot size (especially commercial) to discourage major lot consolidations.
7. Our natural areas are a huge asset; sustainability will involve increased protection in future land use and development
8. Relatively recent OCP Document, 2005.

9. Related OCP Objectives

- a. Protect environmentally sensitive areas (ESAs).
 - b. Avoid or mitigate disturbance of ESAs from human activities and development.
 - c. Preserve aquatic habitat.
 - d. Protect wildlife habitat.
 - e. Balance economic and recreational use of land with the protection and enhancement of areas of natural wildlife habitat.
 - f. Strive to maintain Kimberley's excellent air quality.
 - g. Control the spread of invasive weeds.
10. OCP Development Permit Area 8 for Environmental Protection
11. Teck Cominco's experience with reclamation on their private lands could help the community with restoration efforts
12. Industrial activity on crown land could act as an example for best practices (e.g., road building standards, riparian mgmt, and other environmental protection).

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. Kimberley OCP Natural Environment Challenges

- a. Limited resources for studies and assessments.
- b. Some existing and previously approved development patterns.
- c. Resident wildlife.
- d. Forest management to reduce the risk of wildfire.
- e. Pine beetle infestations.
- f. Striking a balance between attracting developers to the community and achieving high environmental standards.

2. Kimberley OCP Industry Challenges

- a. Matching light industrial businesses interested in locating in Kimberley to "shelf-ready", suitable industrial properties.
 - b. Servicing costs associated with subdividing undeveloped industrial lands.
3. Mix of attitudes/opinions in community around development and growth (e.g. 2008 referendum on boundary expansion – 57% in favour, 43% opposed).
4. Extensive development proposed in community - 1000s of residential units, multi-decade build out at current pace over past decade. Seemingly limited prospects for local job growth to support this level of growth in community, can amenity-migration driven development be sustainable?
5. Spreading outwards into natural areas – development that is vehicle-focused as opposed to land conservation and people-focused – built environment already in town needs work instead of always spreading outwards
6. It is difficult for many people to walk or ride to the Platzl and other hubs especially in winter.
7. There is very little in the way of inventory/planning for ESA's and forested areas beyond high priority interface areas definitions: ESA(sensitive to what), habitat (for what), carbon sink, community watershed

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

1. Many Kimberley residents work outside community (e.g. Cranbrook, pulp mill, elk valley mines) demonstrates that it is very desirable to live here (vs. where there job is) but not enough local employment opportunities.
2. Potential wildfire threat from surrounding landscape.

Recreation and Leisure Current Reality

The Recreation and Leisure Strategy addresses the development, delivery and management of recreation and leisure opportunities for Kimberley community members and visitors. The strategy includes outdoor and indoor recreation and leisure facilities, programs and initiatives. While a primary focus is on municipal services, this strategy takes an integrated approach to recreation and leisure planning in Kimberley, also addressing private offerings and partnerships within and outside of the community.

Possible Opportunities for Actions

1. Maintenance of current recreation facilities
2. Centre 64 upgrades/expansion
3. Public notification of public use of local school facilities – booked through the city
4. Working with different organizations to facilities more available for community at affordable rates
5. OCP Recreation, RCR? Facilities – lower impact operations
 - a. Nordic trails/buildings
 - b. Horse Barn Valley
 - c. Climbing wall opportunities
6. Public notifications – for user groups to voice concerns of areas

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

1. Continue educating recreational users to respect land and rules (e.g. motorized vehicle use, etc)
2. Recreation Trails Master Plan
3. Conversion of the North Star rail line to 40km, paved recreation and commuter trail between Kimberley and Cranbrook.
4. New paralympic training facility at the base of the ski hill.

5. OCP Section on Parks

- a. Kimberley is fortunate to have a large amount of parks and green space: There are a wide variety of parks and recreational opportunities.
- b. The City has a Licence of Occupation with the Province of British Columbia for the Kimberley Nature Park. The Kimberley Nature Park contains almost 900 hectares of diverse landscapes including at least seventeen species of trees and hundreds of flowering plants.
- c. We are also the gateway to the Lois Creek Forest Recreation Site and portions of this trail network are located within the City.
- d. The City holds a License of Occupation for over 25 kilometres of cross-country ski trails that are operated by the Kimberley Nordic Club.
- e. Three championship 18 hole golf courses and one executive 9 hole course also contribute to open space in Kimberley. The City maintains approximately 11 hectares of urban parks and playfields, a campground, and several Right-of-Ways and Licences of Occupation for trails throughout the community.

6. OCP Section on Recreation

- a. Recreation is seen as a cornerstone to our community. Kimberley residents are very active and desire quality recreation facilities.
- b. Kimberley has a variety of municipal recreation amenities ranging from Bootleg Gap Golf Course to ice arenas to lawn bowling greens.

- c. Private and non-profit recreation facilities also contribute to the variety available within the community. For example, Trickle Creek Golf Course and Kimberley Alpine Resort are operated by the Resorts of the Canadian Rockies.
- d. The Kimberley Indoor Sports Centre, Kimberley Curling Club, Kimberley Golf Course, Kimberley Gymnastics Club, Kimberley Nordic Club and many other facilities are operated by non-profit societies.
- e. The School District also provides recreational facilities and school grounds for community use.
- f. Partnerships are creating new opportunities through joint planning and agreements with non-profit organizations, sports clubs, commercial recreation providers, and the School District.
- g. Collaboration in providing recreational amenities and services is expected to increase in the future.

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. OCP Identified Challenges

- a. Coordination of numerous stakeholders and user groups.
- b. Ensuring adequate maintenance and implementation of trail standards over such a large trail resource.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. Regional/global trends, external funding, other levels of government).

Transportation and Mobility Current Reality

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 rural nature. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.

Possible Opportunities for Actions

1. Making bus services more accessible with better services house and scheduling
2. Alternative to "concrete jungle" walk ways, priority to pedestrians, plowing sidewalks
3. Transit for working outside the community, carpool organization – emission reduction – work in the community.
4. Snow removal process logistics working with pedestrians
5. Technology opportunities for transportation
6. Bike program in the city
7. Lighting improvements – road pathway and trail lighting

Current Reality Assets/Opportunities

Current assets/opportunities that you can build off to move toward the DOS (e.g. policies, demographics, programs, projects, infrastructure, research/plans, stakeholders supporting the DOS, etc.).

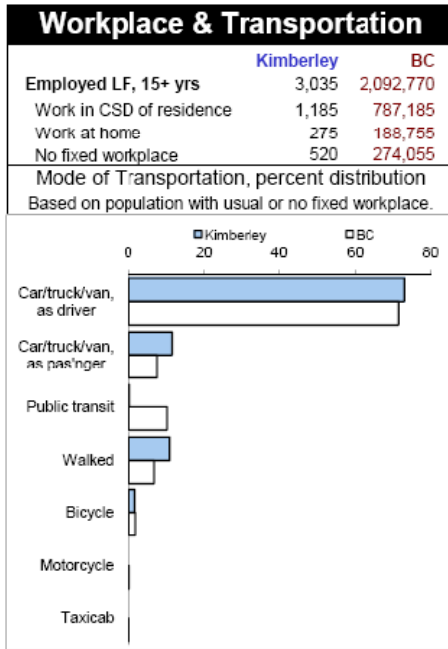
1. Cranbrook Airport, 20km away and expanded facilities.
2. Continue making more walking a bike accessible – rails to trails was excellent project
3. Ski hill linking to downtown-Peak to Platzl project and Rail to Trails, Community Bus service. Improve accessibility and encourage use.
4. Pedestrian and cycling upgrades to hwy 95a, sidewalk, bike lane, wheelchair accessible walk downs, and markings to assist with visually impaired.
5. Peak to Platzl trail linking downtown to the resort
6. Conversion of the North Star rail line to 40km, paved recreation and commuter trail between Kimberley and Cranbrook.
7. Greenhouse Gas Emissions Reduction Plan Partners for Climate Change Milestone 1-3.
 - a. Targets
 - i. City target to be carbon neutral by 2012.
 - ii. Municipal reduction target of 33% by 2020.
 - iii. Community targets 6% reduction by 2020.
 - b. Reductions strategies include conservation and efficiency through design, products, technology and behaviour as well as utilizing less impactful energy sources like solar thermal.

Current Reality-Gaps/Challenges

Current gaps with respect to the DOS statements (e.g. local trends moving the wrong way, policies that make it more challenging, demographics, unsupportive behaviours, practices or infrastructure, etc).

1. Greenhouse gas emissions are emitted from the use of fossil fuel energy sources and through solid waste
 - a. Total emissions for the community were estimated at 54,000 tonnes in 2007.
 - b. Of total emissions, 44% are due to buildings, 53% due to transportation, and 2.8% due to solid waste.
 - c. Vehicles in the community are mainly light trucks, vans, and SUV's which tend to use more energy per km traveled than small or large passenger cars. (CEEI, 2007).

2. The proportion of residents community work via vehicles is higher than the BC average. In 2006, 73% of residents traveled to work in a single occupancy vehicle, but this an improvement from 2001 when 75.7% reported the same thing. (CEEI, 2007).



3. OCP Related Challenges

- a. The primary transportation corridor through town is a Provincial Highway and outside of the City's jurisdiction.
 - b. Getting people out of their car and travelling within Kimberley by bicycle or on foot.
4. Public transit even to ski hill is barely existent.
 5. The vehicles and transportation options that are available and most of all affordable to the majority are poisoning our life systems. Canadians do not have the option of biking everywhere all year round; we are victimized by our geographical location. We must develop a community that embraces self propelled options and make them easily accessible and affordable.
 6. Only one taxi company permitted in the city - Should we not encourage competition and options for more fuel efficient, zero emission companies as well as pedal taxis.
 7. It is difficult for many people to walk or ride to the Platzl and other hubs especially in winter.

Current Reality- External Context

Relevant external context that provides additional challenges or opportunities to move toward the DOS (e.g. regional/global trends, external funding, other levels of government).

1. Current global trends for oil consumption mostly for vehicles compromise our necessity for clean air and water and contribute to Climate Change.