

Imagine Our Future

Integrated Community Sustainability Planning Framework

July 2010

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Introduction

Background

In early 2009, the community of Williams Lake launched its *Imagine Our Future* initiative. *Imagine Our Future* is driven by the idea of engaging citizens to develop a long-term vision of a sustainable Williams Lake to provide strategic guidance to leaders in the community. Often, these types of initiatives are referred to as “integrated community sustainability planning” (ICSP) and guide the OCP Review

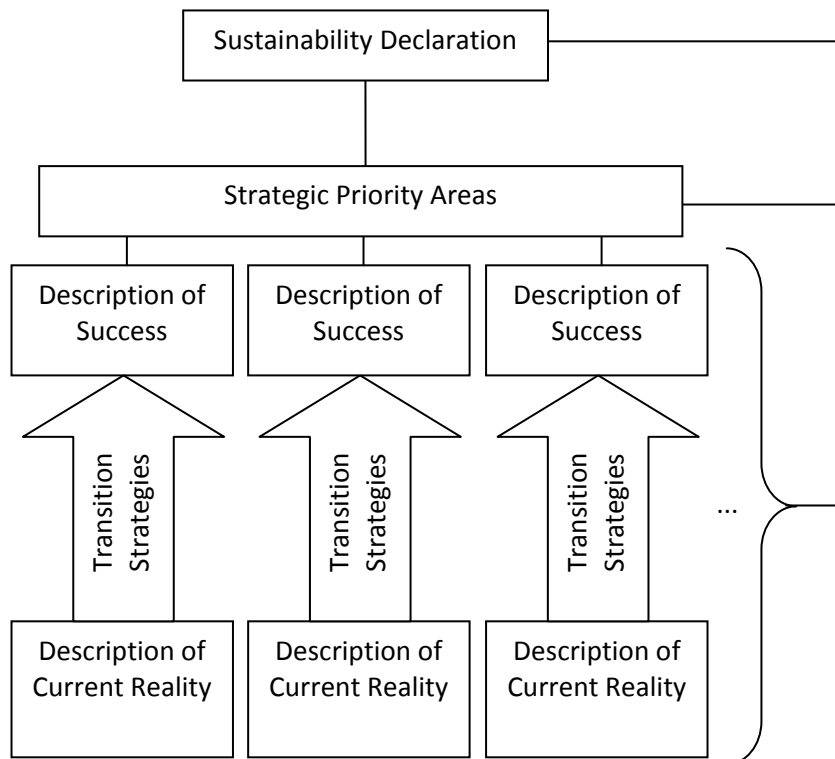
Why Integrated Community Sustainability Planning?

Williams Lake is faced with a wide range of economic, social, cultural and environmental opportunities and challenges. Integrated Community Sustainability Planning is an opportunity for municipalities to look at the long-term future they want for the community and take proactive steps to move there. It is an opportunity to engage citizens in a dialogue about what they value about their communities and what they want them to look like in the future. It provides an outlet for the wisdom and expertise of community members to discover innovative solutions that address social, cultural, economic, environmental, and governance challenges today while leaving a positive legacy for future generations.

What is an Integrated Community Sustainability Planning Framework?

An ICSP Framework is a synthesis of the ideas and desires of the community that is then used to guide short-, medium and long-term decision making. The ICSP Framework is as an overarching document to engage community leaders and organizations to take proactive steps together that create a sustainable Williams Lake. An ICSP Framework takes a long term view, in this case 25 years, and guides the development of municipal plans, including a series of five-year Official Community Plans (OCP).

The main components of the ICSP Framework are:



The **Sustainability Declaration** articulates sustainability for the community and is adopted by Council as formal policy to guide decision making.

Strategic Priority Areas are a focus for the community to address in order to achieve the vision outlined in the Sustainability Declaration.

For each “strategic priority area”, three components are developed.

- A Description of Success that describes the state of the priority area in the future 20 – 25 years from now, “*We will have achieved this when...*”
- A Description of Current Reality that outlines the current situation and the assets, “*Our strengths and challenges are...*”
- Transition Strategies that provides guidance on how to close the gap between today and the desired future. OCP Policy Directives will then be derived from these Transition Guidelines.

How was the ICSP Framework created?

The ICSP Framework has been created with broad based input from the community at a number of events around a series of cascading questions:

- How would you describe a *desirable and sustainable future* for Williams Lake in 25 years?
- What are our *current assets and challenges* to make this future a reality?
- What are your *ideas to make the transition* from current reality to the desired future?

These questions were posed to citizens in a number of forums, including:

- A series of booths set up at a *Performance in the Park* concert to facilitate input from concert goers.
- A series of *Kitchen Table* conversations hosted at homes of citizens with their neighbours.
- A series of *Hot Spot* conversations located at public gathering spots, such as Tim Horton’s.
- A series of *Community Partner Cafe* events in the spring and fall to engage community leaders on their ideas for the future of Williams Lake.
- An “*Amazing Race*”-style event where citizens visited landmarks in the community to provide input into differ social, economic, cultural and environmental topics.

- *Youth multi-media workshops* to gather the views and opinions of the next generation.
- Online input via the *website* www.imagineourfuture.ca.
- Meetings with *community groups and committees* to get input about a desirable Williams Lake, current challenges and ideas for the transition from current reality to the desired future.
- A *booth* was set up at various community events such as a soccer tournament, sustainability fair and National Aboriginal Day to allow people to learn more about *Imagine Our Future* and also to have their say.

Input from these events has been synthesized into the ICSP Framework presented in the subsequent pages of this document.

How will the ICSP be implemented?

Moving forward the community is actively exploring and acting upon a number of initiatives to implement the ICSP Framework, including:

- **Translating the *Imagine Our Future* transition strategies into the policies in the Official Community Plan to ensure land use planning is aligned with the long term vision of the community.** In Williams Lake, drafting the Official Community Plan is the next phase of the *Imagine Our Future* initiative in 2010 to ensure that land use planning and policy is consistent with the transition strategies outlined.
- **Establishing an easily- and publicly-accessible monitoring system of key performance indicators to report and evaluate progress.** To ensure accountability and continuous learning a system will be set up that citizens can easily access to understand progress in each of the Strategic Priority Areas. The key performance indicators and actions are periodically reviewed by committees of community partners (see below), as well as Council, to evaluate progress and make mid-course corrections along the way.
- **Establishing shared leadership with community partners to take leadership of different strategic priority areas.** The municipal government is *one* key partner amongst many, however not the only partner responsible for the success of the *Imagine Our Future* objectives. Ultimately, responsibility for implementation is shared by all leaders in the community. As such, committees will be set up consisting of community partner organizations that have a stake in the future of the community and also the resources and passion to take action. These committees will meet twice a year to establish targets, identify priorities, develop action plans and implement them. In Williams Lake this will likely mean realigning some of the current community committees around the ten Strategic Priority Areas.
- **Creating a municipal decision-making framework for capital projects and land use decisions that evaluates decisions using the ICSP Framework as a lens.** To ensure that decisions made by the City and Council are consistent with the ICSP Framework and the decisions of community partners, a decision-making tool for land use, funding, policy work, etc. is being created to screen all major decisions to effectively bring Williams Lake closer to success.

Sustainability Declaration

In fall of 2009, the Mayor and Councillors of the City of Williams Lake signed a Sustainability Declaration that articulates sustainability for the City of Williams Lake and that has been used to guide the Integrated Community Sustainability Planning Framework.

CITY OF WILLIAMS LAKE SUSTAINABILITY DECLARATION

As Mayor and Councillors of the City of Williams Lake, we acknowledge society's desire to create a stable, sustainable future. We further acknowledge that such a future is not certain, and that it will take the good will and determined work of many individuals, organizations, and communities around the world to achieve our goal.

We are proud to be part of a community as rich in natural amenities, economic opportunities, and social possibilities as Williams Lake, and to be working on behalf of a future in which our economy, environment, society and governance are integrated in ways that foster vibrant communities, strong economies and healthy ecosystems. To that end, we commit ourselves to creating the conditions necessary for a sustainable future. By seeking innovative and flexible solutions to the challenges that confront us, by sharing our knowledge, and by coordinating our actions, we strive to attain the following sustainability principles:

- Reduce our contribution to the progressive build-up of materials (and their associated wastes) that are extracted from the Earth's Crust;
- Reduce our contribution to the progressive build-up of synthetic materials produced by society;
- Reduce our contribution to the ongoing physical degradation of nature; and
- Reduce our contribution to conditions that undermine people's ability to meet their basic needs.

And further strive to follow the "Principles of Smart Growth" for our communities planning and development:

- Create a Range of Housing Opportunities and Choices
- Create Walkable (human-scale) Neighbourhoods
- Encourage Community and Stakeholder Collaboration
- Foster Distinctive, Attractive Communities with a Strong Sense of Place
- Make development decisions predictable, fair and cost effective and using Sustainability Guidelines
- Mix Land Uses

- Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
- Provide a Variety of Transportation Choices
- Strengthen and Direct Development Towards Existing Neighbourhoods
- Take Advantage of Compact Building Design

November 3rd, 2009

Williams Lake, British Columbia

Strategic Priority Areas

The following 10 Strategic Priority Areas represent the areas of focus identified by the community. In each is a goal statement that describes success in each in 2030. Each of the Strategic Priority Areas are elaborated in the following sections into more detailed Objectives, Key Performance Indicators, and prioritized Transition Strategies for the next five years with the expectation to review in five years time. Information about current assets and issues in each area is presented in the appendices. The summary below outlines the goals for each of the property areas:

Social Well-Being

Our community members have a healthy quality of life and share a common commitment to the health, well-being and happiness of our children and their families. Community members of all ages, life stages and lifestyles feel connected to the community and their participation in the community is valued. Williams Lake is recognized as one of the most desirable small towns for families to live.

Resilient Economy

Our economy relies on a diversity of resource-based industries, the strengths and assets of our local community and innovation. We are committed to designing our local economy to fulfil community-held strategic goals for the future and the principles of sustainability, resulting in prosperity for all community members.

Partnering with First Nations

As a community, we celebrate our cultural diversity and resiliency, and in so doing, we honour and respect the long history, traditional knowledge and unique contributions of First Nations to our way of life in Williams Lake. We support the preservation and cultivation of First Nations' cultures, traditions, resources and land for all generations.

Distinctive Arts and Culture

Our diverse arts, cultures and heritages are recognized and celebrated as integral to our community's identity, attracting new residents and visitors to Williams Lake. The Distinctive Arts and Culture of Williams Lake represents the people who live in the Community.

World Class Recreation

Recreation opportunities in Williams Lake are accessible, affordable and innovative, engaging all members of our community, as well as providing for diverse visitor needs.

Affordable Housing and Liveable Neighbourhoods

Our neighbourhoods are friendly, convenient, safe, affordable, sustainable and attractive and provide an abundance of opportunities for social interactions with attractive and affordable housing options.

Lively Downtown

Our community's heart and soul is our downtown – it is a vibrant, distinct and welcoming place for community gatherings and social interactions and acts as the retail, cultural, entertainment, and social centre of the city and it is the principle place for the exchange of locally produced goods and services.

Cherished Local Ecosystems

Our community is widely recognized as a model for demonstrating how a community can contribute to healthy ecosystems while being economically, socially and environmentally sustainable.

Active and Convenient Transportation

Our multimodal transportation system provides access to people, places, goods and services in a manner that is convenient, safe, affordable, sustainable, efficient, enjoyable, and contributes to the success of all other community priority areas.

Local Food and Agriculture

Our City models a regional food system¹ that is resilient, locally-focussed, healthy, and contributes to the overall enjoyment, development and health of our community, its individual members and our local ecosystems.

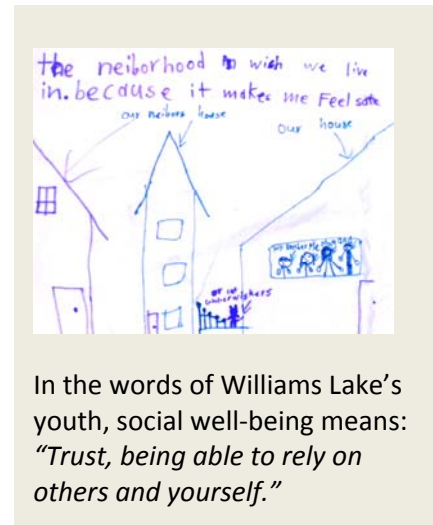
¹ The City's boundaries exclude much of the regional food system, so the focus of the Local Food & Agriculture priority area within the ICSP Framework is anticipated to be primarily on consumers, markets and education (i.e., less on production).

Social Well-Being

Goal

Our community members have a healthy quality of life and share a common commitment to the health, well-being and happiness of our children and their families. Community members of all ages, life stages and lifestyles feel connected to the community and their participation in the community is valued. Williams Lake is recognized as one of the most desirable small towns for families to live.

We feel that our neighbourhoods and our City are friendly places. We care for individuals, families and social networks. We understand that smart neighbourhood and downtown plans strengthen our social well-being. We recognize that protecting the health and happiness of individuals and increasing the density of trusting relationships is key to our community's capacity to cope with change.



25-Year Objectives

In 2035, we know we will have achieved this goal when:

- **...work at living wages, life-long learning opportunities, nutritious food, and affordable sustainable housing options** are readily available to all our community members.
- **...good personal health, a sense of belonging and a sufficient measure of self-determination** are enjoyed by our community members, with special consideration of youth and seniors.
- **...everyone** who lives here feels a **sense of safety and security**.
- **...relationships of mutual benefit, respect, and integrity** predominate in our community.
- **...healed and mutually supporting relationships between aboriginal and non-aboriginal communities** predominate. We accept honour and celebrate the diversity of our many cultural heritages.
- **...accessibility** is a key design consideration in all new and retro-fitted buildings and infrastructure.
- **...collaboration is our normal way of "doing things"** so we partner for success. Those served openly participate in community decision-making.
- **...opportunities to improve the health and quality of life** of our community members are identified **before** social problems arise.
- **...adequate formal social services and facilities** are accessible and used by those who need them (i.e., group homes, shelters, seniors' housing, youth services, nutrition counselling, addictions counselling, etc.).

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
Employment Rates	This helps us gauge whether our citizens have access to income, as well as giving us a measure of participation in our community.	This data is reported by the provincial and federal government and retrievable through BC Stats.
Percentage of Children living in poverty	This is important to track as poverty is a fundamental root cause of other social issues and health outcomes.	BC Statistics/Census data.
Percentage of youth at risk	High levels of risk in the youth population is shown to be predictive of increase in a number of problem behaviours, including violence, alcohol and drug use, school dropout, mental health issues, teen pregnancy, and involvement in criminal activity.	Communities That Care survey.
Graduation Rates (aboriginal and non-aboriginal)	Higher levels of education are linked to improved health outcomes and increased employability	School District/Ministry of Education/BC Stats.
Crime rate (by type)		Regional and Community Based crime data – Ministry of Public Safety and Solicitor General. Crime Severity Index – federal government.

Five-Year Transition Strategies

Below is a set of prioritized strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

Within five years, youth programs focused on positive adult-youth interaction are greatly expanded. Youth centre programming is extended to include mentoring and apprenticeship programs supporting healthy adult-child relationships. For example, elders in the community are recruited to volunteer to pass on their skills on to youth through workshops, apprenticeships, and adopt-a-grandparent programs. Community partners develop and implement expanded employability programs timed appropriately for youth aged 20-30 years. There are many further suggestions to facilitate the development of healthy adult-youth relationships, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- A series of *leadership sessions* are hosted including aboriginal and non-aboriginal youth to build skills, confidence and civic engagement, with a focus on positive activities including visioning and asset-mapping. Recommendations from youth leadership sessions are reviewed by City council and are shared, celebrated, and as appropriate, visibly implemented in the wider community.
- *Affordable youth housing* and related supports are procured as options for youth who are unable to live at home.
- *Community policing programs* are combined with leadership training for young adults on the community police team.

Within five years, social development approaches to crime prevention are strengthened, with a focus on increasing literacy, alleviating homelessness and poverty. There are many suggestions to facilitate social development approaches, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- An *inventory* of formal and more informal social services is expanded and coordinated. Partners continue to coordinate and provide access to existing services according to the needs of community members. *Service gaps* are identified and the resources needed to fill these gaps are secured.
- *Key risk and protective factors for youth* in Williams Lake are identified. *New or strengthened prevention programs and services* targeted toward outcomes proven to address Williams Lake's identified risk and protective factors are identified and implemented.
- *Anti-poverty and living wage campaign* is initiated.
- The *Community Action Plan on Homelessness* is successfully implemented.
- Within five years, in partnership with the school board, food security is increased in our schools and children are supported with programs to promote mental health.



In the words of Williams Lake's youth, "we could work together to get people off the streets into homes, make it harder to get drugs, help people have lives worth living, show people positives, provide more support for families, and... increase everyone's sense of belonging."

Below are possible other transition strategies that were identified as lower priority in community feedback:

- Within five years, Williams Lake has quality affordable childcare and early childhood development programs.
- Within five years, Measuring up the North and the Active Communities plan are both implemented.
- Within five years, Williams Lake's OCP addresses the health benefits of investment in active transportation and smart design of the built environment.
- Within five years, seniors' housing is built in the downtown.

Resilient Economy

Goal

Our economy relies on a diversity of resource-based industries, the strengths and assets of our local community and innovation. We are committed to designing our local economy to fulfil community-held strategic goals for the future and the principles of sustainability, resulting in prosperity for all community members.

Our economy provides both work and learning opportunities leading to personal fulfillment, including financial security, and an excellent quality of life, for our community members. We design our infrastructure, social networks and life-long learning opportunities to achieve resiliency in the face of global change. As a resource-based economy, we understand that the success of our economy is linked with local ecosystems and social well-being.

25-Year Objectives

In 2035, we know we will have achieved this goal when:

- ... **meaningful work at living wages** is readily available to all community members, including youth and seniors.
- ... **high rates of successful local entrepreneurship are demonstrated**; community members embrace new ideas and create their own economic futures.
- ... **small locally-owned businesses in the downtown and elsewhere enjoy high success rates**, adding diversity to our economy.
- ... ***we are recognized for innovation within the business and industrial sectors of British Columbia. The community takes a co-operative, collaborative and experimental approach to fostering people's talents and strengths in business and entrepreneurial development.***
- ... **high rates of attraction and retention for young professionals and families** reinforce our belief in this community as a leading small town on the right path to create a great place to live for generations.



In the words of Williams Lake's youth, we could work together to make our local economy clean, keep money here, build, grow, and keep up with technology.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
Labour force participation and unemployment rates	These statistics show how much of the local labour force is active. If there is low unemployment and a high participation rate, this is a good sign that the economy is doing well at any given point in time.	The Federal and Provincial Governments report this information regularly through various websites.
Success rate for small businesses	This statistic is an indicator of economic health. If, in a given year, or over several years, business bankruptcies remain low, this would be a sign that the economy is doing well.	BC Stats business database.
# of businesses per 1000 people that are locally owned	Research in the past few decades shows that sustainable economies have a large contingent of locally owned business. Locally owned business rates reveal levels of entrepreneurship, a key factor in maintaining a flexible economic base.	Municipal business license database.
Industry Economic Dependency %	A community that is heavily dependent on one or only a few industries is more susceptible to collapse. This statistic helps measure economic diversity, an important element in sustainable economies.	The Provincial Government prepares community dependency statistics every few years and the information is available through BC Stats.
Population growth by age demographic and in /out migration	Analysis of population is a method by which to gain insight into labour force. Understanding local labour force is important for planning the development of new industry.	This information is available through the Federal Census cross-tabulations.
Innovation centers/ post secondary training programs	To support diversified and entrepreneurial business development, evidence shows that innovation centers, and post secondary educational programs are key facilitating factors.	A simple report showing programs and enterprise facilitation centres would be produced by municipal staff.

<p>Knowledge based business inventory</p>	<p>Knowledge based economies are understood to be more sustainable than commodity / manufacturing based economies. Measuring the number of knowledge based businesses will show the level of transition to a new economy.</p>	<p>This data can gathered from municipal business licenses.</p>
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Five-Year Transition Strategies

Below is a set of prioritized strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

NOTE: It was recommended by community partners that the City of Williams Lake or the Economic Development Commission initiate or expand a working group to manage the three closely linked and prioritized transition strategies below. This group could include representation from Economic Development Corporation, Community Futures, Thompson Rivers University, the Chamber, Cariboo Regional District, First Nations, innovation councils, WL BIA, local employment counselling enterprises, education sector, local entrepreneurs, and senior managers of core industries, etc.

Within five years, small business viability is strengthened, including through incentives for development of the downtown. Based on completion of a gap analysis revealing opportunities to link new or expanded local production opportunities with existing and anticipated basic needs in the community (including food, shelter, clothing, etc.). This approach allows the business community to see the upcoming demographic shift as an economic opportunity, for example, etc. There are many suggestions to facilitate small business success and downtown development, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- *Zoning and bylaws for the downtown* support small business development, building on City revitalization tax exemption program.
- Further develop *incentives, micro-financing and support programs* (i.e., building out from initiatives like Small Business Week and Business Excellence Awards, etc.) to encourage local entrepreneurship, and promote coordination of existing agencies serving small business.
- Initiate or expand *programs that address life coaching, employment or entrepreneurship coaching, and financial planning as an integrated approach.*
- Chamber hosts *speakers, workshops and other learning opportunities* to increase awareness of global scenarios for the future of food, water and energy, combined with an overview of leading local economic initiatives in response and emerging small business opportunities.

Within five years, senior management and leaders of core industries such as forestry, ranching, mining and manufacturing are invited to strategy sessions promoting alignment with the City and its ICSP framework. As support for these sessions, community partners gather information regarding viable opportunities for sustainable growth. Industry champions of this direction are identified and encouraged to speak with their peers and local media. There are many suggestions to facilitate core industries' transition, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- The Chamber or other community partners *showcase emerging business opportunities and practices* (i.e., community forestry, building with wood, carbon offsetting, pellet plants, co-generation energy combined with greenhouse, etc.) complementary to local industry.
- CRD leads or assists in identifying and establishing *eco-industrial linkages on a regional scale* (i.e., strategically chosen businesses link through symbiotic relationships, so that by-products from one business like water, steam, surplus gas or perhaps other waste are redistributed as fuel or resources to another businesses creating mutual benefit and cost savings).

Within five years, a Green Economy Centre of Excellence is created, based on results of an industry cluster feasibility study, using focus groups and regional innovation councils, with Williams Lake as the hub in a regional green economy. If feasible, programs and incentives are established based on what has worked in other communities to work with pioneer businesses and sustainable technologies in the new green economy (i.e., small scale energy systems and water conservation systems, etc.). The skills training and apprenticeship necessary to prepare community members for new opportunities in the green economy are developed by community partners (i.e., for example, a solar panel installation and repair course at TRU). And, a demonstration site for alternative energy generation and sustainable living is considered.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- Within five years, “Buy Local” Initiatives are supported, with resource guides circulated to encourage community members to buy local food, goods and services.
- Within five years, the broad CCBC recommendations are implemented, with special focus on the Arts, Culture and Heritage and Knowledge and Service segments.
- Within five years, the majority of development is focused on infill. The accompanying public process challenges the community to “rethink growth”, i.e., un-economic growth is growth that produces higher costs than benefits or where the present generation squanders resources needed by future generations.
- Within five years, Williams Lake has created a new brand for the community that includes sustainability theme and incorporated this into its economic development strategy (see also Local Food and Agriculture). From the community feedback, there have been many ideas for economic development strategies that are consistent with sustainability, from eco-tourism to promoting local food to solar energy conversions in homes and so on. As with other communities, Williams Lake has an opportunity to use sustainability as a brand and to develop economic development strategies that take advantage of the Imagine Our Future initiative and its legacy.

Partnering with First Nations

Goal

As a community, we celebrate our cultural diversity and resiliency, and in so doing, we honour and respect the long history, traditional knowledge and unique contributions of First Nations to our way of life in Williams Lake. We support the preservation and cultivation of First Nations’ cultures, traditions, resources and land for all generations.

We participate together in activities that celebrate our First Nations. We support our First Nations taking leadership in our communities. We collaborate with First Nations governments and community members in friendship and as vital members of our community today, while recognizing that First Nations have lived in the Williams lake area for thousands of years and are important holders of our land’s vibrant history, culture and traditional knowledge. We acknowledge that the health of our community’s social fabric and the success of our arts, culture and heritage strategy are strongly linked to our relationships with First Nations.

25-Year Objectives

In 2035, we know we will have achieved this goal when:

- ... **leadership roles** are filled by First Nations people in our communities, from municipal officials, to business leaders, to artists and entrepreneurs.
- ... **First Nations youth** are actively engaged in the community, and have the opportunity to learn and apply leadership skills.
- ...**respectful and harmonious relationships and open communications** predominate in all areas of collaborative planning and decision-making by local governments (City and First Nations).
- ... **First Nations culture, history, traditional knowledge and way of life are valued** and integral to our community and identity in Williams Lake.
- ...**the best place in BC to experience diverse First Nations culture and traditions is Williams Lake**, drawing visitors and contributing to the success of First Nations businesses.
- ...we have, in dialogue with federal and provincial governments, **completed treaties that are satisfactory to all parties** and result in lasting, harmonious relations with our First Nations partners.



In the words of Williams Lake’s youth, we hope that in the future we will be a united community with no fears. Youth in WL could work together to replace barriers with friendships and forgiveness. We’re all equal.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
First Nations and municipal leaders-decision making relationships increase	It is important to track the perceptions of leaders with regard to the relationships between decision makers.	A new survey will be created by Williams Lake and First Nations partners.
Formal structures in place that guide collaborative approaches to planning and decision making	It is important to establish formal mechanisms and track their utilization.	A new tool will be created to create an inventory of structures.
First Nations representation at local government level	Having First Nations members holding seats at local government reflects an increase in having their perspectives included in decision making bodies – this includes municipal, regional district, school board.	Post-election monitoring.
Youth engagement	We need to increase the opportunity and involvement of First Nations youth in our community.	School District activity participation data. CTC youth survey tracks the number of students who identify that there are opportunities for pro-social opportunities in the community – this can be disaggregated by Aboriginal students.
Aboriginal employment rates	Employment rates for Aboriginal citizens are important to measuring their involvement and participation in the community.	Statistics Canada.

Five-Year Transition Strategies

Below is a set of prioritized strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

Within five years, First Nations will be recognized and included in municipal decision-making and invited to join in community healing / trust-building initiatives. The City will revisit existing policies, programs and strategies, i.e., housing, social and economic development strategies, etc., to ensure that First Nations needs, ideas and opportunities are fully recognized and included, including consideration of translation of key documents into local First Nations languages. The City and First Nations liaison will support community groups to host a series of community "tables of courage" in which *the community*

builds on individual friendships and connections and takes responsibility to re-build trust and mend broken bridges between First Nations and the wider community. There are many suggestions to facilitate First Nations inclusion, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- The City will explore the possibility of the CRD, tribal councils, and all other necessary parties to collaborate and *establish formal representation of First Nations on the CRD Board*, which could include formal representation from each Nation.
- The City will work with the local first nations to support *youth leadership sessions*, and a youth leadership team, including First Nations youth, working with city council to guide transition strategies.
- The City will adopt a policy of using the *territory ceremony* with multiple objectives, including creating cultural pride for First Nations.

Within five years, local business development opportunities will be aligned with the employment and development of local First Nations insights, talents, and skills. The Chamber and local business community will explore further opportunities to grow a niche of First Nations business to stimulate community-wide opportunities for economic development (i.e., tourism, community forestry partnerships, traditional healing clinics, traditional foods, ecological restoration, First Nations arts and performance, value-added resource opportunities, etc) with a particular focus on cultural tourism opportunities to be developed with the support of long-term business mentoring. There are many suggestions to facilitate the growth of First Nations enterprise, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- *Policies* to support hiring minorities (including internship programs or secondments and “job trading” (i.e., exchanges) will be established by the local business community.
- Recruit *champions* representing First Nations business success stories.
- Community partners will come together to explore the establishment / expansion of a *hub for First Nations resources, employment and business development*.
- In partnership with the wider community, *First Nations and all youth will be offered the opportunity to get involved in trades, and be mentored* within local speciality industries like log-home building. Other employment opportunities may include hiring First Nations young adults for community policing initiatives in downtown and Boitano Park.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- Within five years, the City, Williams Lake Indian Band and Soda Creek Indian Band will collaborate respectfully to address housing and educational attainment for all.
- Within five years, Cultural Heritage programs will be established to augment local First Nations history and culture.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators

Indicator	Rationale	How will we capture the data?
# of events organized in a year	This gauges some of the activity in the Arts and Culture sector that may be attended by the general public. (to the objective of involving all members of the community)	Data gathered by review of community events calendars and consultation with Arts and Culture sector groups.
# of museums, galleries etc., per capita	This gauges the physical presence of arts and culture facilities available to the community and is important to determine how we compare with other communities.	Simple count of facilities and total floorspace in comparison with City/area population.
# of visits to Arts, Culture and heritage centres and events	This gauges utilization of the facilities and programs offered in the community. (Important to measuring success in reaching the objective of high attendance levels)	<ul style="list-style-type: none"> - Museum visits per year - Station house gallery visits per year - Number of tickets sold to arts and cultural events
Arts and Culture Function Annual Report	This formalized function through the CRD/ City Joint Committee will require an annual report. It is anticipated that this report would have quantified results of programs undertaken – and is important as it will allow measurement of progress to the various objectives.	Gathered through Arts and Culture Annual Report.
Art, Culture and Heritage Membership #'s	Important to gauge # of individuals that are members of arts, culture and Heritage groups in town. This # is important for funding sources and grants for arts and cultural groups.	yearly membership counts from the Community Arts Council, Station House Gallery, Museum, etc.

Five-Year Transition Strategies

Below is a set of prioritized strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

Within five years, the Central Cariboo Arts and Culture (CCAC) service function will be clarified and productive and open communication and collaboration will predominate between the 40+ arts groups in Williams Lake and the region. Results of the recently released research study on the CCAC will be prioritized and resourced in partnership, addressing the most worthwhile initiatives and the most pressing challenges. Programming is established to support arts, culture and heritage organisations with capacity building, marketing, communications and coordination. A vision for arts culture and heritage in the region is created by community partners, with special focus on the role of cultural tourism.

Within five years, a new Arts Centre will be established in the downtown area, one of Williams Lake’s “cultural neighbourhoods”, as a strategy for downtown revitalization. Community arts groups and stakeholders are engaged to develop and fund plans for the renovation and operation of a multi-use facility to house artists, plays, art, and events in one of Williams Lake’s “cultural neighbourhoods” – the downtown. The downtown neighbourhood surrounding the arts centre is enhanced through beautification initiatives, community art in businesses, public art, arts and crafts stores, outdoor markets and performance spaces, etc.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- Within five years, the Community Arts Council will be strengthened and broadened, through new membership solicited to include artists and arts supporters from all backgrounds, such as First Nations, farmers, ranchers, foresters, naturalists, youth, elders, etc. A community bulletin board for arts culture and tourism events and programs is established.
- Within five years, a clear Arts, Culture and Heritage (AC&H) Strategy for Williams Lake will be established – Respecting the regional AC&H vision, a clear, inclusive overarching strategy will be developed to realize the goals and objectives for AC&H in Williams Lake, involving all 40+ local arts groups and other community partners. The priorities of this strategy will be integrated into other relevant strategies and policies, such as the city’s economic development strategy, etc.
- Within five years, Arts, Culture and Heritage will play a significant role in Downtown Revitalization as one of Williams Lake’s “cultural neighbourhoods” via beautification, community art in businesses, public art, arts and crafts stores, outdoor markets, performance spaces, etc.



In the words of Williams Lake’s youth, “The topic we are interested in is music. We hope that in the future Williams Lake will be a better place for musical talent. Music is important to youth because it is good to learn an instrument. Youth can make this dream a reality.”

- Within five years, the AC&H sector will partner with Youth, Educators and Local Youth Program Providers – Arts & Culture programming and activities will be planned with local educational institutions, benchmarked against other educational institutions outside of Williams Lake that have been very successful in creating a vibrant and engaging arts and culture curriculum. Youth in Williams Lake have expressed a strong interest in developing their musical talent, and also have recommended that a space be established to allow youth to express their feelings through graffiti.

World Class Recreation

Goal

Recreation opportunities in Williams Lake are accessible, affordable and innovative, engaging all members of our community, as well as providing for diverse visitor needs.

Community members benefit from a wide range of recreational activities that appeal to and are accessible also to visitors. Our trails and facilities are attractive and well-maintained. Recreation promotes a shared sense of identity and a love of place. People visit Williams Lake to enjoy its recreation and leisure activities, and young families make Williams Lake home based on its recreation amenities. Recreation contributes increasingly to a thriving local economy, while promoting the personal health of community members, and the well-being of local ecosystems.



25-Year Objectives

In 2035, we know we will have achieved this goal when:

- **...recreation activities contribute to the local economy**, are safe for all users, enhance the connections through Williams Lake and are easily maintained within operating budgets and community efforts.
- **...the diversity and world class quality of recreational opportunities** attracts visitors and new residents.
- **...health benefits are linked with the active recreation lifestyle** of our community members and recreation is an asset to liveability in our community.
- **...youth, seniors, First Nations communities and people with disabilities have access** to fulfilling, engaging and affordable recreational opportunities that enhance social connections between all community members. Recreation activities occur with respect for First Nations land claims and culture.
- **...ecological limits are respected in all recreation activities**, help to enhance natural wilderness settings and ecosystem health and serve as a community education asset.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
# of sports and recreation related community groups and facilities	Important to gauge to determine progress to 25 year objectives of diversity.	Yearly count from the active living guide for Williams Lake.
Cost of accessing formal recreation services	Important to the goal of ensuring recreation programs are accessible and the objective of maintaining them within operating budgets.	Yearly analysis from the active living guide and other sports groups in Williams lake. Comparison to like communities/facilities.
Restoration projects or rehabilitation work along existing outdoor recreation projects/ routes	Completion of restoration projects will show the progress being made to address the objective of ecological limits being respected.	Money allocated in budgets for restoration and rehabilitation projects.
Satisfaction with current facilities / what is missing?	Important to understanding that recreation amenities are meeting the needs of the residents.	City-wide survey at the recreation centre.

Five-Year Transition Strategies

Below is a prioritized strategy that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

Within five years, the Trails System and Cycle Network Plan is established and implementation has begun in partnership with the community, and respecting both lands claims and regional government priorities, and including supported by public right-of-ways for the railway, smooth road shoulders, bike lanes and lock-ups, no-drive zones and safe crossings of highways, etc. Community input is invited into the creation of a Trails System and Cycle Network Plan as part of the ongoing Parks Master planning process. Community priorities, such as accessibility, are weighted alongside tourism potential. There are many suggestions to facilitate implementation of the Trails System and Cycle Network Plan, the following represent a set of actions suggested more frequently (i.e., high-leverage) including:

- Ministry of Transport is encouraged to support an active transportation plan for the region, which incorporates and augments the trails system plan (i.e., every highway automatically has a bike lane).
- Mountain-biking areas are linked to the City through trails and public transit is provided to trailheads.

- Further linkages are explored including from Scout Island, through the RC Cotton site, through the Stampede grounds, to the downtown and connecting down to the River Valley Trail.
- Community groups continue to raise funds and volunteers for trail maintenance and signage.
- Youth are invited to participate as paid volunteers in trail clearing and maintenance.
- Promotional tourism materials feature the robust trails system as a recreation attraction.

Within five years, Williams Lake will make substantial progress on its Active Communities goals, programs and plans, through employee incentive programs implemented by community partners.

Within five years, recreation committees will be expanded to include representation from all sectors (i.e., those with ecological expertise, from different cultures, from the neighbourhoods, parents, youth, First Nations, seniors, etc.) as well as community sports groups like Puddle Bike, Youth Soccer Association, Minor Hockey, Trail Riders, Off Road Motorcycle club, Cross Country Ski Association, etc. Youth priorities are considered in new amenity and facility investment decisions (i.e., local youth have expressed a desire for an outdoor rink and bike park, indoor BMX parks in vacant buildings). Recreational opportunities are developed in partnership with local First Nations.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- Within five years, bylaws to protect the integrity and productivity of local ecosystems will be established vis-à-vis recreational development opportunities.
- Within five years, bylaws will ensure that amenities, such as parks, trails and recreation programs, are accessible to all community members.
- Within five years, access to the full perimeter of the Lake is considered for walking, running and biking trails, including boat access points, and progress is made toward this vision. Community values and vision, including ecological sensitivity, guide the many uses of the Lake.
- Within five years, a regional vision of recreation development in the Cariboo-Chilcotin will be created with regional partners, through understanding the role that the City of Williams Lake's services play in providing recreational opportunities to adjacent communities and also the role regional facilities play in fulfilling urban residents' recreational needs. Partnerships with strategic regional partners are pursued to leverage regional tourism marketing and promotion costs.
- Within five years, an increased number of visitors will report their primary reason for making the trip to Williams Lake as the desire to participate in its world-class mountain biking, wildlife viewing, hunting, hiking, swimming, horse back riding, and ATV-ing, indicating the success of marketing strategies promoting our community's recreation assets.

Affordable Housing and Liveable Neighbourhoods

Goal

Our neighbourhoods are friendly, convenient, safe, affordable, sustainable and attractive and provide an abundance of opportunities for social interactions with attractive and affordable housing options.

Neighbourhoods are the places where people live and pursue the many routines of everyday life. They provide opportunities for people to build friendships, trust, support networks and a sense of community. In essence, they contribute to an overall quality of life, well being and a sense of belonging with both people and place. Our challenge is to create opportunities that enhance the livability, sustainability and affordability of our neighbourhoods.

25-Year Objectives

In 2035, we know we will have achieved this goal when:

- ... the **form and character** of our neighbourhoods are walkable, well treed, well served by public transportation, contain community gardens and green space, and offer safe pedestrian and bike linkages with other neighbourhoods, the downtown and with neighbourhood centers where places of work, shopping, leisure and recreation are offered.
- ...people are engaged and **participate** in community life and decision making and there are plenty of planned and impromptu neighbourhood activities for people of all ages to participate in. This in turn contributes to a sense of trust and safety amongst our neighbours.
- ...our neighbourhoods are unique, vibrant, diverse and inclusive and offer a range of dignified housing that is **affordable** to residents of a variety of income levels, life stages and lifestyles.
- ...all **new residential development** is directed as infill within our existing neighbourhoods, towards the downtown or as higher density mixed-use buildings within neighbourhood commercial centers.
- ...20% of the energy used to heat, cool and power our neighbourhood homes and buildings is supplied by **sustainable energy systems** (e.g., district heating, biomass, geothermal, solar heating, etc.).
- ...all new buildings and retrofit projects utilize **sustainable building materials and practices**.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
Development Permit guideline consistency	Gives the developers guidelines and directions as to what can be built. Assists architects in the same process.	The guidelines can be administered and followed up on in planning reports or by a sustainable development checklist.
Infrastructure operations/maintenance costs	Is the cost equal to previous costs and is it beneficial to build areas according to these new policies?	Annual budgets.
Total length of trails	People using trails around their home shows they are taking advantage of where they live.	Measure through GIS system.
Total area of land dedicated to community gardens	Areas being used for more than just urban sprawl or one zone.	Measure through GIS system.
Average housing price to average income	See if we are reducing or increasing affordable housing. What is “affordable housing.”	Cost analysis of real estate rates and census data on household income.
# of housing types	To determine what stock we have and where we can improve using policies and guidelines.	Count and place into groupings according to census data.

Five-Year Transition Strategies

Below are a set of strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

- **Smart Growth principles and the 25-Year Objectives have been incorporated as “guiding principles” in the Official Community Plan (see also “Lively Downtown”, “Active and Convenient Transportation”, “Cherished Local Ecosystems”, “World Class Recreation”).** Specifically the Official Plan contains policy that:
 - Encourages the establishment of neighbourhood centers (i.e., compact, mixed use nodes of development within an existing neighbourhood) as places of activity where neighbours can congregate, interact, and meet local commercial needs and where there is a higher concentration of residential density offering a range of housing that is affordable to residents of a variety of income levels, life stages and lifestyle. These centers can also act as a hub for transit that connects with other neighbourhood/village centres, the downtown and other places of employment, recreation etc. And they can create opportunities for innovative new sustainable services and businesses. Neighbourhood centers can be established through the redevelopment and intensification of an existing built up area. (see also “Active and Convenient Transportation”).

- encourages the use of green-building guidelines and rating systems such as LEED² for new construction. This is a tool that advocates for such things as more energy efficient buildings, water efficient fixtures and appliances, grey-water capture and storage infrastructure and sustainable building materials and products that do not contain potentially harmful emissions.
- directs 25% of all new residential development as infill within existing neighbourhoods and encourages housing that is affordable to residents of a variety of income levels, life stages and lifestyle.
- City adopts a secondary suites policy that will address secondary suites in Williams Lake. Many local governments have identified secondary suites as a valuable component of affordable housing stock in communities and have developed policies that encourage their provision.
- Identify green space, land for community gardens and connections for pedestrian corridors that link each neighbourhood centre to downtown.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- A discussion paper of case studies showcasing innovative and creative neighbourhoods and examples of how density, design and transportation can create great places to live, work and play has been prepared. The paper is used as background material to support the engagement of the community and its stakeholders in dialogue to identify opportunities that can be taken to achieve our “Affordable Housing and Liveable Neighbourhood” goal, objectives and strategies. In particular, the following were identified:
 - Opportunities for integrating our neighbourhood systems with broader community and societal systems such as food (including community gardens), the recycling of waste materials and resources back to manufacturing, food and industrial systems, the use and reuse of water, sustainable building materials, products and practices, energy systems (i.e., district heating, biomass, geothermal, solar heating etc.) And transportation systems.
 - Innovative opportunities for enhancing the pedestrian and bike linkages with other neighbourhoods and the downtown.
 - New sustainable business opportunities that contribute to the development of a strong local and regional economy.
 - Initiatives designed to encourage residents to employ sustainable materials and practices in all new buildings and retrofit projects.
 - Opportunities for maintaining and enhancing buildings, landmarks, public art, and landscapes that contribute to the cultural and heritage character of the neighbourhood.

² The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. LEED is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of high performance green buildings. It provides building owners and operators the tools they need to have an immediate and measurable impact on their buildings’ performance.

Lively Downtown

Goal

Our community's heart and soul is our downtown – it is a vibrant, distinct and welcoming place for community gatherings and social interactions and acts as the retail, cultural, entertainment, and social centre of the city and it is the principle place for the exchange of locally produced goods and services.

Downtowns bring life to communities; they are people places where the community's creativity, innovation, fun and pride are celebrated. They reflect the community's cultural heritage and identity. And they help foster the development of strong regional economies by providing innovative venues that support the exchange of locally produced goods and services. Our challenge is to identify and build on opportunities that will continue to improve the vitality of this unique and special community place.

25-Year Objectives

In 2035, we know we will have achieved this goal when:

- ...our downtown is **vibrant** and full of life year round and serves as a key gathering place that is inviting to residents and visitors alike and from all walks of life.
- ...the **form & character** of our downtown is a compact, mixed use, pedestrian oriented place that accommodates a diverse living and working population and is well served by transit, bike and pedestrian connections and absorbs a portion of new residential development.
- ...our downtown features many **locally produced goods and services**.
- ...our downtown reflects and celebrates our **unique** heritage, arts, cultural and community identity
- ...50% of the energy used to heat, cool and power our downtown buildings is supplied by **sustainable energy systems** (e.g., district heating, biomass, geothermal, solar heating, etc.).
- ...all new buildings and retrofit projects utilize **sustainable building materials and practices**.



My Williams Lake is ... “full of activity, events and great small business in the downtown”

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
% of new residential development	Increase in downtown residential indicates more attractive place to live.	# of multi use structures in downtown core. # of new residences.
# of dwellings per developed hectare of downtown lands	Increase in downtown residential indicates more attractive place to live.	# of multi use structures in downtown core. # of new residences.
% of buildings in the downtown with “LEED” certification or equivalent	New buildings taking into account new building practices required by the city.	Building permits, registration of buildings, city requirements.
% of dwellings within 400m of a transit route and 800m from neighbourhood center	Transit is being implemented in a manner to get residents out of their cars and using alternative forms of transport.	Changes in transit routes, request for transit stops.
% of population who live and work in the downtown	More people living and working downtown indicates a more desirable place to be.	Survey of residential dwellings and multi use buildings in downtown core. Establish baseline first – qualifying data on second analysis.
% of commercial / residential vacancy	Less vacancy indicates more persons wanting to invest in community. Buildings are attractive to business owners to bring in businesses.	Simple count.
Development permits	More interest in doing business in Williams Lake.	Yearly tally of downtown core applications.

Five-Year Transition Strategies

Below are a set of strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

- **Smart Growth principles and the 25-Year Objectives have been incorporated as “guiding principles” in the Official Community Plan** (see also “Liveable and Affordable Housing, “Active and Convenient Transportation”, “Cherished Local Ecosystems”, “World Class Recreation”). Specifically the Official Plan contains policy that:
 - Encourages new residential development to the downtown and encourages housing that is affordable to residents of a variety of income levels, life stages and lifestyle.

- encourages the use of green-building guidelines and rating systems such as LEED or equivalent green building practices for new construction.
- encourages mixed use buildings comprising a strong retail corridor at ground level and residential uses above.
- Implements the proposed Official Community Plan Policies and activities contained within the “City of Williams Lake – Downtown Enhancement and Servicing Plan, 2004”.
- **A committee is set up, empowered and provided resources to support community efforts with achieving the Lively Downtown goal, objectives and strategies.** Further the committee has engaged the community and key stakeholders in dialogue to identify opportunities that can be taken to achieve our “Lively Downtown” goal, objectives and strategies and in particular, identified:
 - Opportunities for integrating our downtown with broader community and societal systems such as food (including community gardens), the cycling of waste materials and resources back to manufacturing and industrial systems, the use and reuse of water, energy, transportation, etc..
 - New sustainable business opportunities that contribute to the development of a strong local and regional economy.
 - Initiatives designed to encourage businesses and community organizations to employ sustainable practices in all aspects of their operations as well as in the products and services that they produce or deliver.
 - Initiatives that enhance the comfort and safety of community members in the downtown area at night.
 - Initiatives to discourage an auto-oriented commercial downtown by providing attractive options such as pedestrian amenities, cycling facilities, sidewalk cafes, street festivals, attractive landscaping, and frequent transit service.
 - Opportunities for maintaining and enhancing buildings, landmarks, public art, and landscapes that contribute to the cultural and heritage character of the area.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- Williams Lake has created and implemented a Community Energy Plan to radically (e.g., by 10% or more) reduce energy consumption via pilot projects, efficiency measures, and public awareness. A prototype project is underway in downtown for transitioning towards innovative sustainable energy systems such as a district heating (that distribute heat for buildings from centrally located facilities), community based wind farm, geothermal biomass etc.

Cherished Local Ecosystems

Goal

Our community is widely recognized as a model for demonstrating how a community can contribute to healthy ecosystems while being economically, socially and environmentally sustainable.

Management of landscapes and waterways within the City clearly demonstrate a strong commitment to integrating healthy natural ecosystems and green spaces into the urban environment. Sensitive natural ecosystems and locally important wildlife habitats are maintained and, to the extent possible, restored where they have been degraded by past development. Ecosystems with high traditional use, aesthetic, or spiritual value are maintained and a network of natural and semi-natural green spaces extends throughout the urban space. Solid, liquid, and air wastes do not jeopardize the integrity of city, regional, or global ecosystems. The Lake and waterways function as healthy natural ecosystems.

The health and well-being of society and our economy are inextricably linked to the health and wellbeing of the ecosystems in which they are embedded. Conversely, how we manage our natural resources, develop our communities and transport people and goods have a strong influence on the health of ecosystems.

25-Year Objectives

In 2035, we know we will have achieved this goal when:

- ... **local knowledge and wisdom**, in its traditional, empirical, and scientific forms, is respectfully sought and actively used to guide conservation, restoration and management of natural ecosystems.
- ...**priority ecosystems** (sensitive ecosystems, riparian ecosystems, locally important wildlife habitats, traditional use areas, and aesthetically and spiritually important spaces), whether intact or degraded, have been documented within five years and provide a baseline for input to planning processes. (translate in to the OCP, Regional... (is there sensitive Ecosystem mapping in the WL Fringe OCP.
- ...**measures to conserve priority ecosystems** are included in all pertinent development plans.
- ...**degraded priority ecosystems** are being restored.
- ...**invasive alien plant species** surveys show decreasing trends of occurrence and abundance; lands are managed to prevent their further establishment and spread.
- ... **water quality** of rivers and lakes meets standards for a rating of “good”ⁱ and support natural aquatic ecosystems of our City and region.



The health and well-being of society and our economy are inextricably linked to the health and wellbeing of the ecosystems in which they are embedded.

- ...**water use** is well below aquifer recharge rates and supports the integrity of regional aquatic ecosystems, aquatic species, and ground water supplies to surrounding areas.
- ...our **air** is clean, healthy and conforms to the highest air quality standards.
- ... our community is **carbon neutral**.
- ...**solid waste is reduced** to a minimum by programs of reducing, reusing, and then recycling, consistent with the most up-to-date available technology.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
Baseline documentation and mapping of Priority Ecosystems	Baseline required to assess success of conservation and restoration measures	Information available from government under the sensitive ecosystems Mapping, First Nations persons, local naturalists, and others.
Conservation of Priority Ecosystems	Conservation and restoration of cherished natural ecosystems in the lived environment is important for resident quality of life and sense of well-being	Status of priority ecosystems monitored by government, First Nations, and local naturalists and compared to baseline. Bi-yearly or by yearly Assessment of ecosystems.
Restoration of degraded Priority Ecosystems	To document and keep track of restoration efforts in the Community and area to understand where improvements are being made.	Number and area of restored priority ecosystems and project monitored by government, First Nations, and local naturalists.
Invasive alien plant species distribution and abundance	Invasive alien plant species degrade priority natural ecosystems and wildlife habitat.	Surveys completed on a regular basis by Cariboo Regional District or the Cariboo Chilcotin Invasive Plant Council.
Levels of phosphorus in Williams Lake	Phosphorus as a nutrient can increase with human uses. Elevated phosphorus levels can increase algal blooms in the lake	Spring overturn water sampling and water clarity readings (in partnership with MOE)
Residential/ Commercial/ Industrial per capita water consumption	Need information regarding consumption to be able to monitor actual use of aquifer supply.	Water metering is in place in the City for Commercial and Industrial usage. Program is still lacking information from the City.
Sustainable recharge rate of aquifer	To understand the actual supply of water in the WL area To ensure the health of the natural water supply and ground water supply for WL.	City of Williams Lake is undergoing a study on aquifer recharge rates and aquifer levels.
Day PM 2.5 exceeds suggested health levels and # of hours	Available information, important for health reasons, important indicator for industrial	Information available from the two air quality stations in WL from the Ministry of Environment.

Air Quality is below “good”	pollutants.	
Total amount of solid waste that goes to the landfill	Have a base line of solid waste to understand when improvements are happening from recycling and solid waste divergence programs.	Tonnes of solid waste collected in the municipality are recorded.
Portion of materials diverted from the landfill (via recycling)	Baseline the amount of recyclables in the community.	Receive information on tonnes collected in the municipality. Data from the local bottle deposit. Data from the Scrap metal yard. Data from other private recycling companies in WL.
Total GHG emissions (including Commercial, Residential)	Important to meet Provincial targets. Important to set baseline GHG data in order to reach federal GHG reduction targets.	Provincial data from CAEE. Potential for municipal operations data once climate action plan is complete.

Five-Year Transition Strategies

Below are a set of strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

- Williams Lake has created and implemented a Community Water Wise Plan to radically reduce water consumption (e.g., by 10% or more) and improving water quality via pilot projects, efficiency measures and public awareness.** The community of Williams Lake has an opportunity to build upon the pioneering work of the Water Wise program of the Conservation Society. Water efficiency and improving water quality has benefits from numerous perspectives environmental, social and economic. For example, from an environmental perspective, the availability of clean water to important to ecosystem health. From an economic perspective, water efficiency reduces costs and improving water quality upstream can avoid costly end-of-pipe infrastructure to treat water. Socially, clean water systems provide many recreational opportunities. A Water Wise plan can include bylaws (e.g., no sprinklers), collaboration with Provincial Government (e.g., on water licenses, monitoring aquifer levels), water meters in homes, public awareness, and so on.
- Williams Lake has created and implemented a Community Energy Plan to radically (e.g., by 10% or more) reduced energy consumption via pilot projects, efficiency measures, and public awareness.** Increasing energy efficiency has a number of benefits both environmental and economic. Environmentally, it contributes to reducing the amount of greenhouse gases in the atmosphere and also has benefits for air quality. Economically, it results in costs savings and energy efficiency efforts are known to have quick payback periods. As well, it reduces the pressure for building energy infrastructure, which has a long-term economic benefit as funds can then be used for other priorities. A starting point can be identifying a few pilot projects with large energy consumers to create success stories about energy efficiency; this can then be used to inform a community wide energy plan and can be linked to public educational efforts. This could also include pilot projects on alternative forms of energy, e.g., solar hot water heating in homes, fuel switching to biofuels, etc.

- **Williams Lake created and implemented a “Towards Zero Waste” Plan to radically reducing municipal solid waste (e.g., by 10% or more) and promoting recycling efforts and increasing public awareness of waste diversion opportunities.** Communities are increasingly seeing the opportunity of adopting a zero waste target. This would build on Williams Lake’s already successful recycling program. These include economic benefits of reducing the need to expand or build new landfills and economic development opportunities of resource recovery, e.g., mining end-of-life products for materials for new products. A Towards Zero Waste Plan can include further promotion of recycling, composting at home programs, building material recovery and reuse, incentives to divert waste, creation of a “re-use it” center to promote re-use, and so on.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- **Smart Growth principles and 25-Year Objectives are incorporated and used as “guiding principles” in the Official Community Plan and monitored over time to monitor progress (see “Liveable and Affordable Housing and Lively Downtown”, “Active and Convenient Transport”, “World Class Recreation”).** How the community decides to use and develop land greatly influences how it interacts with the local ecosystem. As such, the Official Community Plan should be guided by Smart Growth principles and the 25-Year Objectives for a Cherished Local Ecosystems. The practical outcome of using these guiding principles are many, including to protect a network of critical natural areas locally representative ecosystems, ensure the integrity of other sensitive natural ecosystems (e.g., grasslands and steep slope forests), have no net habitat loss while creating new habitat (e.g., protection of lack front policies, tree removal policies), enable alternative forms of transportation (e.g., walking, biking, public transport, rail for industry) via mixed-used compact liveable neighbourhood, improving cleaner air quality, and so on.
- **All youth and citizens have received education on the local ecology and how they can ensure Cherished Local Ecosystems.** Williams Lake has a number of programs and assets to build upon with respect education on the local ecology from groups such as the Conservation Society, the Field Naturalists, and First Nations Communities to excellent amenities such as the Scout Island Nature Center. Getting to know local ecosystems, indicators of ecosystems health, the unique characteristics of the region’s ecosystems and an understanding of the role that healthy ecosystems play in the maintenance of a healthy, fulfilled society is key to achieving Cherished Local Ecosystems. As such, it is important to support educational efforts and ensure that all citizens, from students to the public-at-large, have the opportunity to learn about the local environment and how they interact with it.
- **The Williams Lake Air Shed Management Plan (WLAMP) air quality goals are achieved for the appropriate time targets.** Williams Lake is located in a valley bottom that traps airborne contaminants during periods of temperature inversion and poor venting. An air shed management plan has been created to advise on how to meet the latest Provincial air quality guidelines and make existing air emissions discharges meet at all times, conditions that will not compromise the short and long term health of our residents. Recommendations range from developing land use zones that site polluting industries in areas away from residential area, address the emissions sources within the City boundaries such as CN yard engines, local wood processing industries, power generators and the motor vehicle sources with appropriate controls and so on.

- **Williams Lake has implemented a local food strategy (see “Local Food and Agriculture”).** Eating local food has benefits for air quality, water quality, and ecosystem health. For example communities that switch to organic farming have reduced their GHG emissions by up to 30% and also reduced, or eliminated pesticide use. Economically a local food strategy also keeps resources in the local economy. Initiatives can include education around changing eating and purchasing habits by promoting the benefits of environment, economy, nutrition and health.
- **Williams Lake is seen as a key contributor to reduced invasive plant species and healthy soil management.** The Cariboo Regional District is working with invasive plant management and the City and land developers within the City can become a more active participant in this process. Short term actions could include reviewing development by-laws to analyze what is there and what is missing to improve vegetation and identify areas for future restoration.

Active and Convenient Transportation

Goal

Our multimodal transportation system provides access to people, places, goods and services in a manner that is convenient, safe, affordable, sustainable, efficient, enjoyable, and contributes to the success of all other community priority areas.

Transportation plays a crucial role in providing access to people, places, goods and services and contributes to the building of community, enhancing quality of life and to the overall well being of the economy and environment. Transportation systems are complex and comprise many different parts (i.e., roads and infrastructure, operations & maintenance, land use planning) and involve many different stakeholders both within and outside of the community. Our challenge is to shift towards a transportation system that, on one hand, reduces the overall distance of travel needed for both people and goods to facilitate walking and cycling, and, on the other, looks to greatly reduce the use of fossil fuels.



We need bike trails that connect to each other, bus schedules that match business hours and community activities, wheel chair accessible sidewalks

25-Year Objectives

In 2035, we know we will have achieved this goal when:

-**active modes of transportation** such as walking, biking, roller-blading and horseback riding have the necessary infrastructure to ensure a safe, connected and convenient network of local and regional trails.
-our community's **form of development** is such that the need for travel beyond convenient walking and biking distance is greatly reduced (relative to 2010).
-our vehicles, including public transportation, are **powered by renewable fuels from sustainable sources**.
-every person in the community has access to **active or public transportation** options that are safe, convenient, comfortable and affordable and well integrated with regional transportation options.

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
% of dwellings within 400 m of a bus route and within 800m of commercial centre	Proximity to services and accessibility.	GIS buffer analysis along defined bus routes and surrounding designated commercial centres.
Transit trips per year	Shows increase or decrease in transit use.	Ticket sales, pass sales.
Total length of bike and pedestrian lanes and trails	Shows the increase is due to the demand.	GIS system measurement.
% of dwellings within 400m of a transit route	Access to transit which is convenient and usable.	GIS system measurement.
Transport energy consumption per capita (personal use)	Show decrease or increase of fuels used. Can show if transit and getting people out of their cars is working.	Track litres of fuel controlling for non-residential traffic (tourism) and servicing other communities
# of people using alternative transportation to work	Measure how many persons are using other forms to get to work.	Survey.

Five-Year Transition Strategies

Below are a set of strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

- **25% of the city wide network of bicycle trails proposed in the 1999 Cycle Network Plan have been implemented and the community’s walking and other modes of active transportation routes throughout the community continue to expand through the development of the Williams Lake Parks, Recreation and Open Space Master Plan.**
- **Smart Growth principles and the 25-Year Objectives have been incorporated as “guiding principles” in the Official Community Plan and the objectives are tracked over time to monitor progress (see also “Liveable and Affordable Housing, “Lively Downtown”, “Cherished Local Ecosystems”, “World Class Recreation”).** Specifically the Official Plan contains policy that:
 - Designates existing and proposed bike lanes, pedestrian routes etc. on the transportation routes/road plan.
 - Encourages the establishment of neighbourhood centers (i.e., compact, mixed use nodes of development within an existing neighbourhood) as places of activity where neighbours can

congregate, interact, and meet local commercial needs. These contain a higher concentration of residential density and offer a range of housing that is affordable to residents of a variety of income levels, life stages and lifestyle and they can create opportunities for innovative new sustainable services and businesses. These centers can also act as a hub for transit that connects with other neighbourhood/village centres, the downtown and other places of employment, recreation etc. Neighbourhood centers can be established through the redevelopment and intensification of an existing built up area.

- **Improvements have been made to the public transportation** system including more frequent service, improved handicapped accessibility, bike racks on busses and the construction of 5 new bus shelters.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- **A discussion paper** of case studies showcasing innovative and creative community transportation options has been prepared. The paper is used as background material to support the engagement of the community and its stakeholders (i.e., provincial and federal government, media, car dealerships, bike shops, transit authority etc.) in a dialogue(s) around the options and opportunities for achieving our “Active and Convenient Transportation” objectives and strategies and to build awareness and commitment towards the use of sustainable transportation, vehicles and fuels.
- **Installation of infrastructure to facilitate biking** - Additional employers (e.g., 10 or more) located in the commercial center have provided infrastructure to facilitate biking for employees and customers, (i.e., bike racks, showers and clothing lockers for bicycle commuting employees, bikes free and for rent in the downtown, etc.).
- **A car sharing program** has been established in Williams Lake which allows members to reserve a car from a fleet of cars for short periods of time. These programs are typically operated by private companies, such as Flexcar (www.flexcar.com) and ZipCar (www.zipcar.com).

Local Food and Agriculture

Goal

Our City models a regional food system³ that is resilient, locally-focussed, healthy, and contributes to the overall enjoyment, development and health of our community, its individual members and our local ecosystems.

Food is a crucial bond between communities, individuals and the land in which they are situated. Our challenge is to build an accessible, secure and resilient food system in the region that supplies for our community's needs and health while contributing to the overall health and wellbeing of the local ecosystems and economy.



25-Year Objectives

In 2035, we know we will have achieved this goal when:

- ... **all local stores, institutions, restaurants** (e.g., schools, grocery stores, restaurants, etc.) purchase and serve food produced by local farms.
- ...everyone in the Williams Lake community is has **dignified access** to healthy, nourishing locally produced food.
- ...our local food system provides opportunities for **community interaction**.
- ...**local ecological and indigenous knowledge** is preserved and integrated into our overall food production, marketing and purchasing practices for Williams Lake, including the integrity of plants and seeds.
- ...all farms in the region conform to the highest international standards for **sustainable farming** (e.g., biodiversity, pesticide use, water use, etc.)
- ...local farms are **economically successful** with sales in the local market.

³ The City's boundaries exclude much of the regional food system, so the focus of the Local Food & Agriculture priority area within the ICSP Framework is anticipated to be primarily on consumers, markets and education (i.e., less on production).

Key Performance Indicators

To understand if the community is making progress towards these 25-Year Objectives we will monitor the following key performance indicators:

Indicator	Rationale	How will we capture the data?
# of farmer and producers within a radius of 100KM of WL produced and consumed locally	To understand local supply and baseline the supply and measure improvements.	Food Policy Council is starting a database of local farmers and producers. Ministry of Agriculture has data on local farms and projects. New Cariboo Food Growers Association is beginning to collect data and product lists from local farmers. Williams Lake Farmers Market Association has a list of participating small scale farmers and producers locally.
# of food growers and producers selling at the farmers market	Baseline the demand and supply at the local farmers market and maybe even the Cariboo Food Grower Cooperative store to open in April 2010.	Work with the Farmers Market Association to supply data once a year on suppliers at the market.
# of grocers, dining establishments and food manufacturers buying food items from local farms	Understand what is being produced and consumed locally. Understand what is leaving the community.	Partner with BC Healthy Communities. Partner with the Chamber of commerce annual survey of business. Canada food inspection agency
# of initiatives that support sustainable food systems	To monitor and communicate a list of initiatives that support food systems.	Questionnaire with the Food Policy Council
Market basket measure of food costs	Important to know what the cost of food is and the affordability of it for the community.	Statistics Canada data. Potential to Survey local groceries.
# of public education seminars offered on local food	To understand where the education in the community is happening.	Survey garden club, recreation centre, food policy council, Ministry of Agriculture, WL conservation society.
# of community garden plots	Local food security and statistics on people having access to food locally in the community during the season.	Partner with food policy Council to provide statistics.
% of food being processed locally	Understand the # of local processing opportunities and baseline the amounts of food being processed. Determine what is being shipped out of WL area and what is value added in the local economy.	Statistics on value of food locally manufactured. Partner with Food Policy Council to collect data. Collect information from food inspection agency on whom the processors are and partner with them to collect information.

Five-Year Transition Strategies

Below are a set of strategies that will be achieved within the next five years to begin the transition from current reality (see Appendix) to success.

- **Develop and implement a short-term plan that will action high-leverage opportunities to increase local food production and processing.** There are many suggestions to facilitate ways to increase local production and the variety of offerings possible from local farmers and producers, the following represent set of actions which were suggested more frequently (i.e., high-leverage), these include:
 - Building or renovating a *community-owned facility* for public education and processing (e.g., an inspected public kitchen for workshops on cooking with the seasons, canning and drying; and allow local enterprises to access the facility for micro-processing operations).
 - Developing strategies to extend growing season and establish *food storage facilities* (e.g., supporting the Boitano root cellars).
 - Identifying land and agreements for the development of community gardens on public land.
 - A *bylaw review* and adopting bylaws to allow for increased local food production (e.g., food growing in alleys and on road allowances, as well as a limited number of chickens in backyards).
 - Identifying recommendations for municipal services to allow more *sustainable farming practices* (e.g., diverting City grey water to irrigate local gardens, establish informal share system for leaf mulch materials, banning the use of pesticides and herbicides within City limits, municipal composting program).
- **Establish a regional “Buy Local” marketing campaign and branding program.** A buy local marketing campaign and branding of regional agricultural products would support both the direct-to-consumer local markets and sales of local product in major food retailers and restaurants. Success in other jurisdictions (e.g., Vancouver Island) has been achieved by focusing on quality niche products and engaging the public and media to support the regional brand. Actions required to support this include development of the following: *Regional agricultural marketing body* to coordinate activities, authorize and manage use of the Cariboo-Chilcotin agricultural brand, and liaise with regional producers and retailers, *Cariboo-Chilcotin agricultural logo and/or slogan*, and *coordinated marketing material*. (See: *Cariboo-Chilcotin Agriculture Sector Strategy*, p. 118 to 120)
- **Develop and launch a public awareness education campaign of the health and economic benefits of local and seasonal eating,** which could include hosting a public forum to bridge understanding between “farm folk-city folk”, developing programs in community and school gardens (including topics such as permaculture, ecological impacts of food choices and learning traditional “foodways” from First Nations elders), connecting local producers and consumers with Cariboo growers’ coop, promoting the economic benefits of eating local foods, supporting regional cattle ranchers and eat grass-fed beef, promoting the new local food outlet (at Third and Oliver), and support seed saving and barter programs. Make community expertise available to those who wish to learn through various forms of media, including workshops, social networking, television, newspaper columns and on-farm demos.

Below are possible other transition strategies that were identified as lower priority in community feedback:

- **Collaborating with local tourism office to promote local food production as attractions.** Ideas to facilitate this include mapping local and regional food production and agriculturally productive areas, and using this as tourist and resident guide, as well as the basis of creating a protected food network within the region.
- **Identify market linkages to increase the shelf space for local products at commercial food retailers.** The majority of food sales are through large retail chains and restaurant sales, both of which typically utilize centralized purchasing/wholesalers located outside of the region. Actions required to support this include development of the following: a *regional agricultural marketing body* to synthesize the current purchasing patterns and sales to local grocery stores, hotels / restaurants / institutions (HRI) and the opportunity and requirements (minimum volumes, quality, packaging, labeling, and seasonality) for wholesale, *analysis of the product standards and infrastructure requirements* needed to access the major food retailers and HRI wholesalers and brokers (e.g., establishing necessary storage, processing or packaging/labeling infrastructure for key products (e.g., fresh cut and processed beef and other meats, vegetables, Certified Organic products, specialty products), identify cross-promotional opportunities with retailers. . (See: *Cariboo-Chilcotin Agriculture Sector Strategy*, p. 118 to 120)
- **Develop support tools needed for expansion of local farmers market.** Support for the expansion of the local farmers' markets, including infrastructure improvements to broaden the range of product availability, will strengthen local food sales. Actions required to develop tools in support of farmers' markets include the following: an *assessment of current sales and future opportunities* (e.g., customer profiles and preferences, specific infrastructure needs to expand the variety and size of available products, Site or regulatory constraints that prevent the sale of certain items at the markets and an *assessment of new opportunities and markets* (e.g., viability of additional farm markets to serve other areas within the region, feasibility of year-round indoor sites to extend sales of regional processed foods, shelf stable produce and other products beyond the current seasonal markets). (See: *Cariboo-Chilcotin Agriculture Sector Strategy*, p. 118 to 120)
- **Expand community supported agriculture⁴ (CSA) programs and food boxes in the region that can make the most of existing foodstuffs.** This can be done by inviting those already growing or considering growing food to 'plant an extra row for the community' which can be donated to those with less food, or to the food bank, and collaborating with local schools to expand the local community and school garden network and partnerships.

⁴ A CSA is a socio-economic model of agriculture and food distribution. A CSA consists of a community of individuals who pledge support to a farm operation so that the farmland becomes the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production. CSA's focus is usually on a system of weekly delivery or pick-up of vegetables and fruit in a vegetable box scheme, sometimes dairy products and meat. (Wikipedia, August 2009)



ASSESSING ACTIONS USING IMAGINE OUR FUTURE WORKSHEET

Ultimately, the Imagine our Future framework is implemented through our daily decision-making. Below is a "back-of-the-envelope" worksheet modeled after the Whistler 2020 plan that outlines four strategic questions to help you assess any type of action, project, initiative or proposal by using the Imagine Our Future to inform your decision-making. For more comprehensive and user-friendly version of this tool, visit www.imagineourfuture.ca or go to the www.williamslake.ca web page.

NAME OF ASSESSED ACTION:

1 DOES THE ACTION MOVE WILLIAMS LAKE TOWARD OUR SHARED VISION OF SUCCESS? See Pages 9-10

Indicate the top two Strategic Priority Areas in the Imagine Our Future Plan that your action supports:

- | | | |
|-----------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------|
| <input type="checkbox"/> Social Well Being | <input type="checkbox"/> Resilient Economy | <input type="checkbox"/> Partnering with First Nations |
| <input type="checkbox"/> Distinctive Arts & Culture | <input type="checkbox"/> Cherished Local Ecosystems | <input type="checkbox"/> Lively Downtown |
| <input type="checkbox"/> Active & Convenient Transport | <input type="checkbox"/> Local Food and Agriculture | <input type="checkbox"/> World Class Recreation |
| <input type="checkbox"/> Affordable Housing & Liveable Neighbourhoods | | |

Which of the strategy description of success statements does your action primarily move us **toward**?

1. _____
2. _____
3. _____

HOW could you **maximize** this positive impact?

1. _____
2. _____
3. _____

Which of the strategy description of success statements does your action potentially move us away **from**?





1. _____
2. _____
3. _____

HOW could you avoid or **minimize** this potential negative impact?

1. _____
2. _____
3. _____

2 DOES THE ACTION MOVE WILLIAMS LAKE TOWARD OUR SHARED SUSTIANABILITY OBJECTIVES? see Pages 7-8

To reduce and eventually eliminate Williams Lake's Contribution to:

	Toward Quickly	Toward Slowly	Neutral	Away	If 'away' how could you avoid or minimize this negative impact?
 Ongoing build-up of substances taken from the earth's crust (or use less or different stuff.)					_____
 Ongoing build-up of substances produced by society (or make less or different stuff.)					_____
 On Going degradation of natural systems by physical means (or reduce our impact on life-sustaining ecosystems.)					_____
 Undermining the ability of people to meet their human needs (or meet human needs fairly and efficiently.)					_____

3 DOES THE ACTION PRESENT A FLEXIBLE PLATFORM FOR FURTHER MOVEMNET TOWARD IMAGINE OUR FUTURE?

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

The action incorporates long-term flexibility by:

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

4 DOES THE ACTION PRESENT A GOOD FINANCIAL INVESTMENT?

	Capital: \$	Operating: \$/year
What is the approximate cost of the action?	_____	_____
Does this action reduce long term operating costs?	Yes	No
If so, what is the approximate associated pay-back period for the investment?	_____	
Have non-market costs* been considered in your decision making?	Yes	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?

- Strongly support this action
- Support in principle, but depends on how it is executed
- Unsure, need more information
- On the right track, but substantial changes are required r Currently, not comfortable supporting this action

*Non-market costs is the economic term for the costs of an economic activity that are not captured by the transaction (i.e. not included in the product price) but instead borne by the wider community. example: the impacts associated with air pollution, traffic congestion, public health, and public safety are not factored into the cost of new vehicles.

Appendix: Descriptions of Current Reality

This Appendix contains the Descriptions of Current Reality in each of the Strategic Priority Areas. These were created via the following process:

- Research of community reports and documents related to each area to pull out relevant information.
- Facilitated meetings with local stakeholders including municipal staff and relevant local committees.
- Input from the general public via the www.imagineourfuture.ca website where the Descriptions of Current Reality could be downloaded.
- Input from public events such as the Community Partners Cafe I, the Performance-in-the-Park, and Kitchen Table / Hot Spot dialogues.

The Descriptions of Current Reality were used in conjunction with the Descriptions of Success to identify possible Transition Strategies between current reality and the desired future.

Social Well-Being

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts, and review of materials from leading community planning organizations⁵. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Residents of Williams Lake, when asked what they love about their town, refer, in various ways, to “the great people who live here”. A recent Community Vitality survey confirmed “people” as one of the community’s strengths. Community members regularly volunteer themselves and come together to host community events and otherwise accomplish shared objectives. The First Nations, including three tribal councils, and 1800s-era pioneering heritages, as well as numerous other influences, help to shape local culture. One of the City’s founding principles – hospitality - describes the community’s attitude of openness and welcome toward visitors as well as all those who decide to call Williams Lake and surrounding region home. Williams Lake is a social hub for diverse groups of people, as well as for residents of smaller rural towns in the surrounding region.

There are challenges at a deeper level, however, and the way forward must include healing for broken trust relationships between aboriginal and non-aboriginal groups, as well as the bridging of mistrust between other groups in the community. Related to this, alcoholism, poverty and homelessness in particular for First Nations people, as referenced in the Community Action Plan on Homelessness, are experienced as disparities, and the community has become known for its high crime rate. Williams Lake is in a unique position to both employ and prove innovative social development approaches to crime reduction, and has already started to see reduced crime rates which could be a result of its programs. Youth engagement strategies for disenfranchised youth who may be bored and for whom recreation may be expensive will play a key role.

While Public Health Prevention Services provides a range of services in the community, the BC Healthy Living Alliance has identified that affordable early childhood development programs and childcare still lack space and resources, and that there is a need for sustained core funding for permanent social services positions. With an increased population in the 75 plus age group the community is struggling to address the complex care health care needs of seniors. An upcoming report (September, 2009) from Communities that Care and the Social Planning Council will further highlight strengths and gaps in the community.

From a population health perspective, the average Body Mass Index in Williams Lake is much higher than recommended, there is a large percentage of smoking in the Cariboo, and the large population of

⁵ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

low-income people increases the risk of both heart disease and diabetes. Many other social determinants of health for the community have been researched and are regularly updated & published.

More so, perhaps, than other global communities, Williams Lake is experiencing the effects of the current global economic downturn, and hundreds of jobs were lost in 2009. Affordability is decreasing (i.e., housing and food prices). Increasing concerns about the future and society's unsustainable patterns may bring individuals in the community together to support each other through tough times. People in Williams Lake are already learning and exchanging skills related to self-reliance and sustainability and this may increase.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Life-Long Learning.** The community is committed to life-long learning with strong motivations, access to formal learning and community collaboration for informal learning – including Thompson River University and the Elder College.
- **Education Planning.** Commitment evidenced through School District # 27's *Our Kids, Our Future* education plan report. Thompson Rivers University has recently expanded their capacity with a focus on employment readiness.
- **Health Care.** Williams Lake is the health care centre for the Central Cariboo and Chilcotin region serving a regional population of over 53,000. Physicians and visiting specialists provide services in internal medicine, cardiology, ophthalmology, psychiatry and dermatology. Alternative health care in the community is organized through a number of small businesses including massage, Chinese medicine, acupuncture, shiatsu, Physiotherapy, and chiropractic practices. The integrated funders group considers health and social well-being factors in combination.
- **Homelessness Action Plan.** A Community Action Plan on Homelessness was completed March 2009.
- **Restorative Justice.** For example, the innovative prolific offender's management program focuses on root causation and matches social services with needs. The Domestic Violence Protocol takes a similar programmatic approach.
- **Child & Youth Support and family support.** There are a number of agencies that provide programs for children and support for youth including but not limited to Big Brothers-Big Sisters of Williams Lake, Child Development Centre, Cariboo Friendship Centre, and Ministry of Child and Family Development profile funded programs. There are a number of agencies that provide assessment, education and assistance to children who require extra support in areas of physical, socio-emotional, communicative and cognitive development. Informal networks, groups and communications play an important role in coordinating and linking appropriate social services in the community.
- **Youth Development.** A Communities That Care pilot program in Williams Lake and Anahim Lake was announced on Jan. 15, 2009. It brings the community together through the Social Planning Council of Williams Lake and Area and the City of Williams with the goal of fostering positive youth development in Williams Lake and Anahim Lake.
- **High Rates of Volunteerism.** Community members show consistent rates of commitment to the success of community initiatives.
- **Community Policing.** More than 140 volunteers provide an extra level of presence in the community, demonstrating their support for safety and security.

- **Active Communities Plan.** This initiative commits the community to increasing physical activity levels, increasing community member consumption of fruits and vegetables, and decreasing obesity.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- An aging population which, in many ways, is not integrated into the community - and, interaction between youth and older generations, in particular, is limited
- Homelessness has doubled, limited mental health care capacity in the community, high rates of alcoholism
- The community's population is growing older, and there are limited housing options for anticipated future needs. Amenities such as the pool will get greater use from this demographic.
- The community's participation level in the last municipal election was just 26% of eligible voters
- Crime rates and perception of criminal activities threatens feeling of safety in the community and increases rates of victimization
- Activities for youth in the winter are limited
- Lack of youth employment opportunities
- Limited positive interaction between aboriginal and non-aboriginal people

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. **Bolded indicators indicate those that are already being tracked.**

Indicator Group	Suggested Indicators
Basic Needs	<ul style="list-style-type: none"> • Average household income (Median from taxfiler data – BC Stats) • Gender income gap (Median from taxfiler data – BC Stats) • Employment rates (Stats Canada) • Population health risk factors (Interior Health) • Market basket measure – Cost of Eating in BC Percentage of population living below the poverty line - Low income cut-off (Stats Canada) • Percentage of children (under 18) living below the poverty line • Income distribution by socio-economic factors • Income security • Number of children who are considered vulnerable on the Early childhood development index
Social Fabric	<ul style="list-style-type: none"> • % of community members who feel supported by their social networks (via community survey) including question regarding “sense of belonging” in Williams Lake

Feeling of Safety	<ul style="list-style-type: none"> • Calls for service and clearance rate (RCMP) • Communities That Care survey of risk and protective factors; # or % of youth who are at high risk (CtC) • Crime rate, by type of crime (RCMP) • Rates of homelessness – this would require annual homeless counts • # of jobless youth
Inclusive Decision-Making	<ul style="list-style-type: none"> • Voter turnout • # of residents expressing strong norms of civic engagement (via community survey)
Celebrating Many Cultures	<ul style="list-style-type: none"> • Specialty food stores per 1000 people • # of cross cultural events held in the community
Celebrating Diversity	<ul style="list-style-type: none"> • # of positive intergenerational and intercultural interactions within last month (via community survey) • Art galleries, arts-related establishments and bookstores per 1000 people
Lifelong Learning	<ul style="list-style-type: none"> • Graduation rates for both aboriginal and non-aboriginal students (School District) • Educational attainment (Stats Canada – by population demographic) • Satisfaction by survey with informal learning opportunities • Literacy rates • Education Rates – percentage of population with high school completion, post-secondary completion • Enrollment at TRU • Satisfaction with educational opportunities
Formal Social Services	<ul style="list-style-type: none"> • Cross-referenced list of formal social services and facilities, resource directory with type of service

Resilient Economy

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts, and review of materials from leading community planning organizations⁶. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Williams Lake (pop. 10,744) is located in the heart of the Cariboo Chilcotin region, 552 km north of Vancouver. The City is the principal centre in the Cariboo Chilcotin region for transportation, trading, financial, educational, healthcare, travel, and administrative services, Average household income (2006) in the City of Williams Lake is \$49,156.

Williams Lake enjoys a diversified economic base that includes cattle ranching, forestry, wood manufacturing, mining, tourism, the service industry and Governmental Agencies. The predominant industry is forestry. Businesses associated with the forest sector include logging contractors, wood manufacturing, value-added facilities, logging equipment sales and repairs, truck sales, industrial suppliers, welding and machining contractors. As a traditionally resource-based economy, Williams Lake experiences a “boom-and-bust” cycle with counter-productive impacts.

Many residents from the outlying communities of 150 Mile House, Likely, Horsefly, McLeese Lake, Chimney-Felker Lakes, Wildwood and Springhouse commute daily to jobs or to use the services available in Williams Lake.

More so, perhaps, than other global communities, Williams Lake is experiencing the effects of the current global economic downturn, and hundreds of jobs were lost in 2009. The local community has little influence over the course of events but must find ways to maintain confidence and support those especially affected by the downturn.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Location.** Location of the community makes it well-suited to be an economic hub and service centre in the region and it also allows the community to house facilities such as a regional hospital. Close proximity to major centres such as Vancouver, Prince George, Kamloops.
- **Community Forestry.** Portions of the Central Cariboo Forest District will be managed to sustainably provide 20 000 cubic metres of timber (about 450 logging truck loads) per year as a designated Community Forest. The Williams Lake Community Forest is anticipated to net revenues for community investments.

⁶ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

- **Tourism Resources.** Williams Lake’s unique Tourism Discovery Centre offers opportunities for visitors to participate in cultural and adventure tourism, as well as world-class outdoor recreation.
- **Chamber of Commerce and Local Business Community.** A vibrant business network in the community, offering many programs, projects and activities –including Small Business Week; Business Excellence Awards; Chamber of Commerce Week; All Candidates Forums – for civic, provincial and federal elections; the Williams Lake Stampede Association; Job Wave; and SuperHost programs through Tourism BC. Strong local business expertise, independent spirit and world-class niche industries (i.e., log-building).
- **Rural Lands.** Only a small percentage of the productive potential of the region’s land is being realized and a small shift in activity could bring considerable economic returns to the City and region.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- Mills are shutting down and bankrupting. Lack of diverse economic activities
- Community is at a critical juncture, transitioning from a resource town to the “new” economy
- It is difficult to attract and retain qualified professionals for the knowledge and service sectors
- Need to create a “community that cares” using flowers and banners on the highway, etc. – Williams Lake should be seen as attractive. Prominence of industry on our Lake impedes this impression.
- The green economy sector (i.e., renewable energy production, organic agriculture, sustainable forestry, etc.) requires skills that the majority of community members do not have
- New larger stores are a threat to the success of small local operators
- The downtown is potentially not going to be the retail hub of the city in the future due to a new “big-box” development on the edge of the City
- Government offices and associated jobs are being lost
- Limited regional-scale thinking for economic growth & cooperation.
- Arts are mostly seen as an expense, not as a revenue source contributing to tourism and creation of a more attractive place to live
- Demand greater than supply for educational and mentorship opportunities in a shifting economy
- First Nations people do not play an active enough role in the economy.
- Downtown business vacancy rates are high

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. Bolded indicators indicate those that are already being tracked.

Indicator Group	Suggested Indicators
Well-Being and Prosperity	<ul style="list-style-type: none"> • Employed labour force growth (by diversity of ages) • % of community members accessing a living wage, enabling affordable access to housing, food, utilities, transport, health care, and recreation (via combination of survey, and living costs / food basket research, etc .) • % of community members accessing meaningful work (via survey) • Labour force participation and unemployment rates
Driven by Vision, Learning and Innovation	<ul style="list-style-type: none"> • Attitude-related community survey questions, covering openness to new ideas, and positive outlook
Designed for Resiliency	<ul style="list-style-type: none"> • Success rate for small business in Williams Lake • Rates of business occupancy in downtown core • # of businesses per 1000 people; proportion that are locally owned • Industry Economic dependency – ie. Percentage of dependency on forestry, etc. • % of community members expressing preference for local goods and services (via survey) • Dependency Index BC Stats http://www.bcstats.gov.bc.ca/pubs/econ_dep/2006/2006_2.pdf
An Attractive Place to Live, Work and Play	<ul style="list-style-type: none"> • Population growth by age demographics • Attraction rate for professionals in key sectors • # of First Nations-owned businesses in Williams Lake and yearly % increase

Partnering with First Nations

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts, and review of materials from leading community planning organizations⁷. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Williams Lake is home to a vibrant and diverse community of residents. Approximately 15% of the population in the Williams Lake area are First Nations⁸, with First Nations living in the City of Williams Lake and on local reserves.

First Nations people have lived on the land in Williams Lake for thousands of years and are important holders of the lands history, culture and traditional knowledge. There are numerous First Nations traditions that are recognized and celebrated in Williams Lake today. At that same time, more could be done to preserve and enrich First Nations culture and identity. As an example, only 19% of First Nations have knowledge of aboriginal languages. Preserving and enriching First Nations heritage can play an important role in strengthening the culture and identity of the local First Nations community, can offer rich cultural learning opportunities for all residents of Williams Lake, and can stimulate economic development through cultural tourism, etc.

While there is much to celebrate about First Nations culture, First Nations in the Williams Lake area are also challenged by socio-economic disparities. As an example, unemployment rates are typically higher, at 14.3% for First Nations living in the community of Williams Lake vs. the municipal average of 8.7% and the provincial average of 6%. If First Nations living in neighbouring reserves are included, then the unemployment rate for First Nations jumps even higher to 15.5%.

Another important point to note is that governance decisions in Williams Lake can cross over into the jurisdiction of local First Nations Governments, and include issues such as land use planning, mining, forestry, etc. Historical misunderstandings over some of these issues have contributed to feelings of mistrust in the past.

While the City has taken steps to improve relationships, with Memorandums of Understanding (MOU's) in place with some of the local First Nations governments, better mechanisms for joint decision-making, communications and collaboration are still needed.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

⁷ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

⁸ Stats Canada 2006

- **Vibrant Culture & Heritage.** The 16 First Nations bands in the area bring a long-standing history and rich cultural traditions to the community, with engaging cultural events and gathering places such as the National Aboriginal Day Celebrations, the TRU First Nations Gathering Centre, X'atsull Heritage Village tours, etc.
- **Cooperative Processes.** There are some systems and resources in place to improve communication and decision making between the City and local First Nations bands, such as Community to Community Forums and a First Nations liaison working on staff with the municipality. The development of Community Forestry Partnerships with First Nations is another emerging example of collaboration.
- **Youth Programs.** There are a number of programs and activities in the city to engage youth in opportunities to develop their learning, skills, and leadership potential.
- **Support Services.** The city and local First Nations governments have various programs and services in place to help support social, economic and cultural needs and quality of life.
- **Education.** TRU has one of the largest aboriginal student populations in B.C. post-secondary institutions and offers services in support of all aboriginal students.
- **Friendships.** There are strong individual friendships and relationships between First Nations and non-First Nations living in Williams Lake and the surrounding area that contribute to community cohesiveness.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- First Nations way of life has been challenged since the arrival of the first settlers. Over time, this has resulted in the loss of traditional knowledge, practices, and food sources, language and cultural identity.
- First Nations are affected by social and economic barriers, gaps and challenges. Issues include: discrimination, homelessness, crime, unemployment, poverty, lower health status, and substance abuse, etc. Gangs are gaining popularity among First Nations youth.
- Better communication, consultation, engagement and cooperation are needed between the City of Williams Lake and local bands and First Nations governments (i.e., land use planning, archaeological sites, mining, etc). The municipality has limited resources to engage with First Nations fully. First Nations are opposed to the proposed Prosperity Mine.
- The cultural identity of the City of Williams Lake could more fully represent and celebrate the proud heritage of the First Nations, i.e., the symbol / emblem of Williams Lake, "Hospitality, Courage and Opportunity", represents the cultural influence of the settlers/cowboys and forestry, but is missing any reference to First Nations.

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. Bolded indicators indicate those that are already being tracked.

Indicator Group	Suggested Indicators
Harmonious and Cooperative Relationships	<ul style="list-style-type: none"> • Survey results of First Nations and municipal leaders who feel their regional decision-making relationships are improving year to year <ul style="list-style-type: none"> ○ <i>Target in 2014:</i> _____ ○ <i>Target in 2020:</i> _____ ○ <i>Etc.</i> • Survey results of First Nations people who feel their views are fairly represented in government and decision making at a municipal and regional level • Formal structures in place that guide collaborative approaches to planning and decision making
Leadership Roles	<ul style="list-style-type: none"> • First nations representation at the local government level • Improvement of local government mentoring program • Number of First Nations employed in leadership positions
Proud Heritage	<ul style="list-style-type: none"> • # of people who participated in First Nations cultural events and celebrations, and / or % of local residents and visitors who have participated in cultural learning activities with First Nations
Youth Engagement	<ul style="list-style-type: none"> • % of First Nations youth enrolled in local youth programs (i.e. extracurricular activities in particular, vs. afterschool programs)
Cultural Tourism	<ul style="list-style-type: none"> • % of tourists who have chosen to visit Williams Lake because of its unique First Nations cultural attractions and activities (from Visitor Centre data)

Distinctive Arts, Culture & Heritage

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts, and review of materials from leading community planning organizations⁹. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Williams Lake's culture and heritage have been shaped by the environment in which it is situated in the heart of the Cariboo-Chilcotin region, its long-standing First Nations history and traditions, its pioneering spirit, and the many people and events that have influenced the region over the years.

Today, Arts, Culture and Heritage are important contributors to Williams Lake's unique local identity and attract both residents and visitors. In a recent community assessment (Williams Lake Phase I Report, Community Vitality Index, April 2008), residents listed the Williams Lake Stampede, local artists and the Station House Gallery as the top three cultural assets. The top priority in terms of improvement was the need for a new multi-use arts centre. More recently, a new Central Cariboo Arts and Culture service function was explored, which could potentially bring more energy and focus to the arts culture and heritage in the area.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Existing support.** Arts, Culture & Heritage are valued and supported by many in the community. Residents and visitors participate in diverse cultural activities, volunteers donate countless hours toward the success of events and many residents are employed in cultural and creative occupations. More recently, the new Central Cariboo Arts and Culture Function was explored to further develop Arts & Culture in the region.
- **First Nations heritage.** First Nations history, traditional knowledge, artefacts and sacred sites are an integral part of the local culture and identity in Williams Lake and also play an important role in cultural heritage tourism. Existing attractions include: X'atsull Heritage Village, pow wow celebrations throughout the year, local art at the Cariboo Friendship Society, National Aboriginal Day Celebrations, etc.
- **A pioneering history.** Stories and artefacts from the Gold Rush era, cowboys, ranching and rodeo are the basis of many existing cultural events and attractions. Williams Lake is branded as the "Stampede capital of BC", and also boasts the Museum of the Cariboo Chilcotin, which features the B.C. Cowboy Hall of Fame and the Cariboo Wagon Road, built on the Gold Rush Trail, etc.
- **Well-attended cultural events.** The world famous Williams Lake Stampede is held in the centre of the city; original home of early settlers. The yearly Stampede has grown in popularity and

⁹ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

attendance, drawing local, regional and international visitors. Other popular cultural events include the Fall Fair, Halloween Fireworks Show, Stampede Street Party, Cariboo Festival, high school plays, Community Band and Jazz Concerts, Santa Claus Parade, Drama Festival, Punjabi Games, and choir performances.

- **Cultural centres and gathering places.** Williams Lake has a variety of arts and cultural venues, which include the Tourism Discovery Centre, the Cariboo Memorial Recreation Complex, the Station House Gallery, Scout Island Nature Centre, Thompson Rivers University (New First Nations area), the Stampede Grounds and Long House, both high schools, Studio Theatre, Artists Guild and the Gwen Ringwood Theatre in Boitania Park. Informal gathering places which include: coffee shops, pubs and restaurants, farmers markets, the public library and the library at TRU, private galleries, as well as for special films at the Paradise Cinemas, etc.
- **Positive community feel.** The local culture is characterized by its friendly, diverse and active spirit; its resource-based small town feel; and its supportive and caring atmosphere. The community has nurtured world famous authors including Ann Walsh, Donna Milner, Sage Birchwater and Christian Peterson.
- **Arts and Music Education.** A wide range of music and arts classes are offered in the community, spanning private lessons to music programs offered in local schools. Local choirs provide a place to learn about and appreciate music, alongside special opera evenings at Paradise Cinemas.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- Potential residents, tourists, visiting business associates and community members have voiced the need for greater commitment to the arts, greater support of local artists and more focus on how Arts, Culture & Heritage can benefit the local economy. Support for local volunteers is also needed.
- Community members have voiced the need for a new multi-use facility to house artists, plays, events, music, etc., as a priority.
- There is a perceived need for more Arts & Culture programs and mentorship for youth, including greater integration into the educational system.
- Some perceive the local culture as having a stuck, “red neck” attitude, as well as being threatened by crime rates and a lack of obvious care for public places. There are also fears of further cultural erosion with urban sprawl and big box retailers coming to town.
- Community members would like to see more public events and activities, such as public art displays, festivals, etc. and the development of community organization around the event, i.e., a consolidated community calendar.

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. Bolded indicators indicate those that are already being tracked.

Indicator Group	Suggested Indicators
Contribution to community identity	<ul style="list-style-type: none"> • Responses to the question, “What makes Williams Lake a great place to live?”, looking at the Arts & Culture ranking compared to other indicators. (From Community Vitality Initiative survey) • "The community has a distinct culture and heritage that is appreciated by the community." Ranking compared to other aspects and compared to the all-community average (From Community Vitality Initiative survey) • Meetings, planning and implementation in support of a new arts centre
Celebrate diversity	<ul style="list-style-type: none"> • Proportion of residents with people of a different generation, ethnicity, language, with whom they socialize with on a regular basis... i.e. once a week, once a month, twice a year, once a year (via survey) • Diversity by age and culture compared to important decision making roles in the community filled by women, men, age, ethnicity
Engage all generations	<ul style="list-style-type: none"> • % of youth, seniors, mid aged residents attending arts and culture events by category, e.g. music, art gallery, etc.
Contribute to employment and economic growth	<ul style="list-style-type: none"> • # of visits to Arts, Culture & Heritage centres and events • % Increase in labour force employed in the Arts Culture & Heritage sector – • % Increase in funding secured for Arts, Culture & Heritage programs, YTD • # of museums, galleries, etc.
Inclusivity and Affordability	<ul style="list-style-type: none"> • Average cost per arts and culture event
Foster creativity and innovation	<ul style="list-style-type: none"> • Number of events organized in a year • Level of satisfaction among arts culture and heritage community partners regarding new CCAC service function • Number of courses, workshops, etc. offered

World Class Recreation

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts, and review of materials from leading community planning organizations¹⁰. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Recreation and leisure activities are those that residents and visitors freely choose to do with their time, including: engaging in physical activities, participating in organized sports, visiting parks and natural areas, or pursuing more leisurely pastimes such as art walks and music. The physical, psychological, social, economic and spiritual benefits that are fostered by recreation and leisure are important for people and communities, and play a major role in the overall well-being of Williams Lake and its residents.

The City of Williams Lake is a community with pride in outdoor recreation (i.e., mountain-biking, kayaking, etc.), organized sport (i.e., soccer, baseball, hockey, etc.) and the enjoyment of its natural landscape. The community is surrounded by vast amounts of forests, rivers and lakes, and the city contains many of these elements within the municipal boundaries. The development of an interconnected trail system between City parks, the lakeshore and other open spaces is an objective for discussion in the upcoming Parks Master Plan, along with a cycle network plan. Indoor recreation facilities provide a diverse range of programming options, and attract wide community participation.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Recreational landscapes.** Williams Lake is blessed with beautiful natural areas; excellent area for outdoor recreation activities. We offer and are known for world-class mountain biking, hiking, swimming, horseback riding, dirt biking and ATV-ing.
- **Community resources.** Williams Lake is a small city with a welcoming atmosphere for attracting visitors. It is a member of the Active Communities Initiatives; it has Scout Island as an excellent recreational activity location that links to awareness building about our local ecosystems and there is opportunity to influence the upcoming outdoor recreation Master Plan. Active Living Guide available. Kid Sport program a success.
- **Community Sport Groups.** Williams Lake has a number of self-organized sports groups that are advertised through the Community Directory. These groups include Puddle Bike, Youth Soccer Association, Minor Hockey, trail riders, Off Road Motorcycle club, Cross Country Ski Association, etc. Information and contacts are coordinated through the Active Living Guide for Williams Lake.
- **First Nations culture and heritage.** There is strong First Nations culture and heritage in the region and this provides opportunities for recreational activities in partnership with First

¹⁰ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

Nations. The local bands run Recreational programs on reserve but also access the Activities within the City of Williams Lake

- **Low impact potential.** Much of the recreational activities are low-carbon and have potential to be very low impact (for example, hiking, and X-country skiing).
- **Plans for Neighbourhood Density/Trails.** The current Official Community Plan provides policy that supports the intensification of neighbourhoods as well as to the development of inter-connecting pedestrian and cycling trails between neighbourhoods.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- There is a diverse array of recreational preferences (for example, urban vs. rural), there are different objectives for tourist vs. community member recreation options, and they are sometimes in conflict and competition for budget, engagement and so forth.
- There are major concerns with available safe connections between recreational areas, trails and on roadways within the City. This fragmentation is becoming a greater concern to our community as we experience growth and expansion within the City.
- Young children and First Nations don't have the same access to recreational activities as other sectors of the community. Recreational programs may not be affordable for community members.
- The outdoor recreation Master Plan may not explicitly include sustainability criteria in RFP (June 2009), i.e., there is no overarching comprehensive and sustainable plan for recreation activities and growth in Williams Lake. Budget is limited relative to recreation needs.
- Currently there are a number of Private and Crown Land Access issues standing in the way of trail development and legalization.

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. Bolded indicators indicate those that are already being tracked.

Indicator Group	Suggested Indicators
Economic viability	<ul style="list-style-type: none"> • % of people (residential and visitor) participating in recreational activities while in Williams Lake • Amount of funding for recreational activity available or received by the City of recreational groups within the area • # of outdoor recreation based businesses in the community
Recreational diversity	<ul style="list-style-type: none"> • Level of visitor and local satisfaction regarding recreational opportunities (via survey) • Proportion of residents and visitors accessing recreational trails or the lake on annual basis • Length of trails maintained • # of sports and recreation related community groups

Community Health	<ul style="list-style-type: none"> • The proportion of people engaged in vigorous physical activities (i.e. gardening, running, lifting, etc... for more than 20 min more than 3 times per week) (via survey)
Accessibility and engagement	<ul style="list-style-type: none"> • Proportion of residents using the pool, rink or fields for various recreation activities on a regular basis (source: recreation centre, sports clubs, etc.) • % of identified groups (i.e. low income, First Nations, etc.) able to participate in recreation activities (via survey) • Cost of accessing formal recreation services
Ecological Respect	<ul style="list-style-type: none"> • Policies for trail development • Restoration projects or rehabilitation work along existing trail networks

Affordable Housing and Liveable Neighbourhoods

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts, and review of materials from leading community planning organizations¹¹. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Other than the Glendale neighbourhood (next to the downtown); the Westside neighbourhood (where a mix of uses including a village center are encouraged); and the South Lakeside (where a mix of uses including hobby farms are encouraged) most of our neighbourhoods are segregated beyond convenient walking/biking distance from places of work, shopping, leisure and recreation. This form of development significantly limits opportunities for interaction and connection amongst neighbours.

Further, this form of development does not support an efficient transit system and thereby contributes to a higher dependence on the automobile which leads to increasing air pollution, poor health, rising obesity rates, fewer opportunities for social contact and interactions and increasing levels of climate changing carbon dioxide emissions. In fact the transit service is currently viewed as being infrequent and inconvenient.

Sprawling neighbourhoods also contribute to increased public costs for services. In fact, the cost of municipal services increases directly with distance and inversely with the density of development; the most costly areas to service therefore, tend to be the outlying, low-density developments.

Public engagement in community activities, planning and decision making is generally on the decline. And vandalism and property crime are on the increase.

The price of housing, including rentals is beyond what is considered to be affordable for a growing number of families (i.e., beyond 30% of total household income). This is contributing to challenges of attracting new residents to the city, particularly young people who can help to revitalize the local community & economy which seems to be ageing.

¹¹ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Supportive Housing Development.** The Cariboo Friendship Society operates and is developing supportive housing in the City of Williams Lake.
- **Community Pride.** The impressive accomplishments with the communities in bloom competitions are a testament to the community pride amongst the entire residential and business community alike.
- **Community Groups.** There is a wealth of community groups providing people with services and opportunities to actively participate in community life.
- **Safe Community Initiative.** In response to increased vandalism and property crime, City Council instituted a “Safer Community” initiative in 2008, which is intended to bring the community together to develop strategies to combat crime. The Safer Community initiative is a joint effort with the City, RCMP and the community at large and is intended to compliment the efforts of the Community Policing Committee.
- **Active Living Web-site.** A brand new web-site promoting Active Living in Williams Lake was designed and launched in 2008. This web-site features extensive information on a vast array of recreational opportunities for the City of Williams Lake and Area.
- **Community Vitality Assessment.** A Community Vitality Assessment was undertaken in 2008 which potentially provides a basis for the ongoing monitoring of quality of life and community well-being.
- **Homelessness Action Plan.** A Community Action Plan on Homelessness was completed March 2009.
- **Community Forest.** The local community forest provides opportunities for a sustainable source of building materials.
- **Neighbourhood Density/Trails.** The current Official Community Plan provides policy that supports the intensification of neighbourhoods as well as to the development of inter-connecting pedestrian and cycling trails between neighbourhoods.
- **Airshed Management Plan.** The Williams Lake Airshed Management Plan was prepared by the Williams Lake Air Quality Roundtable. Within it there are results of a three-year air quality assessment which formed the scientific basis for the development the plan. The plan includes 28 recommendations which apply to all sectors of the community.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- Lack of affordable rental
- Loss of rental stock
- Single room occupancy hotels are limited
- Domination of rental stock
- Hard to house tenants
- One type of housing throughout Williams Lake
- Housing does not meet the design needs of the community
- Sprawl

- Homeless people
- Vandalism of existing properties makes people not want to invest
- Lack of understanding of how to make affordability work
- Gated neighbourhoods
- Lack of integration between neighbourhoods
- Car-orientation
- Lack of cycling network
- People don't/can't walk between neighbourhoods
- Concern over Walmart and big box
- People who depend on wheel chairs cannot get into most of our homes, even for a visit and finding a wheel chair accessible place to live is much more challenging.

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. **Bolded indicators indicate those that are already being tracked.**

Indicator Group	Suggested Indicators
Form and character	<ul style="list-style-type: none"> • Total length of pedestrian / bike trails throughout community • Total land area dedicated to community gardens • Infrastructure operation and maintenance costs (roads, water, sewage, snow clearing, school bussing) per total population and adjusted to 2010 dollars. • Development Permit guidelines implemented • Percent of people who live <u>and</u> work in their neighbourhood • Percent of dwellings within 400m of a transit stop
Participation	<ul style="list-style-type: none"> • Conduct regular "quality of life" surveys to track progress on community engagement and on the percentage of people, by neighbourhood, who report high satisfaction levels with their neighbourhood • Volunteer rates
Affordable	<ul style="list-style-type: none"> • Percentage of households paying more than 30% of annual income on housing. • Average housing price or ratio of housing price to average income
New residential development	<ul style="list-style-type: none"> • Percentage of new residential development as infill within existing neighbourhoods plus higher density mixed use buildings comprising neighbourhood centers relative to new residential development overall • # of Single Family Dwellings • # of Multi-Family Dwellings • CMHC indicators on vacancy rates, home start rates, etc.
Renewable energy	<ul style="list-style-type: none"> • Renewable sustainable energy use as a % of total annual energy use in the community
Sustainable building materials and practices	<ul style="list-style-type: none"> • % of buildings with LEED certification or equivalent green building practices

Lively Downtown

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts and committees, and review of materials from leading community planning organizations¹². It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Our downtown is relatively compact and framed by the open spaces of Boitano Park, Stampede Park and the river valley and contains a good mix of uses, including retail and service commercial, housing and institutional uses. Our downtown is attractive, pedestrian friendly and expresses the community's identity through its local architecture. Our Official Community Plan provides the necessary support and policy direction towards a vibrant downtown. The challenge is to build on these assets to further enhance the vitality and activity of this unique and special place.

Further, the downtown is not all that well connected with our neighbourhoods via safe and convenient walking and biking trails. And people have reported that they do not feel a sense of comfort and safety in the downtown area.

The majority of our commercial, office, institutional and residential properties rely on fossil fuel based energy for heating and our electricity, provided by B.C. Hydro, comprises 90% generated from hydro power and 10% from the burning of fossil fuels (natural gas and some diesel). And our buildings currently contribute unsustainable emissions from building finishes, household and landscaping products, and energy use¹³.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Downtown Enhancement & Servicing Plan.** The 2004 "City of Williams Lake – Downtown Enhancement and Servicing Plan" takes a holistic, multi-faceted view toward downtown revitalization and development.
- **Community Pride.** The community's impressive accomplishments with the communities in bloom competitions are a testament to the community pride amongst the entire residential and business community alike.

¹² These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

¹³ Sources reviewed for Lively Downtown include common documents, as well as the following: Capital Plan (2005-2009, 2007-2011), Downtown Enhancement and Servicing Plan, Williams Lake Official Community Plan, Annual Report (2008), various Smart Growth documents, and Insights into a Lively Downtown – Ann Arbor Michigan case study (2008).

- **Airshed Management Plan.** The Williams Lake Airshed Management Plan: 2006 – 216 concludes that “...Analysis indicates that PM10 levels are largely attributable to road dust, fugitive dust, and industrial emissions. PM2.5 levels are primarily related to industrial emissions and residential/commercial activities. However, there is no **one** source that can be targeted to completely solve the air quality problem. To improve fine particulate levels in the community, reductions are required from all sectors with particular focus on permitted sources, fugitive and road dust sources (including track-out), and commercial/residential sources.” And to this end, the report includes strategy for continually implementing the Management Plan by key stakeholders.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- Small walk-able downtown core is not being used
- on-grade parking takes up too much space in the downtown
- shutters over stores
- crime and the perception of crime
- nothing to do past 5:30 - all stores close
- lack of retail diversity
- segregation of uses
- lack of good design in buildings
- lack of density in the downtown
- lack of residential in the downtown
- lack of public art
- accessibility and pedestrian orientation are not there
- not enough diversity of restaurants
- no arts and culture precinct
- layout of downtown is conducive to driving through it, not stopping in it.
- Identity

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. Bolded indicators indicate those that are already being tracked.

Indicator Group	Suggested Indicators
Vibrant and unique	<ul style="list-style-type: none"> • Conduct annual “quality of life” surveys to track progress that includes frequency of visits to the downtown and satisfaction with the downtown’s heritage, arts and cultural identity
Form and character	<ul style="list-style-type: none"> • % of new residential development in the downtown relative to new residential development overall • % of dwellings within 400m of a transit stop • % of population who live <u>and</u> work in the downtown • Number of dwellings per developed hectare of downtown lands • Percentage of households paying more than 30% of annual income on housing in the downtown

Locally produced goods and services	<ul style="list-style-type: none"> • Ratio of locally produced goods and services sold relative to imported goods and services
Renewable energy	<ul style="list-style-type: none"> • Renewable sustainable energy use as a % of total annual energy use in the downtown area
Sustainable building materials and practices	<ul style="list-style-type: none"> • % of buildings in the downtown with LEED¹⁴ certification or an equivalent green building practice

¹⁴ The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. LEED is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of high performance green buildings. It provides building owners and operators the tools they need to have an immediate and measurable impact on their buildings' performance.

Cherished Local Ecosystems

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts and committees, and review of materials from leading community planning organizations¹⁵. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Williams Lake is located in the San Jose watershed in the heart of the Cariboo-Chilcotin region in Central British Columbia. It is a hub for numerous outlying areas, including Bella Coola, Anahim Lake, Likely, Horsefly and many other communities. It is surrounded by and embedded within spectacular natural environments which provide critical, life-sustaining services (such as clean air and water). Recently, the entire Fraser Basin drainage area, of which the San Jose watershed is part, was classified as 'imperiled/vulnerable' conservation status¹⁶.

Industries in Williams Lake such as forestry, mining and agriculture have negatively impacted and may continue to place pressure on the health of local ecosystems, through, for example, reduced air quality in the urban landscape and drawdown of local water sources. Moreover, in recent decades this trend has been amplified on a regional and global scale as the growing demands for water, materials and energy have each created unprecedented impacts on natural ecosystems. First Nations in the region have a history of living in a sustainable fashion and in harmony with local ecosystems, however their traditional knowledge does not significantly inform planning, development or use of the region's ecosystems.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Local wisdom.** Local First Nations' traditional knowledge of local ecosystems; additional local expertise and knowledge of local ecosystems and sensitive and sacred areas. For example:
 - T'exelcenc Band Members: Traditional wisdom and local knowledge of plants and animals is based on Secwepemc people living in the Williams Lake area for thousands of years before arrival of European people. Their traditional wisdom offers much to living sustainably with nature.
 - Naturalist and Environmental Organizations: Williams Lake Field Naturalists (WLFN) and Cariboo-Chilcotin Conservation Society (CCCS) have substantial knowledge of local ecosystems and species based on years of observation and study. Both contribute to local ecosystem restoration programs. WLFN, in cooperation with the City, operates Scout Island Nature Centre and CCCS leads the Water Wise Program.
 - Government Scientists and Resource Managers: Staff of local provincial and federal agencies possess considerable knowledge and data on local aquatic and terrestrial

¹⁵ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

¹⁶ Biodiversity BC. 2008. Taking Nature's Pulse: The Status of Biodiversity in BC.

ecosystems and species. They can provide guidance for waste management planning, water and air quality monitoring, watershed analyses, and species conservation.

- Thompson Rivers University and University of British Columbia Alex Fraser Research Forest: Staff and programs are a significant source of knowledge and data on City and Regional ecosystems.
- Williams Lake Field Naturalists: have contributed many years of volunteer ecosystem documentation and restoration at Scout Island, the Scout Island Marsh area and the Williams Lake River Valley and operate and maintain the Scout Island Nature Centre which is one of the most used community parklands in our City and is visited by people from all over the world as they pass through our City.
- Cariboo Chilcotin Conservations Society: is very active in the City providing Air Quality, Water Sustainability and Community Sustainability educational services to the City.
- Interior Health: Cariboo Office: Drinking Water Quality records for the City of Williams Lake Community Water Supply System
- BC Ministry of Environment, Environmental Protection Section, Williams Lake Office: has extensive Waste Management Planning, Water Quality monitoring data and reports on Williams Lake, and its watershed including the San Jose River and its tributaries and the Williams Lake River. Williams Lake water quality has been monitored by the Ministry of Environment for over 35 years. Many reports on water quality, non point pollution sources, lake classification and watershed non point pollution sources have been written and are available to provide information on past and current water quality conditions and make recommendations for future monitoring, pollution control approaches and integrated watershed management planning. The BC Ministry of Environment declared Water Quality Objectives for Williams Lake in 1996 which are currently being revised in view of updated information now available from sediment core analyses.
- Environmental Protection Section of the Ministry of Environment, Williams Lake Office: manages Waste management plans/permits for liquid, solid waste and air emissions within the City boundaries and in the vicinity bordering the City boundaries.
- Water Stewardship Division of the Ministry of Environment, Williams Lake: regulates all Water Allocation and Licensing information for Williams Lake and the San Jose/WLR watershed . They have records of all flows, licence water withdrawals within the Williams Lake Watershed.
- The Cariboo Regional District: has produced a number of excellent Lake Shore land Management Documents that guide lake shoreland development throughout the Cariboo Regional District and are available at:
 - <http://www.cariboord.bc.ca/SearchResults/tabid/38/DMXModule/776/Default.aspx?EntryId=6683>
 - a. Shore land Management Policy
 - b. Develop with Care.
 - c. Aquatic Habitat Development Permit Document:
 - <http://www.cariboord.bc.ca/SearchResults/tabid/38/EntryId/6425/DMXModule/776/Default.aspx>
- Other Public: Many additional individuals in the City and Region have empirical knowledge of past and present ecosystems and species.
- **Diversity of Natural Ecosystems.** The City includes within its boundaries a variety of natural and semi-natural ecosystems including a lake and its shoreline, wetlands, perennial streams, riparian

lakeshore and streamside habitats, grasslands, meadows, and both open and closed mature forests. This variety is enhanced by the diversity and beauty of surrounding landscapes, including:

- A lake and river system flowing through the heart of our City
 - A large clean aquifer underlying Williams Lake and providing a clean safe water source for our City
 - Riparian, wood land and grassland habitats
 - The forested valley walls.
 - The Dairy fields Grassland and Parklands
 - The Stampede Ground grasslands
- **Community resources.** Existing community sustainability committee committed to working on these issues; Scout Island is an excellent educational resource regarding local ecosystems, for residents and visitors. Cariboo Chilcotin Conservation Society is an excellent educational resources and lead in the water wise programming. Other local recourses include: Food policy Council, Water Wise, TRU education, farmers market, Scout Island Conservation Society, FBC, Environmental Society, field naturalist, Council of Canadians, Air Quality educator, amongst others. Highlights include:
 - Scout Island Nature Centre, together with its staff, is an excellent educational and nature interpretation resource on ecosystems and species of the Williams Lake and surrounding area.
 - Community Sustainability Committee programs are currently helping to improve the sustainability of the natural, social, and economic quality of life in Williams Lake.
 - Water Wise program, led by the CCCS, is leading to more responsible use of our water resource.
 - **The Stewardship Series Documents** collaboratively prepared by the BC Ministry of Environment, Lands and Parks and the federal Department of Fisheries and Oceans and available at the following website: http://dev.stewardshipcanada.ca/sc_bc/stew_series/NSCbc_stewseries.asp#comstew and in particular: “Community Greenways - Linking Communities to Country and People to Nature”: available at: http://dev.stewardshipcanada.ca/sc_bc/stew_series/pdf/cg.pdf
 - **Municipal resources**, such as:
 - Functioning recycling system which helps to divert waste from landfills and stop new landfill development;
 - City Council is committed to providing leadership by providing overall direction, setting goals and taking action toward them – this could include more directed goals around ecosystem health and wellbeing. City Council is committed to providing leadership by providing overall direction, setting goals and taking action toward them – this could include more directed goals around ecosystem health and well-being.
 - Water Wise program a success, including the proposal for universal water metering.
 - **Agreement with Epcor water usage or rate**

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- **Leadership by Example:** City needs to lead by example in the area of education and in stewardship techniques – i.e., bylaws such as those enforcing a “plastic bag free” community, “drink from the tap”(vs bottled water), “turn off the lights” (e.g., maybe at Christmas make it Light up hour - one or two hours an evening for Xmas lights, vs all night); “Xeriscape & Native plants” (vs masses of green lawn), “leaving more for the salmon” (e.g., river down so low at mouth this year the Pinks may not be able to spawn).
- **Water Quality of Williams and its watershed:** non point pollution sources including agriculture, storm water runoff, urbanization, destruction of natural riparian habitats/buffers all affect water quality for downstream water uses. Pollution sources including agriculture, storm water runoff and industrial runoff as well as removal of riparian buffers have negatively impacted water quality of the Lake and River. Summer flow in the River is recently insufficient for passage of salmon to upstream spawning and rearing areas. The Scout Island causeway interrupts natural flow of water from the Lake through the marsh and has resulted in lakeside sedimentation.
- **Water Quantity for Williams Lake and its watershed:** infrequent summer flow in the Williams Lake River for passage of salmonids to upstream spawning and rearing grounds. A desirable solution for the water quantity issues such as this and for the Williams Lake Aquifer would be to initiate integrated watershed management planning with the other agencies and stakeholders in the watershed. Water connects us all. What is done in one part of the water shed affects users in another part of the watershed? Working together as the watershed becomes more populated means that agencies must show leadership in finding consensus and establishing integrated processes of land/water use/development. Failure to manage development within fragile watersheds in an integrated and ecologically responsible manner will destroy our natural legacy of a clean and adequate water supply for future generations. It is wiping out species such as our valued salmonids. We will follow suit if we don’t step up to the plate and work out a fair distribution of water resources for all users.
- **Scout Island Causeway Effects on Natural Water flow through the lake and Scout Island Marsh:** The causeway is acting like a dam to what was once the natural outlet of Williams Lake. This is causing sediment to build up in the bay east of the causeway leading to increasing weed growth and an ever diminishing surface water area as emergent weeds and noxious weeds colonize the shore bared every summer when the water flows are low or nonexistent and evaporation is excessive during the hot summer months in years such as this year. Establishment of emergent and submerged weeds speeds up the sedimentation process as they slow the water and the suspended particles in the lake water then settle to the bottom. Better flushing by putting more culverts in the causeway or a “bridge” plus some additional culverts in the causeway might permit better flushing of this bay. With the low flows, the small island north of the footbridge is no longer a true island during late summer/fall. Island habitats are important for wildlife during breeding season, providing protection from disturbance and predation from terrestrial predators.
- **Poor Air Quality:** is an unfortunate characteristic of Williams Lake due to industrial and transportation emissions accumulating in the valley bottom during frequent winter temperature inversion conditions causing poor/no venting . Need to use land use planning tools to locate polluting industries where they will have the least effect on valley bottom air quality. Consider an upland industrial site in or adjacent to the City, example Slater Mountain. Put limits on the energy plant feed of chipped treated railroad ties containing toxic chemical preservatives. Move the chipping location from the foot of Oliver street to the industrial area past Glendale and enforce proper contaminant capture and recovery treatment for surface runoff. Don’t allow stockpiling of large volumes of woodchips/ waste tire inside the residential/commercial areas of town. Require a fire management plan for those sites where these products are stored. Do not

allow accumulation/chipping of preservative (creosote or PCP contaminated wood chips within the town air shed. Work with CN to become a responsible industry in our City to minimize diesel aerosols from contaminating the air shed from dirty inefficient yard engines and to move the tie chipping facility away from the downtown core or residential core. There are sparks flying off the chipper. A town evacuation would have to occur if a fire got started in the chip pile releasing Volatile Organic Carbon (VOC) compounds such as Poly Aromatic Hydrocarbons (PAH) and other harmful VOC's. This is especially a problem in winter during long inversion periods. Do not allow Pinnacle Pellet to expand without upgrading their wet scrubbers to electrostatic precipitators or better technology for fine particulate and VOC emissions. Their emissions have not improved as promised with their announced expansion over a year ago. is reduced by excessive dust and other particulates from industrial sites and traffic; and by chipping and burning of forest residues and chemically treated wood, resulting in volatile organic compound (VOC) emissions. Air quality issues are exacerbated during inversion conditions.

- **Poor Greenway Connectivity/preservation:** Williams Lake does not have a connected greenways network to provide sustainable ecological and energy benefits. Riparian habitat is minimized, degraded or threatened by development and transportation along our precious water courses and lakeshore. More people might give up their motor vehicle to access their work, shopping, social and recreational needs if there were safe walking or cycling trails linking all regions of the City to its heart. This would improve air quality, contribute to a sustainable global energy base and provide a place for citizens and visitors to enjoy the natural assets of our Community as do the walkways along the Fraser/Quesnel rivers in the City of Quesnel. It should be a charter of rights to be able to walk anywhere on the planet without danger from motor vehicle traffic. Green buffers should be required for all new land development and City incentives adopted to entice existing businesses to make our City a pleasant place to live and commute on foot or bike by providing green buffers along their business perimeters. Trees provide shade. This town sucks for shade. Start a composting system for the leaves. Hire the street people to rake them up in the fall. Cities like Victoria are jewels because someone with vision planted trees on the streets.
- **Noise Pollution:** Stop the development of more helicopter pads within the City boundaries. The operators are abusing their privilege to operate from within the City boundaries by contributing to noise pollution. Industries should be located away from residential/commercial/park areas, such as past Glendale, not on the lakeshore as in Pinnacle Pellet.
- **Light pollution:** there is so much light pollution in this town, it is impossible to see stars at night even at Scout Island. The glare from the parking lots and industrial/commercial/highway lighting should be regulated with City bylaws requiring smart lighting systems and units which are. Many other cities in Canada and the rest of the world have lighting bylaws to eliminate light pollution and conserve energy resources. Crack down on our light polluters. Arm them with the right information and sources of better lights and watch them all save money.
- **Invasive Weeds:** the City has a very ineffective attitude toward invasive weed growth. It needs to work with the Cariboo Regional District to develop and adopt bylaws to address the introduction, spread and eradication of invasive weeds in our City. Causes are land disturbance, soil redistribution (cleaning ditches and dumping waste soil somewhere else without reseeding, mowing the road edges spreads weeds successively down our transportation corridors. Require land developers to reseed disturbed land surfaces with an appropriate seed source. Strategies and bylaws to control the introduction, spread, and removal of invasive alien plants within the City are not fully developed or adequately implemented.
- **Riparian Vegetation Removal: Greenspace Connectivity and Buffers** are poorly represented within the City and do not encourage walking or cycling. Some popular greenspace walking

areas, such as the Dairy Lands, are on private land and intended for industrial development. River Valley greenspace is not well connected to other greenspaces such as Scout Island.

- **Ecosystem Protection:** There is no comprehensive community stewardship plan to guide conservation and management of important natural ecosystems and spaces.
- **Educational Impacts:** Ecosystem stewardship concepts and techniques are not adequately presented in school curricula; First Nation’s traditional wisdom and knowledge are inadequately used to build harmonious, sustainable relationships to the land.
- **Municipal Participation:** Few or no explicit goals set out by the City to remediate and protect ecosystems in the region.

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. **Bolded indicators indicate those that are already being tracked.**

Indicator Group	Suggested Indicators
Air Quality Indicators (currently tracked by Ministry of the Environment)	<ul style="list-style-type: none"> • Days PM2.5 exceeds suggested health levels • # of hours Air Quality Index is below “good” • Ground Level Ozone Concentrations Based on CWS Metric for Fraser Basin Communities • Ease of public access to air quality data and principal emission sources within the City (target: published clearly and summarized in local media) • Functionality and productivity of team of ‘local ecosystem experts’ established to document and recommend conservation/restoration measures
Water Quality Indicators (currently tracked by the Ministry of Environment)	<ul style="list-style-type: none"> • Williams Lake River Quality • Water level in lakes and rivers • Variance from aquifer recharge rate • City water consumption as proportion of aquifer recharge • Spring overturn water chemistry • Flow volumes within Williams Lake River Ease of public access to water quality data and principal emission sources within the City • Environment Canada has developed a standardized bioassessment protocol and support system referenced as the Canadian Aquatic Biomonitoring Network (CABIN) http://cabin.cciw.ca/Main/cabin_about.asp • Volume of contaminated or untreated wastewater (including storm water flow and industrial outflow and runoff) discharged into Williams Lake and Williams Lake River
Water Use Indicators (currently tracked by Williams Lake)	<ul style="list-style-type: none"> • Residential / Industrial / Commercial per capita water consumption

<p>Regional and Per Capita Greenhouse Gas Emissions (currently tracked by Williams Lake)</p>	<ul style="list-style-type: none"> • Residential / commercial / industrial per capita electric power consumption • Total greenhouse gas emissions (from industrial, commercial and residential sources)
<p>Municipal Solid Waste Indicators (currently tracked by Williams Lake)</p>	<ul style="list-style-type: none"> • Total amount of solid waste that goes to landfill • Proportion of materials diverted from landfill (via recycling and other programs) • Existence and public use of solid waste recycling facilities; proportion of total recyclable solid material that is actually recycled
<p>Consistency of development with 'Smart Growth' principles</p>	<ul style="list-style-type: none"> • (See Lively downtown, Active and Convenient Transportation and Affordable and Liveable Neighbourhoods) • Aerial extent of identified sensitive ecosystems, riparian ecosystems, locally important wildlife habitats, traditional use areas, and aesthetically or spiritually important spaces compared to 2010 • Linear length of functioning riparian vegetation along Williams Lake, Williams Lake River and Missioner Creek • Inclusion of proposed measures to conserve natural ecosystems and spaces in all residential and industrial development plans • Connectivity of green spaces and parks within the City compared to 2010 • Number of green spaces/parks linked by walking/bicycling trails • Consistency of development with 'Smart Growth' principles; aerial extent of urban sprawl and encroachment on natural ecosystems, especially sensitive ecosystems, riparian ecosystems, important wildlife habitat and aesthetically/spiritually valued places • Existence of bylaws outlining requirements to maintain green spaces and buffers between industrial and residential areas or green space areas.
<p>Soil Quality</p>	<ul style="list-style-type: none"> • # of new developments with an invasive Plant management Plan. • Tree retention Bylaw in place in the City • City policy or bylaws that requires land owners to manage invasive plants, control soil erosion and ensure ground cover retention. • Occurrence and density of invasive alien plant species within the City

Active and Convenient Transportation

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts and committees, and review of materials from leading community planning organizations¹⁷. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Our transportation system comprises 103 Km of roads that the City's Department of Municipal Services (Streets and Parks Division) maintains. The City also owns and operates the Williams Lake Regional Airport. Our transit service is sponsored by the City of Williams Lake in partnership with BC Transit and is operated under contract with Laker's Go-Bus Society. Williams Lake is also served by BC Rail, but there are no passenger services available to date.

Some of our neighbourhoods are segregated beyond convenient walking/biking distance from places of work, shopping, leisure and recreation. This form of development does not support an efficient transit system and thereby contributes to a higher dependence on the automobile which leads to increasing air pollution, poor health, rising obesity rates, fewer opportunities for social contact and interactions and increasing levels of climate changing carbon dioxide emissions. In fact, although improved, the transit service is currently still viewed as being infrequent and inconvenient.

Further our community infrastructure does not conveniently support wheel chair (and powered wheel chair) accessibility.

Sprawling neighbourhoods also contribute to increased public costs for services. There is currently a lack of cycling networks and neighbourhoods are not well connected by safe and convenient walking trails. Transportation infrastructure is very expensive and funded entirely by taxation. And the entire transportation system including maintenance and operations is almost entirely dependent on fossil fuels.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Cycle Network Plan.** A city wide Cycle Network Plan was prepared by the Williams Lake Trail Advisory Committee in 1999. City is talking with BC Transit about bike racks on buses. There have also been a variety of trail feasibility studies done to analysis potential connections.
- **New transit shelters and bike racks.** In 2008 The City of Williams Lake installed 13 transit shelters along transit routes, along with bike racks on the buses.

¹⁷ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

- **Neighbourhood connections.** The current OCP has as one of its objectives of Council to develop a system of inter-connecting pedestrian and cycling trails between neighbourhoods.
- **Intensification of residential uses.** The current Official Community Plan provides policy that supports the intensification of neighbourhoods as well as to the development of inter-connecting pedestrian and cycling trails between neighbourhoods
- **Sports Clubs.** Puddle Bike is an active group of street and mountain bikers in Williams Lake. This group actively works on non-formal trail maintenance, is working with the Crown on trail status over crown lands, and contributes to the discussions of accessible and convenient connections for cycling around town.
- **Airshed Management Plan.** The Williams Lake Airshed Management Plan: 2006 – 216 concludes that “...Analysis indicates that PM10 levels are largely attributable to road dust, fugitive dust, and industrial emissions. To improve fine particulate levels in the community, reductions are required from all sectors with particular focus on permitted sources, fugitive and road dust sources (including track-out), and commercial/residential sources.”

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- People will not take transit if it is not more frequent and convenient
- No designated pedestrian or cycling networks
- Lack of connection between retail and residential, so there is no reason why people would do anything other than drive
- Road network is extensive, and aged
- Residential patterns are spread out.
- Williams Lake is entirely fossil fuels dependent
- Youth cannot get around
- Lack of safe cycling and pedestrian amenities

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. Bolded indicators indicate those that are already being tracked.

Indicator Group	Suggested Indicators
Active modes of transportation	<ul style="list-style-type: none"> • Total length of pedestrian / bike trails
Form of development	<ul style="list-style-type: none"> • % of dwellings within 400m of a transit stop by neighbourhood • % of dwellings within 400m and 2km of a commercial center • Regular “quality of life” surveys to track progress on people’s well being, happiness etc
Fuels	<ul style="list-style-type: none"> • Transportation energy consumption per capita and by fuel type
Public transportation	<ul style="list-style-type: none"> • Transit trips per capita per year¹⁸

¹⁸ Sources reviewed for Active and Convenient Transportation include common documents, as well as the following: Capital Plan (2005-2009, 2007-2011), Active Communities Plan, Cycle Network Plan, various Smart Growth documents, and OECD International Conference Report (1996).

Local Food and Agriculture

Description of Current Reality

The following Description of Current Reality reflects community input on assets, as well as a review of community documents, conversations with local experts and committees, and review of materials from leading community planning organizations¹⁹. It is meant to give a snapshot of where we are which will inform a discussion of the transition from current reality to success.

Context

Support of locally produced and processed food has declined on a global scale over the years. This is concurrent with an increase in the average ‘footprint’²⁰ of everyday foodstuffs which travel around the world, contributing to increases in greenhouse gas emissions and so forth. Connection to the food we eat and the land that produces it has eroded.

The current food system in Williams Lake depends on a high percentage of imported, non-local foodstuffs. Local food production is part of the traditional community of Williams Lake, particularly for the First Nations and the ranching and pioneering traditions of raising and/or hunting meat and preserving food, however it is not typically celebrated or sold in major grocery stores. Local First Nations have a history of collecting their own food from the land at a rate complementary to regeneration by natural systems and hold much of the traditional ecological knowledge (TEK) of the area.

Assets

Below is a list of community assets that have been identified from community input that we can build on to achieve our Description of Success:

- **Local wisdom:** Tradition of foraging, growing, preserving, farming, ranching food in the area. TEK and First Nations knowledge of local food stuffs, climate and soil types.
- **Community resources:** Local livestock and horticulture production. Existing Farmer’s Market; local food policy committee with a strong and committed presence; existing community garden network; several Community Supported Agriculture (CSA) models in place and active; new Cariboo growers’ coop established to strengthen connection between individuals, communities and the land; support from City to establish gardens on public land; affordable local food box available through the Womens’ Contact Society; stockyards as a source of manure; local group of gardening experts; and increased annual events promoting local food production.
- **Collaboration** of Food Policy Council with conservation society, sustainability committee
- **Food security initiatives** supported by Health Authority (Interior Health) policy directives
- **Community food systems in Aboriginal communities** increasingly supported by provincial and First Nations governments

¹⁹ These include The Natural Step, Smart Growth B.C., The Resort Municipality of Whistler, local First Nations, the Fraser Basin Council and Cities Plus.

²⁰ In this case, ‘footprint’ refers to the total social and environmental impact that a foodstuff has over the course of its life cycle through farming, production, transportation, use and end of life. Impacts may include associated water use (‘water footprint’); associated greenhouse gas emissions and so forth.

Issues Analysis

Through community input, review of documents and conversations with experts, we have identified the following issues to attaining our description of success:

- **Non-local food dependency:** There is a high dependence on imported food; many local ranchers cannot sell their beef locally and have to export it, due to a lack of local processing facilities for livestock.
- **Unequal access to food:** There are homeless people going hungry in Williams Lake and area and the local food bank does not distribute fresh, nourishing food to the degree to which it could if local food were involved.
- **Development pressure:** There is encroachment of development onto agriculturally productive land and traditional First Nations hunting, fishing and foraging grounds. There are no incentives for urban food production.
- **Lack of alignment to address food system:** Lack of coordinated movement around local food production. There is a lack of fully comprehensive community knowledge regarding most agriculturally productive or potentially productive lands and there is no capital budget allocated to local food infrastructure within City limits.
- **Regulations.** Local, provincial and federal regulations and zoning bylaws provide additional challenges for the growing, processing and marketing of local foods.
- **People (including youth) disconnected from food sources/production.**

Possible Indicators

Below are suggested indicators gathered from a review of community documents, discussions with community stakeholders, and discussions with outside experts. **Bolded indicators indicate those that are already being tracked.**

Indicator Group	Suggested Indicators
Local Food Vendors and Markets	<ul style="list-style-type: none"> • Volume of sales at Farmers Market • # of grocers, dining establishments and food manufacturers buying food items from local farms • Total value of school and other institutional sales (also report as percentage of total food purchases) • Regional poultry production as percentage of Cariboo consumption in meat and eggs • % and success of Community Shared Agriculture (CSA) per capita as a food provider

Sustainable Farming	<ul style="list-style-type: none"> • # of policies that support sustainable agriculture and food systems • # of partnerships that support sustainable agriculture and food systems • # of farms and gardens producing natural/organic products • % of region’s ranchers participating in the Farmland Riparian Interface Stewardship Program through the BC Cattlemen’s Association • Mortality rate of local bee (pollination) communities • % of region’s ranchers participating in the Farmland Riparian Interface Stewardship Program through the BC Cattlemen’s Association²¹
Economically successful	<ul style="list-style-type: none"> • Average/median income of farmers • # of food grower and producer vendors selling at the Farmers Market • # of farms/producers and aggregated volume of production • Amount of land dedicated to Agricultural Land Reserve (ALR) status • Number and nature of new agriculture based business starts
Dignified Access	<ul style="list-style-type: none"> • Market Basket Measure of food costs • # of people accessing food banks
Community Interaction	<ul style="list-style-type: none"> • # of community garden plots available • # of community greenhouses gardens in production and associated production volume • # of participants in community support agriculture, Good Food Box, “Grow a Row” or gleaning programs
Local ecological knowledge and indigenous knowledge	<ul style="list-style-type: none"> • # of public seminars offered regarding edible plants and plant identification (traditional knowledge and forest biologist knowledge) • # participants practicing seed saving/storage/trading

ⁱ Need reference for Good...

²¹ Sources reviewed for Local Food and Agriculture include common documents, as well as the following: Capital Plan (2005-2009, 2007-2011), Food Policy Action Plan, and interview with Tatjana Bates – August 2009.