

**MANAGER OF
PLANNING**



THE CORPORATION OF THE CITY OF ROSSLAND

**NOTICE OF SPECIAL MEETING PURSUANT TO
COMMUNITY CHARTER SECTION 126**

AGENDA

**SPECIAL MEETING OF COUNCIL
CITY HALL COUNCIL CHAMBER
TUESDAY, MAY 13, 2008
5:30 - 7:30 P.M.**

(1) CALL TO ORDER

**Close of Special
Meeting – move to
Committee of the
Whole**

THAT the proceedings for the Special Council Meeting held May 13, 2008 be adjourned;

AND FURTHER THAT Council move into the Committee of the Whole.

Reconvene

(2) Mayor Smith to reconvene the Special Meeting of Council held May 13, 2008

(3) ADOPTION OF AGENDA

(4) ADOPTION OF MINUTES

(a) THAT the minutes of the Committee of the Whole Meeting held May 13, 2008 be received.

**Matters referred from
the May 13, 2008
Committee of the
Whole – Visions to
Actions / Focus Areas**

(5) MATTERS REFERRED

(a) Matters referred from the Committee of the Whole Meeting held May 13, 2008

(6) CLOSE OF MEETING

Notice of the Special Meeting of Council, May 13, 2008, is hereby given on May 7, 2008.

Mayor

Corporate Officer



THE CORPORATION OF THE CITY OF ROSSLAND

AGENDA

COMMITTEE-OF-THE-WHOLE MEETING OF COUNCIL
CITY HALL COUNCIL CHAMBER
TUESDAY, MAY 13, 2008
5:30 PM

- (1) CALL TO ORDER
- (2) ADOPTION OF AGENDA
- (3) GENERAL MATTERS - Delegation

Delegations

Vision to Actions
Steering Committee

- (a) Erin McGuigan, representing the Visions to Actions Steering Committee re: summary of feedback gathered at the April 24, 2008 Public Meeting.

- (4) MATTERS REFERRED

Visions to Actions –
Public feedback

- (a) Matter referred from the April 24, 2008 Visions to Actions Public Meeting re: consider feedback gathered at meeting.
- (b) Confirm or change focus areas
- (c) If new focus area(s) are chosen priorities strategic actions for the new focus area(s).
- (d) Implementation strategy(s) – Oral report from Erin McGuigan

- (5) CLOSE OF MEETING

**Visions to Action
Report to Council: Summary of Community Feedback Regarding
Implementation of Strategic Sustainability Plan (May 13, 2008)
Prepared by Erin McGuigan**

Introduction

Attached are comments from multiple community members and a four page summary. This information was collected during April 2008 in regard to the City of Rossland's initial steps and prioritization for implementation of the Visions to Action Strategic Sustainability Plan.

Thirteen letters and emails were received. The public was also invited to attend a public meeting on April 24, 2008 at the Prestige Inn. Ninety-nine people were counted at this event (79 signed in). Attendees were encouraged to write their thoughts on blank index cards that were distributed at the event. At the end of the evening, thirty-seven cards were collected. There was no limit to the number of cards an individual could fill out and it is likely that some participants required more than one card to express their concerns. The transcribed comments from these cards are also attached as are notes from the meeting.

Please keep in mind that several individuals participated in the meeting and submitted written comments in both formats. Furthermore, at least one of the responses (Citizens for Responsible Development) represents multiple community members. Therefore, simply counting the number of responses that support a certain initiative is not a valid interpretation of the feedback. Below is a qualitative analysis and summary of the responses. This summary is intended to facilitate the decision-making process on Tuesday, May 13, 2008. I encourage you to read all of the feedback as other concerns and ideas may strike you as significant.

In total, there are currently three Focus Areas prioritized: Land Management, Community Economic Development, and Housing and Affordability. There are 33 Strategic Actions rated high priority. Based on preliminary discussions with City staff and community organizations, 20 of the Strategic Actions are already underway to varying degrees, and 13 will require entirely new action. These 13 Strategic Actions fall under the jurisdiction/domain of multiple organizations.

Please consider the following questions while reviewing this material:

1. Should the prioritized Focus Areas remain the same, be reduced or be expanded? If they should be changed, what should be removed or added?
2. Should the prioritized Strategic Actions be reduced, remain the same, or be expanded? If they should be changed, what should be removed or added?
3. If new Focus Area(s) is/are added, what related Strategic Actions should be prioritized?

For reference, I have also attached a list of the prioritized Strategic Actions and a list identifying all of the Strategic Actions by Focus Area.

In addition, I will be asking Council to specifically address *SA#145 Identify opportunities for heritage, arts and culture to contribute to the economy*, as it was initially omitted from the list of rated Strategic Actions relating to Community Economic Development.

Summary of Public Input

Community Economic Development

The prioritization of Community Economic Development was strongly supported in the feedback. Many of the responses called for the following:

- The creation of a comprehensive economic development strategy (SA#38 currently rated high priority) with an emphasis on diversification; and
- The creation of a community group or organization to lead the creation of an economic strategy (partially supported by SA#37 currently rated high priorities).

Community Economic Development related concerns that were identified by fewer people (possibly on only a single response) include:

- The value of arts and culture as a potential economic driver (SA#145 currently not rated);
- The inappropriateness of City Staff focusing their energy on developing the base of Red Mountain (contrary to SA#11, currently rated high priority);
- The importance of developing the downtown core (SA#4 currently rated moderate priority under Land Management, not identified as Community Economic Development SA);
- Ensure City does not incur more debt when supporting Red Mountain resort in expansion efforts;
- Proactively attracting “small green” companies;
- Ensure employment opportunities to attract and retain residents;
- The value of development in Rossland;
- The importance of becoming a four season destination; and
- The risk associated with development in Rossland (although this was in direct reference to Housing and Affordability).

Housing and Affordability

Housing and Affordability was strongly emphasized by the respondents and the prioritization of this Focus Area is clearly supported. Participants express concern for the need to ensure and enhance affordable housing options for both seniors and younger Rossland. They hope that the City makes choices that will not result in unmanageable increases in local housing costs and the cost of living in Rossland.

Housing and Affordability related concerns that emerge in a smaller number of responses (possibly on only a single response) include:

- The importance of establishing a housing authority for Rossland (SA# 48 currently rated high priority);
- The importance of assessing and adjust DCCs (SA#52 currently rated high priority);
- The importance of a housing needs assessment to identify highest priority housing needs (addressed under ID#48 currently rated high priority and ID#51 currently rated moderate priority);
- The importance of secondary suites (supported by SA#12 currently rated high priority);

- Need to create incentives for the legal creation of secondary suites (SA#12 currently rated high priority);
- The need for the City to set aside land (SA #49 currently rated moderate priority) and funding (possibly from DCCs) to create affordable housing;
- Dissatisfaction with the legalization of secondary suites and increased potential for multi-family dwellings; and
- The importance of addressing the cost of potential infrastructure upgrades and the high importance of SA#53 *Prepare an infrastructure and taxation plan with a long-term horizon* (currently rated low to moderate priority).

Land Management

The prioritization of Land Management was also supported, although not by as many respondents as those who supported Affordability and Housing and Community Economic Development. There were no major themes emerging in reference to Land Management. Following is a list of the many action items raised by individuals:

- The need for a Fringe OCP (SA#21 currently rated high priority);
- The importance of ribbons of green through the community (SA#36 currently rated high priority);
- The need to develop the Emcon lands (SA#8 currently rated high priority);
- The need for a cap on housing unit size (SA#14 currently rated high priority);
- Potential uses for the Emcon lands: park (not currently an SA) or alternative housing types (alternative housing, not in reference to Emcon is SA#50 rated high priority)
- Development of growth boundaries should be high priority (SA#1 currently rated moderate priority in Land Management and high priority in Housing and Affordability);
- Tree retention policy should be high priority (SA#38 currently rated moderate priority);
- The creation of a land development guide should be high priority (SA#144 currently rated moderate priority);
- The designation of land for a community garden should be a priority (SA#30 not currently rated);
- The need for a trails master plan (SA#25 currently not rated – not included in Land Management SAs);
- The creation of heritage residential zoning should be high priority (not currently included in SAs);
- Change RR zoning in watershed;
- Limit development;
- Take golf course to a referendum;
- No golf course in the watershed;
- Need to combat the influx of “vacation homes”;
- Zoning for commercial areas; and
- The need to protect the natural landscapes and views at the Rossland “gateways”.

Water and Solid Waste Management

Many people emphasized their concern that Water and Solid Waste Management is not prioritized. Specifically, most addressed water and watershed management, calling for the following:

- Creation of a watershed management plan (SA#111 currently not rated); and
- Protection of the watershed (ID#112 currently not rated).

The other ideas identified by community members (possibly only on a single response) included:

- Establish watershed boundaries (SA#112 currently not rated);
- Determine infrastructure capacity and condition (SA# 113 currently not rated);
- Concerns regarding a lack of sufficient information to support ongoing development decision in the watershed;
- Ensure the most affordable water;
- Incentives to meter water before metering is mandatory;
- Incentives to put in underground sprinklers or remove lawns;
- No golf course in the watershed;
- Take golf course to a referendum; and
- Stop all development in watershed.

Other

Other themes that emerged in the feedback included:

- A strong interest in public task groups to aid with implementation and ongoing sustainability goals;
- Need for baseline data in all areas (natural and socio-economic);
- Concern regarding the number of high-priority Strategic Actions and the City's capacity to pursue this many actions;
- Concern regarding the Natural Environment not being a high priority;
- Concerns regarding resort designation for Rossland;
- Concerns regarding a decrease in fulltime residents;
- Concerns regarding keeping the schools open;
- Concerns regarding .conflicts in the SSP;
- The need for population projections;
- The importance of attempting to achieve big goals such as infrastructure upgrades tied in with community garden;
- Concern regarding a lack of timelines associated with implementation; and
- Concerns that Rossland's contamination legacy from mining threatens achieving the downtown revitalization goals.

Regarding implementation of specific actions and potential collaboration, there are a number of comments from the Chamber of Commerce, Tourism Rossland and Juicy Studios attached.

Public Feedback Regarding Implementation of Visions to Action SSP

Below is the compiled feedback on the preliminary implementation steps for Visions to Action April 2008. As I said in an earlier email, all feedback would be left anonymous unless the author specifically requested their name be attached. In some cases, this turned into a judgement call. When the author offered specific assistance, I chose to include their name. Please feel free to contact me and I would be happy to update this report by adding or removing your name.

Letters and Emails

Tourism Rossland regarding Implementation of Visions to Action – April 2008

ID # 19- Establish a Downtown and Streetscape Revitalization Program.

There already is a downtown beautification committee which is working on items such as banners, flowers, bike racks and benches. Committee members include Jackie Drysdale, Peggy Lenarduzzi, Deanne Steven, Lloyd McLellan, Raymond Von Dibitsch, Robert Fershau and Janet Haskins.

ID # 37 Establish a Community Economic Development Organisation in the region

Tourism Rossland and the Rossland Chamber of Commerce are both interested in taking on this role on behalf of the City of Rossland on a fee per service basis. Effectively they both currently carry out economic development initiatives and this would be an extension of their current work. In addition they already have the contacts and grant writing experience to be able to be successful.

ID# 38 Develop a Regional or Community Economic Strategy

Tourism Rossland and the Rossland Chamber of Commerce are already working on this with the surrounding areas by participating in the Lower Columbia Community Development Team, BC 150 Committee, and Spirit of BC. In addition the two organisations work closely with regional Chambers of Commerce and Tourism Promotion agencies, as well as Community Futures.

ID#41 Develop an information package (web and print) that outlines the business advantages of locating in Rossland and the Region

The Rossland Chamber of Commerce currently has a relocation package. They would be interested in developing this on a fee for service basis in order to update it and flesh it out further. In addition the RCC has already located various grants which would be available to produce this document however it is important to note that these are matching grants only and would need funding in order to get this going.

ID #42 Establish a coordinated, collaborative Marketing Strategy and guidelines for marketing tourism in Rossland in an integrated way.

Tourism Rossland is Rossland's Destination Marketing Organisation and works with various organisations including Tourism BC, Kootenay Rockies Tourism, and the Canadian Tourism Commission to leverage funding and promote Rossland in an integrated way. We establish an annual marketing plan in association with our Board of Directors and various stakeholders .

ID #55 Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development

(including tourism opportunities).

Tourism Rossland and the Rossland Chamber of Commerce currently work with various neighbouring communities including the LCCDT, and local Chamber of Commerce's as well as Tourism Promotion organisations. The Rossland Chamber of Commerce is interested in developing more economic development opportunities on a fee for service basis.

ID #90 Hire a part-time volunteer, event and facilities coordinator

Tourism Rossland and the Rossland Chamber of Commerce are very interested in having this position work with both of their organisations. It should be recognized that the two organisations currently have the contacts, the promotion knowledge and the ability to tap into various funding sources (on a project per project matching funds basis). It is also interesting to note that the two organisations already have the space and equipment (computer etc) available for this position. In addition if the Events Coordinator works for the City it is our understanding that the liability costs for the organisation of these events would be negated.

ID #91 Establish a system (web and networking software) to create a town network that keeps residents informed.

Tourism Rossland in association with Juicy Studios has already set up a system designed to do this. The website is www.bhubble.com and it is described as "Facebook for communities". It allows individuals and groups to host discussions, post pictures, advertise events and coordinate activities. It is free for anyone to use!

ID #147 Actively recruit fulltime residents with mobile careers

The Rossland Chamber of Commerce is interested in taking on this responsibility on a fee for service basis. The RCC already has the contacts and access to matching funding for a project like this.

ID #40 Identify an ambassador (s) to develop and nurture implementation partnerships with large economic partners

The Rossland Chamber of Commerce is interested in taking on this initiative on a fee for service basis. Through the Invest Kootenay Partnership, ambassadors are partnered with interested investors in order to showcase our region's assets and provide investment-related information.

ID #59 Increase the presence of information about Rossland at Castlegar Airport, Trail Airport , Spokane International Airport and in Nelson

Tourism Rossland is actively working to promote Rossland at these venues.

ID #45 Support a summer and fall farmers market in the downtown area

Tourism Rossland would be more than interested in working to market this type of event to potential tourists.

ID #39 Establish a remote working facility and business services hub with multi-purpose meeting rooms

The Rossland Chamber of Commerce currently operates a business services hub with access to internet, printing, scanning and faxing services available. The RCC is interested in expanding these services to include a multi-purpose meeting room and currently estimates that it would cost \$500 per month. If annual funding was made available the RCC would be interested in providing this service.

ID #43 Identify an ambassador to develop and nurture implementation partnerships with inter-regional transportation companies.

Recently the Rossland Chamber of Commerce presented the BC Chamber of Commerce with a policy regarding rural transit - the missing piece in BC transport plans. When approved this policy will be presented to the provincial government as an issue businesses in BC are faced with. The Rossland Chamber of Commerce would be willing to participate in the group that is formed to implement this initiative.

Hi Erin

I was just reading through the documents and I would like to address ID#91 in "Community Economic Development: Strategic Actions Rate High Priority" which states, "Establish a system (web and networking software) to create a town network that keeps residents informed."

I work with Juicy Studios located above the post office in downtown Rossland. We are currently developing a system which is exactly what the statement above is describing. Our main website is at www.bhubble.com (see www.bhubble.com/rossland for Rossland) and this site is the backbone for communication between multiple other sites. You may have seen Tourism Rossland's event site, www.rosslandevents.ca; this website shares all of its data with Bhubble.com, therefore you see the exact same events in both places (although Deanne Steven of Tourism Rossland has the ability to choose which events she wants on rosslandevents.ca from bhubble.com). You can see that www.tourismrossland.com also has a list of events from the same place. We will also be launching www.rosslandlife.com which will essentially be the same as bhubble.com but with no options to visit other towns, only Rossland content. This is the site that we will be marketing to Rossland residents as Rossland's own social networking site. Many other Rossland businesses are interested in getting involved in our system as well, so they can contribute and display events through a centralized server.

I would love to have a chance to talk to the City about building a website that connects with bhubble.com, rosslandevents.ca, rosslandlife.com and potentially all Rossland websites for communication of events and discussions. I'm not sure what the timeline is for Visions to Action, perhaps you could let me know who I should contact and when they might be interested in looking more into this?

Thanks!
Alynn McKenzie
Juicy Studios
www.juicystudios.com
www.bhubble.com

To: Rossland City Council
cc: Erin McGuigan
Subject: Comments for the V2A meeting, April 24, 2008

Economic Development should be a high priority focus. Except for issues relating to water and watershed management, it is the single most important challenge facing Rossland.

Real estate driven resort development is Rossland's current economic focus. Experience throughout North America clearly shows that this narrow development focus leads to stagnation and decline as large increases in property value drive the core population away. Rossland and other communities in British Columbia are seeing the negative impact of real estate driven resort development. Data from BC STATS shows the population of Rossland is declining. The populations of Fernie and Golden are declining even faster.

Critical factors necessary for large-scale resort real estate development, such as low interest rates and stable currency exchange rates are beyond the control of any developer. It is why real estate development is such a tough, high-risk business. It is a huge gamble to make resort real estate the single focus of community economic development.

Real estate development can have a negative effect on communities when it is overly focused on resort real estate. Resort real estate development focuses on building and selling residences to vacation homebuyers, real estate investors and speculators. Resort residences are seldom designed or intended to be permanent, year round residences.

An unintended consequence is a run up in community housing prices that result in community residents who cash in and move out. Increased seasonal jobs and workers create a more transient population. Housing becomes unaffordable. School population stagnates. The work force starts to migrate to more affordable housing in adjacent communities. The community is hollowed out. Construction spending contributes to the local economy, but in the long term cannot offset the loss of core population.

Rossland needs an economic development strategy that can stabilize and reverse this trend. The strategy should include actions that encourage Red Mountain Resort and Redstone Resort to strengthen their businesses but avoid commitments to further extend the City's debt. This should be balanced by defining strategic actions that encourages complementary growth, diversifies the economic base and grows core population.



May 1, 2008

City of Rossland
PO Box 1179
Rossland, BC V0G 1Y0

Attention: Erin McGuigan

Re: Comments regarding Visions to Action Proposed Community Economic Development Priority

Erin,

Below are comments from the Rossland Chamber of Commerce in relation to some of the strategic actions that have been identified for the Visions to Action Community Economic Development Priority Area.

ID # 37: Establish a Community Economic Development Organization in the region

The Rossland Chamber of Commerce is interested in taking on this role on behalf of the City of Rossland on a fee per service basis. The Chamber currently carries out economic development initiatives and this would be an extension of our current work. In addition we have established many related contacts and have grant writing experience to be able to be successful.

ID# 38: Develop a Regional or Community Economic Strategy

The Rossland Chamber of Commerce is already working on this with the surrounding areas by participating in the West Kootenay Boundary Spirit of BC Community Committee, the BC 150 Committee and Community Futures. Additionally, the Rossland Chamber works very closely with the regional Chambers of Commerce developing regional strategies

ID #39: Establish a remote working facility and business services hub with multi-purpose meeting rooms

The Rossland Chamber of Commerce currently operates a business services centre with access to the Internet, printing, scanning and faxing services. The Chamber is interested in expanding these services to include a multi-purpose meeting room and currently estimates that it would cost \$500 per month. If annual funding was made available the Chamber would be interested in providing this service.

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The Rossland Chamber of Commerce is interested in taking on this initiative on a fee for service basis. Through the Invest Kootenay Partnership, ambassadors are partnered with interested investors in order to showcase our region's assets and provide investment-related information.

ID#41: Develop an information package (web and print) that outlines the business advantages of locating in Rossland and the Region

The Rossland Chamber of Commerce currently has a relocation package. We would be interested in developing this on a fee for service basis in order to update it and flesh it out further. In addition the Rossland Chamber has already located various grants which would be available to produce this document- however it is important to note that these are matching grants only and would need funding in order to get this going.

ID #43: Identify an ambassador to develop and nurture implementation partnerships with inter-regional transportation companies.

Recently the Rossland Chamber of Commerce presented the BC Chamber of Commerce with a policy regarding rural transit - the missing piece in BC transport plans. When approved this policy will be presented to the provincial government as an issue businesses in BC are faced with. The Rossland Chamber of Commerce would be willing to participate in the group that is formed to implement this initiative.

ID #55: Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities).

Tourism Rossland and the Rossland Chamber of Commerce currently work with various neighbouring communities including the LCCDT, and local Chamber of Commerce's as well as Tourism Promotion organizations. The Rossland Chamber of Commerce would be interested in developing more economic development opportunities on a fee for service basis.

ID #90: Hire a part-time volunteer, event and facilities coordinator

The Rossland Chamber of Commerce and Tourism are very interested in having this position work with both of our organizations. It should be recognized that the two organizations currently have the contacts, the promotion knowledge and the ability to tap into various funding sources (on a project per project matching funds basis). It is also interesting to note that the two organizations already have the space and equipment (computer, desk, etc) available for this position. In addition, if the Events Coordinator works for the City it is our understanding that the liability costs for the organization of these events would be negated.

ID #147: Actively recruit full-time residents with mobile careers

The Rossland Chamber of Commerce is interested in taking on this responsibility on a fee for service basis. The Chamber already has the contacts and access to matching funding for a project like this.

Best,



Maritza Reilly, Manager
Rossland Chamber of Commerce

Dear Erin,

I work late Thursday's....so briefly my thoughts about visions to action meeting.

Seems to have been hijacked by vocal lobby group-CITIZENS FOR RESPONSIBLE DEVELOPMENT?

Responsible development is what we all want to contribute to, but sustainable communities have to have a growth strategy to allow future kids to live and prosper in our town. What age group are the Citizens for responsible development? Are there any 20-30 year olds on their committee? How far are they looking into our future as a community when they voice their concerns? What expert opinion is acceptable to them and for the rest of the community.

Economic considerations have to factor heavily in to sustainable planning for the next 20 years. Our infrastructure will have to be modernized whether there are 3000 or 6000 people paying for it.

Schools probably will close for lack of numbers in the next 10 years but "school academies" or Charter schools may be possible if the community has improved its amenities and enhanced its "desirability"...but this won't happen by staying the same?

There is much competition for Resort destination and yes they do use some of the land base but good development is contained and detailed within the proposal. It is the small urban sprawl type development that we must avoid if Rossland is to be seen as a progressive community with an eye to the future. Visions has a role in this by encouraging increased densities and only allowing the "best" developments that have experts detailing the "safety" and potential community benefit from the proposal.

Community garden tied in with the sewer upgrade and treatment plant creates a positive out of a negative community expense...but can we dream that big if our community is stagnant? (no pun intended) We have to upgrade anyway so why not be really modern about the planning

Transportation connecting golf course ski hill and downtown only becomes possible with successful 12 month tourist cycle as does an "urban feel" walkable downtown....our long term "green footprint" would be smaller if this could be developed whereas now everybody has to drive to blackjack etc.and this will continue unless we embrace change and start working towards it.

Small "green" companies may be attracted to Rossland if they were convinced we are a growing community but to this point we have not overcome inertia and it is beginning to feel that new people and new ideas are not welcome... if not us maybe in Trail or Castlegar?

Hopefully the Citizens for responsible development have a social, educational, economic and environmental concern compiled in "big picture" thinking and are not just a reactionary group interested in maintaining the status quo just because they have just moved here in the last 10-20 years and want it to remain the same. Having brought up my family here it is doubtful they will be able to live here long term because of lack of

opportunity in the job market. Are ski bums, people that work part time and retirees (young and old) really all are community is interested in.

We have to let council continue on the Visions process and become educated in what is really best for the community for the next generation for sure and perhaps even the generation after that!!

Thanks for the community involvement

I give high priority to defining the limit of development, protecting our watershed, working for a diversified economy and designating ribbons of green throughout the community.

Visions to Action
Strategic Sustainability Plan Implementation
Housing and Affordability

Many Rossland residents, such as seniors on a fixed income, and low-income young families, are concerned about whether they will be able to afford to continue to live in Rossland. We already have very high taxes and the high cost of all the growth related infrastructure projects looms over us without knowing who is going to pay and how. Taxes could be the tipping point over whether to stay in Rossland or move out. It is very disappointing to see that Council only assigned a low to moderate priority to Action 53 – “Prepare an infrastructure and taxation plan with a long term horizon” I would suggest that this action should be related as a high priority item especially since Council rates Action 52 “adjusting DCCs to reflect true costs”, as a high priority. It is difficult to see how you can review DCCs without having a long-term infrastructure plan so it would be logical to rate 52 and 53 with the same high priority as the two go hand in hand.

These must be very busy times for City staff and Council this is quite a “plateful” of work. If you I can be of help in the work by addressing some of these issues, I would be happy to volunteer my time and knowledge of infrastructure costs.

Ken Holmes
Rossland
24th April 2008

STRATEGIC SUSTAINABILITY PLAN PRIORITIZATION
Citizens for Responsible Development www.rosslandbc.org

Introduction

The Citizens for Responsible Development acknowledge that the areas of Land Management, Housing and Affordability and Community Economic Development are high priorities for our community. We would however, strongly suggest that the Focus Area: Water and Solid Waste Management, contains some strategic actions that are of critical importance to the community. This view is supported by the concern citizens voiced about proposed development in our community watershed. We have identified our top ten strategic action priorities below.

FA#10 WATER AND SOLID WASTE MANAGEMENT – RATING: CRITICAL

Goal: To provide a dependable supply of clean healthy water that exceeds quality requirements and meets the needs of residents and visitors.

- Create an integrated Watershed Management Plan (#111/120 City Engineering)
- Establish watershed boundaries and protect the watersheds (#112 City)
- Determine infrastructure capacity and condition (#113/114 City Engineering)

FA#1 LAND MANAGEMENT – RATING: HIGH

Goal: To make efficient use of land resources, limit sprawling development and maintain a vibrant city core.

- Define medium-term growth boundaries (#1 City Planning)
- Develop the downtown area including the Emcon lands (#4/8 City Planning)
- Collaborate with RDKB and stakeholders to prepare plan for surrounding lands (#21 RDKB)

FA#5 HOUSING AND AFFORDABILITY – RATING: HIGH

Goal: To ensure sufficient local supply of affordable housing, with competitive property taxes, to maintain a diverse community of full-time residents.

- Establish a Housing Authority for Rossland (#48 Council)
- Assess and adjust Development Cost Charges to reflect true costs to the community (#52 City Planning)
- Prepare long-term Infrastructure and Taxation plan (#53 City Manager)

FA#3 COMMUNITY ECONOMIC DEVELOPMENT – RATING: HIGH

Goal: To create a diverse, resilient and balanced economic base providing quality employment and sustainable wages for residents.

- Develop a Community Economic Development Strategy (#38 New CED Organization)

April 24th – Three Points...

#1 priority should be Water Management and Solid Waste (#10 Focus Area)

Common sense tells us that it is unwise to continue to authorize development without first insuring that we have the carrying capacity to support it. The experts at the CBT presentation on Climate Change dramatically reinforced this idea. Our community's water supply, from all sources, needs to be carefully analyzed and protected. The lack of current reports on the subject prove that we do not have enough information to make well reasoned development decisions. We should not make these important decisions that will effect us and future generations until we have taken the time to study our water – both current conditions and modeling for climate change factors in the future.

The SSP suggests that using citizen advisory groups is an excellent way to develop specific action plans. These groups will help our already over extended city staff and councilors be more efficient and effective. This idea had seemed warmly received by most councilors last fall – now is the time to implement it.

Economic development got high marks – I agree it is important but what is needed in an overall economic development strategy. The SSP lists a lot of great ideas by they need to be wove in together into a a strategy – not just taken on one by one based on a popularity vote or the low hanging fruit. I submit that developing an economic strategy is more important than establishing a downtown and streetscape revitalization program. The developers themselves are fully capable of developing Red, we need the city staff and councilors to focus on the broader economic issues.

Hello Erin,

I wanted to provide some feedback for you on the Visions to Action Session last night (I didn't bring a pen with me!)

I just wanted to state that I fully support the ideas that were put forth by the Citizens for Responsible Development. I especially believe that this town needs to focus on ensuring that we have water for future generations, and I feel that one of the ways to do this is to protect our watershed from any potential risks.

I attended some of the Visions to Actions sessions and participated in the water and liquid waste management groups. At the time of those sessions we were focusing on conservation and fixing leaking infrastructure – it was never brought to my attention that our watershed was not protected, because I assure you that would have been one of the priorities that I would have pursued with our group. I understand that city council feels that they are doing a lot with water right now – but I think there is quite a bit missing in their strategy. I believe that having a comprehensive water management plan, including ensuring that the watershed is protected from development and other hazards is necessary for Rossland to ensure clean water for future generations. I also found it very interesting during one of the Visions to Action Sessions that the consultant from the Sheltair Group mentioned that putting in a new reservoir was something cities should not be pursuing for a water management plan – unfortunately our new reservoir was already started at that point.

I would also like to see some incentives for those of us who are willing to install water meters before they are mandatory.

I will be in Vancouver on April 24th so cannot attend the meeting – drat.

I note that one of the recommendations is to place a limit on the size of house that is permitted in Rossland. I strongly agree with that and support the idea.

I would like to take it further, and suggest that the limit be in line with sustainability goals, with the concept that “small is beautiful”, recognizing that every square foot of housing costs us in greenhouse gas emissions, in deforestation, and energy use – both embodied energy and future energy required to service the home. I’m suggesting that the limit be one that actually has teeth – one that means something environmentally.

I note that one mountain resort community in the US placed a limit of 11,000 square feet. I suggest that is a meaningless limit environmentally, even dangerous.

I was very disappointed that our Council saw fit to allow greater lot coverage on some lots than had previously been permitted. I suggest that was a retrograde decision, and should be revoked. I think we should return to the former limits on both height and lot coverage.

Also, for those with large properties, I suggest that a limit of 3,000 square feet (or less) should be imposed – and that variances should not ever be granted for height restrictions, lot coverage, or home size for new construction or renovations.

Hi, Erin,

Thanks for all your hard work to gather all of last night to discuss the SSP.

Thank you, in advance for considering my comments below and attached.

Affordable Housing:

Attached are my Affordable Housing comments, including a link in that document to BC Stats data as well as an attachment about School enrolment (from HR Director at SD 20)

I'd like to clarify in my comments on the attached that I support Affordable Housing to meet the needs of a variety of types of employees (eg seasonal, permanent, various trades, careers) who could benefit from a variety of types of housing (eg ownership, rental). Typically a needs assessment or other similar method would be utilized identify the highest priority of housing and then we would address that need first simply because we have so many action items to do. I have volunteered and continue to volunteer to work on this focus area, under staff direction, as needed.

Water:

I'd also like to comment on why prioritizing an integrated comprehensive plan created for our water should be listed as the highest and most critical priority:

- 1- We need to identify and protect our raw water resources, our watershed, for many reasons including the fact that using the cleanest raw water source is always the least expensive method of providing the most affordable community water;
- 2- We need to identify and plan for our needs (demand) and supply (sources), first utilizing the most accessible water, as this is the most affordable water to the community.
- 3- We need to incent water conservation (eg water meters), to avoid unnecessary waste of water that we have spent time and money to provide to the community.

Having a comprehensive plan to provide the most affordable water will help us greatly in accomplishing goals within the economic development and affordable housing priorities. Water protection goals should guide land use decisions.

So, water should be the highest priority over the other 3 focus areas.

Advisory Groups:

At the meeting I also noted the benefits of Advisory Groups that is often overlooked:

- 1- these groups are an excellent way to create a depth and breadth of knowledge in the community about the community and local government; and
- 2- these groups are an excellent way to encourage and educate community members for positions as future Councillors, Board Members on various non-profit efforts and the like. The people who contribute to these Boards and Council are critical to the task of creating and maintaining a strong community that is charge of its destiny.

So, Advisory Groups can serve purposes going 2 directions

- 1- assist staff and council in identifying and analyzing alternatives
- 2- assisting the community by development of future community leaders.

In addition, Advisory Groups can serve well as an additional communication channel between the community and Council.

HOUSING AND AFFORDABILITY

comments, April 24, 2008

1 attachment: School Enrollment last 10 years, per Greg, HR, SD 20

I concur with Council's proposal to rate Housing and Affordability as "high priority", although I rank it below water resource planning because housing will certainly not be affordable if our water resources are more scarce and therefore expensive.

- 1) I've purchased and lived in affordable housing, it's great, and without reasonable housing costs our economic strategy will be stifled because needed professionals will not take jobs here (or stay here) due to relative housing costs.
- 2) The data shows
 - a) a decline in our permanent resident population (*almost 2% since 2004, according to BC Stats, which I have with me to share with those interested*); <http://www.bcstats.gov.bc.ca/data/dd/facsheet/cf216.pdf>
 - b) a decline in school enrollment (*an increasing rate of decline since 2004, per the superintendent of SD 20, which I have with me to share with those interested*) (*see attached*)
 - c) an increase in real estate prices
 - d) an increasing inventory of high end investment/tourist units.

The school district is again talking cutbacks in Rossland.

Affordable housing (*and an economic development strategy*) in Rossland is critical to reverse the impact of these trends and maintain a diverse and economically viable Rossland.

Perhaps, a sound affordable housing strategy will increase primary and secondary school enrollment.

- 3) Land and funding is necessary to build affordable housing.
 - a) The City has some land, which should be earmarked for affordable housing
 - b) DCC's, by charter, can include costs for affordable housing.

Let's use the tools we have and follow the models available such as in Whistler.
Thank you.

Hi Erin,

We attended the meeting on Thursday and I have been thinking about the results.

As a long time resident of Rossland, more than 50 years, I am concerned about my future pleasure in continuing to live here.

I am not a golfer and do not ever expect to golf, although we have land right next to Redstone. We do not live there, but enjoy it in its wild state. I am not against golf courses, but am certainly very upset about the fact that the new proposed golf course will compromise the watershed. There is no way that enough protection can be put in place to assure no contamination. Also, much as I hate to say, Mr. Katkov has apparently not carried out his assurances in the past.

The city must protect the watershed, at all costs. Water is the living component of any place where people live and right now we can actually drink our water from the tap. At least, I do and also enjoy it. The water for irrigation and industrial use does not need such stringent requirements, but I do not think we should have to buy bottled water to drink. This is definitely what will happen if industry is to be allowed in our watershed area.

If the contamination is allowed to happen, it will cost a great deal more in the future to secure potable water than is currently what is necessary.

The other concern I have, which was addressed, is affordable housing.

Seniors housing was focussed on, but housing for younger is probably more important. Lets face it. The seniors may be on a fixed income, but they probably have equity and savings which the younger ones have not yet been able to acquire. If there is no affordable housing for those who may have children, we will lose our schools. We have to fight constantly, now to keep what we do have.

The development which has been going on, does not seem to have a great positive in the town for the long term residents. All you can buy, other than groceries, is real estate or medical care, such as massage and aesthetic items. Those last two are enjoyable, but you need money to use them. I know I am exaggerating here, but there are few shopping opportunities and it now appears that there will be more restaurants, which I applaud, but it sounds as if there is a ground swell and this is a small town of less than 5000 residents and I see that these will not last.

There are fewer volunteers for the many activities, although many of the more recent residents have been wonderful at volunteering. The long term residents,(read old) are often not energetic enough to continue the volunteering, or may not ever have helped the town. I admire such people as Ken Holmes and his wife, Rita, Kathy Moore, Kelvin Seldern, Ann Damude, yourself, and many others.

This is long so let me just point our my point:

1. Watershed protection is paramount
2. Affordable housing, for everyone, but especially for those on smaller incomes, with young families, and for seniors. That would need to also be handicap access and easy maintenance.
3. Diverse industry. Red Mountain should not be depended upon. Perhaps some new mining? Some small ecological manufacturing?
4. Land Management This goes along with all the previous 3 items. No more chopped up zoning, but I think secondary suites and smaller lots are quite a good idea. And, diversity in the neighbourhoods.

Tricia

Hi Erin,

I just wanted to provide input on the implementation plan priorities from last night. I was at the Chamber AGM and missed most of the meeting so forgive any redundancy or ignorance in my comments.

My overall impression is that the priorities reek of effort and the staff and community resources appear slim to accomplish these priorities in a timely fashion. That said where are the timelines? Every Sustainable Development Strategy (SDS) I've been involved with included timelines, if only for the purpose of auditing achievement.

I understand the "Lead" for each item but am unsure of the terms of reference for the vessels achieving each action. Are citizen base committees and task forces going to be established?

My diagnosis of the status quo is that we are lacking solid baseline data in all areas. Again the SDSs I've been involved had hard targets for collecting baseline data in the onset upon which management and initiatives could be built upon and measured. The SSP needs to prioritize baseline initiatives.

Regardless of priority, some initiatives are "low hanging fruit" and should be picked off immediately as this provides momentum and small victories we can hang our hat on. For example – ID#59 Increase the presence of information about Rossland at airports.

Some specifics.....

Community Economic Development

- 1) Need to establish a baseline – what is the sector breakdown for resident's income? (%tourism, %Cominco, %development, %service, %home base business, etc) With these stats in hand we can develop growth/diversification targets for the local economy and measure success. The City has this breakdown for tax revenue we need it for the residents and local economy. Part of this would include the economic impact assessment (ID#141) which should be bumped up to a high priority.
- 2) Can the Chamber take the lead on the Community Economic Development?
- 3) Again I caution that the contamination legacy of Rossland's mining past threatens achieving the downtown revitalization goals. Although the City has opted out of administering the Environmental Management Act Site Profile system, prospective owners and developers will trigger the Act upon seeking financing. I'd be happy to do a presentation to the Steering Committee and Council on the ramifications of the Environmental Management Act and Contaminated Sites Regulation. There is a reasonable solution that Teck Cominco's consultants are aware of and can provide. (Please don't consider this a business development tactic for myself as I actually stand the most to gain from the status quo, rather this is advise from my core area of expertise.)

Land Management

- 1) Need to establish a baseline – a Natural Resource Inventory (NRI) is required that identifies real property assets and liabilities.
- 2) Need to establish a Trails Master Plan for integration with OCP.
- 3) ID#57 – Gateways: personally would like this strategy enhanced to include preservation of natural gateways (landscape and viewscape) for sense of arrival. Sense of arrival is as important if not more for residents as it is for visitors; therefore Tourism Roseland may not be the best lead although a strong stakeholder. Personally I feel the reduction of stress as I turn wedding cake corner or get my first view of Red coming down 3B after being out of town.
- 4) Tree retention policy (ID#32) should be bumped to high priority given immediate development pressures.
- 5) Land Development Guide for developers (ID#144) should be bumped to high priority given immediate development pressures.

Housing and Affordability

- 1) Need to develop a definition of heritage residential buildings and preservation policy to prevent gentrification of this community asset.
- 2) Recommend Taxation Plan (ID#53) receive higher priority and include research into alternative taxation forms that promote values identified in the vision. (preservation of natural areas and trails, promote young families, penalize dark houses, etc).

My 2 cents - keep up the good work!

Dave.

Meeting Notes

Participants

Approximately 99

Opening remarks: Erin McGuigan

Appendix E in the SSP will be update with an Addendum as some cross references are missing. It will be available on website, circulated via email and included in the digital version.

SSP available in B&W. Free to public. Call City Hall first.

Free to task force members- Erin has copies here – or can be picked up at City Hall Sign in sheet. Make comments in person, on cards, in email. Try to get in by 4pm

tomorrow (But she'll still accept comments over the weekend)

Tonight Gord will walk through the process and discuss next steps.

Mayor Smith

Lots of work in planning and getting to this point: Implementation.

First step: get feedback from community on priorities set by council.

Change happens:

Teck, retirements, demographics, increased cost of infrastructure, small biz climate.

Population declining more in rural areas. CBT climate change talk- serious issues facing us. Environmental challenges, rising energy costs, resource challenges, transitioning economies, urbanization, globalization,; all represent change that we can't control but will influence us.

Questions asked at V2A:

Where are we today? What is special about Rossland now?

What will the future look like? What do we want it to look like?

How do we get there?

V2A steering committee:

(Introduced Ian, Kelvin and Graham, mentioned Donna Dean of RDKB) did a great job starting the process and worked together very collaboratively- outreach to community, schools, seniors, volunteers, task force formed. It was a great accomplishment, never done by a town of our size. Whistler had huge budget for their process and a staff of 5. We did with almost all volunteers. Creative tension between consultants and steering committee was productive.

End result was SSP 1.0:

It's a living document that will change and evolve as the town changes and its needs change. Not a static doc at all; designed to outline a vision for 2030- getting into some longer range planning than is usually done. Considered the triple bottom line of social, economic and environmental concerns.

Out of public meetings and task force sessions, charrette and art work came 11 focus areas with approximately 150 specific tasks to implement them.

Council priorities

Selected to ensure success. Wanted to select some areas and create the framework for how to tackle the rest of the areas. All are important but limited staff time, money, community interest and level of urgency had to play into which were selected.

Council chose:

Community Economic Development, Land Management and Housing & Affordability as top areas.

Public Discussion Notes

Public Speaker 1: *What was the decision making process to arrive at these priorities?*

Erin: Council had a lengthy discussion and then used rounds dotmocracy (or dot voting) and further discussion to narrow down the Focus Areas to three. Working on individual packages/handouts each Council member rated each Strategic Area as high, moderate or low priority. The ultimate rating given to each Strategic Action was based on the highest number of ratings it received – they were not combined and averaged.

Public Speaker 2: *Has City Staff had a chance to think about what kind of capacity they have to take on the admin stuff and leg work that will be required?*

Gord: When Council prioritized there were staff in the room and capacity was addressed. Grants will help increase staff capacity.

Public Speaker 3: *The Steering Committee (SC) got the process to the SSP. Now it is council's project to execute. The OCP currently under revision, is to be informed by the SSP. The OCP is the legislative doc required by the province for all municipalities. Other smallish communities are asking the steering committee for guidance about how to replicate our experience in their town.*

Question: Has council talked about how community engagement can continue?

Gord: The SC Terms of Reference were to get it to the point of the SSP being complete. When you are thinking about how these go forwards, the SC is no longer involved at a formal plan. The SSP also informs the OCP. OCPs are legislated documents that a community has. Again that is owned by Council as it should be. Other communities are looking to Rossland, at what we have done here as a model for this kind of development. It is unique for a community of this size. Particularly the community engagement. We can be very proud of the level of engagement. I talk to other communities and they cannot get 20 people out to a meeting.

Public Speaker 3: Have you talked about how Council can receive public input on an ongoing bases?

Gord: No definitive discussion yet but council will consider soon. SSP recommends task forces to help with specific areas. We have not reached that step yet because we have not set priorities and we are charting our own sustainability framework. Where are the opportunities for public input at the implementation phase? What I would personally (and I cannot speak for the rest of Council) like to see is citizen task groups to help inform council about these issues. I want to do that quickly so that the next council has something to leverage off of and build on. Get them working on some of the problems that have been identified in the document.

Public Speaker 4: Within the SAs there are still a very large number of action items, what number would you like to see?

It depends on the SA. Many of the SAs are already underway. It is hard to speak to that without letting Council have its discussion. Hopefully there are some low-lying fruit.

Speaker 5: How do you reconcile the Focus Areas with the building that is going on at Red Mountain?

Missing some

Housing and Affordability is specifically going to address cost of housing. When you look at other areas... it becomes unaffordable. What this community needs to do is first of all define affordability. What does affordability mean in Rossland? We can say compare our house prices to the lower mainland or Toronto. What I think needs to be discussed is comparing the ability to earn an income to the cost of housing. I would personally like to have a group that is willing to dive into that. Then we work with other stakeholders that are willing to implement strategies to deal with affordability. Council has already taken steps to address the cost of housing for example secondary suites. When we talk to people from other resorts, they say that is something that has to be done.

Speaker 5: I represent the Committee for Responsible Development. I think that the process council went through to try to narrow down the process was an excellent step. What our group tried to do was sit down with all of the SAs and identify a number that are manageable. We have 10. One thing you said was that you took into account was what is on the mind of citizens. One thing that we feel is on the mind of citizens is water management.

- *Land mgt: a good mid term goal: limit sprawl, create robust city core. Define growth boundaries. Dev downtown and EMCON lands.*
- *Housing and affordability: sufficient local supply with competitive property tax to encourage full time residents so we can maintain our clubs, schools, volunteerism that keeps community strong. Create a housing authority like Whistler's model. Update the DCCs and prepare a long term infrastructure and tax plan.*
- *Economic dev – needed to reverse our shrinking population. Create CEDO to promote a diverse economic base with sustainable and liveable wages.*
- *Water and solid waste management plan. To insure a dependable supply of water. Recent petition has expressed serious concerns. Establish a plan and protect the watershed. Determine infrastructure capacity and condition,*

Hope that Council limits the number of Actions to a reasonable number, but does not limit Endstate goals. (See letter from CRD for details.)

Gord: If you had asked me ahead of the meeting, I would have expected water to be on the list. Council decided that in fact there was a lot of activity going on regarding water and that in fact it did not need to be prioritized as it is in fact a priority already: the DCC bylaw rewrite; Ophir Reservoir; hiring Mike Thomas; the first time the city has had an engineer; the grant that the City just won for the Murphy Creek intake; staff is doing a comprehensive water metering program right now.

Speaker 6: We still need a comprehensive plan. What we are talking about is an overarching water management plan that will protect water for future generations?

Gord: If you ask Mike Thomas he will say that a watershed management plan is 90% complete.

Speaker 6: Aren't those outdated or old?

Gord: Some are old some are not. Part of Mike Thomas's job at the city has been to review all of that. He hopes that by the end of the year, he will have everything in its

place we will go out and finish that. The watershed management plan is an aggregate of strategies and plans.

Speaker 7 : 2030 I am looking forward to it – it is going to be great. I am just wondering if in 2030, I who love living in Rossland, will be able to afford to live here and at the tender age of 70 be able to have a place to live in that is not my home as I will have passed it on to my children. Any plans for seniors' housing?

Gord: The Legion has put in an application to the CMHC to develop the land attached to the legion to create seniors' housing. I certainly hope so (that there will be seniors' housing) what this plan allows for small incremental decisions and future councils can align themselves.

Speaker 8: I am just a bit curious about setting the priorities. I think the number one priority is development at the base of Red. Why is this priority when water is not?

Erin: The SA states that the base of red should complement not compete with Red so that puts the onus on City Staff to ensure that the two do not compete.

Steve: general: the SAs are not listed in priority basis.

Gord: Since water was not prioritized, none of the actions associated would show up on the priority list. The onus is on the City, dictated by the OCP that there is to be no massive retail development at the Hill.

Speaker 9: I want to congratulate council on getting this burning bylaw in. Can you describe the ongoing OCP process?

Gord: There is a Planning and Development committee meeting on Monday with a scheduled presentation by Focus (the consultants writing the OCP). It starts at 5:30 and we have to start our regular meeting at 7:30. Council will review the timetable. Has there been a timetable adopted by Council – no? Stay tuned

Speaker 10: I think there are many Rossland residents that are concerned if they will be able to live in Rossland in the future. We already have very high taxes. Consider seniors on a fixed income and young families. Taxes could be the tipping point. Disappointing to me to see that council described as moderate to low priority to doing an infrastructure plan and tax. I realize that these must be very busy times staff and council, and certainly if I can be of any help, I would like to volunteer my time and knowledge.

Gord: Taxation is important and it is high. A lot needs to be done to the infrastructure.

Speaker 11: I am interested to know how you see the process will work. I want to see a process where Council doesn't become defensive. I am interested to talk about how that TF would work. How could they set a balanced group that could come forward with non-binding recommendations? How do you balance someone's job description with the views of the TF.

Gord: That is going to be the biggest hurdle. Settling up TF, keeping them engaged and meaningfully... we have staff, they need to work with those staff members. They come forward with a recommendation and council says they are not going to do it. The trick to that is setting up terms of those focus groups. I think we were very lucky with the SC as it had good leadership. Graham was able to gather a group of stakeholders. There are people in this room who use negative energy. Council has to be very careful with who is on the TF so that they know who is on these TF, what there contact.

Speaker 12: Could the SC not lead this?

Gord: I would like to see them stay on as sustainably monitors and give us a report card whether or not council is succeeding. I would like to see an outside group do that. Tracey Saxby was someone who was able to come to council with a framework that was very positive and collaborative. She was able to reduce plastic bags by 70%.

Speaker 13: How were the lead agencies identified?

Erin: By the community working at the Actions workshop so they are not written in stone

Deane Stevens provided overview of chamber activities – see details in Letters and Emails

Speaker 14: I would like to talk about secondary suites and for that privilege, we are one of the few legal suites, we now pay for 70 cubic meters of water when we use 10. How will you control secondary suites?

Gord: The report came to council said exactly what you just said. Council's strategy was to open it up and allow secondary suites.

Mike: One of the complaints that came from the community was that there are dozens of secondary suites. I recently wrote a letter to someone, it is a 2k fine per day and I am happy to enforce. One of the issues we face with secondary suites, is spill over onto the streets. We require them to show that they have enough parking on site. Obviously this is a decades old development and we are not going to fix it overnight. If you are aware of suites, please inform us.

Speaker 14: But that puts the onus on neighbors to report neighbours.

Gord: City was under contract to RDKB for building inspection services. Now hiring our own inspector. We have advertised and created workspace. I hope to have our own building inspector reporting to our staff and not rely on someone to pick up the phone.

Speaker 15: If we are encouraging in-law suites and basement suites, that is to combat the cost of housing in Rossland. I don't think that this is a decent answer for affordable housing;

Gord: It is not the answer. There is not going to be THE answer. There are going to have to be a number of strategies

Speaker 16: Advisory Groups are a great idea. They can supply a lot of information to council. They can go in the other direction too. They can figure out what needs to be learned to make decision and it will automatically... It is difficult to be a councilor and there is not training. A person who is on an advisory committee might become a councilor at some point.

I also want to go back to water. I went to a number of council meetings. I heard Councilors say they are not going to address that right now, as it is a piecemeal approach. Instead of taking an overall look. In my mind, water relates to everything including Housing and Affordability. If we are getting enough water affordability, it is a constraint. I look at it as an overarching issue. Housing and Affordability – I support it, commend it. The data says there is a decline in our population and school enrollment. There is an increase in housing prices. And the school district is again talking about making changes. A sound economic dev strategy is integral to maintaining our economic diversity.

Land and funding seem to be the two things people from Whistler tell us are the two things necessary for affordable housing. And I learned that DCCs by charter can include costs for affordable housing. So I vote we use the tools that we have and go ahead with housing and affordability.

Speaker 17: I am an outsider. It concerns me that natural environment and resource land is not addressed.

Gord: there was some discussion that doesn't this belong with that, that with this. It is indeed a fabric and all of this will indeed be worked on.

Speaker 18: I just wanted to preface my remarks with how change occurs. Change occurs when there is dissatisfaction. Dissatisfaction might involve negative energy, dissenting opinions, and challenging long held beliefs.

What I wanted to talk about was Economic Development. I don't know how many of you have read Downhill Slide. May 2 at the Minors Hall there is going to be a film. It is called Resorting to Madness... it gives examples of when communities don't take charge. Now Visions to Action is a great program and should allow us to take charge. But what happens when your community focuses on resort development, real estate prices escalate. It happens time and time again. Fernie. Whistler with the run up to 2008 there population in 5 year, has only increase by 88 people. In Squamish, the population has increase by 1100?. Look at the relative cost of the permits. Value of building permits in Squamish: \$139k Whistler: \$350k People are moving to affordable communities. What is the building cost of permits in Rossland \$304k (data skewed because of inclusion renovations) Grand Forks, Warfield, Castlegar, and Kaslow are growing. Resort development is important, I am not slamming Red Mountain Resort I am not slamming Redstone, they are important to your future. Rossland lost 64 people Warfield gained 72.

We have to have a strategy. Identify young professionals with families that we can recruit. We have to identify opportunities, the city has lots of land, the city can look at building codes. I know Mike Matura is looking at some of those things. Some of those are spot on.

Speaker 19: A lot of the people who have been here for years probably came here as renters. Fact is secondary or illegal suites make that possible. We need more affordable housing here. Fact is no one is going to wash the cutlery or if you fall on the mountain no one is going to come and get you (because there is not housing for workers to that).

Gord: We need to attract everybody, not just professionals. A lot of what we are able to attract that has actually slowed the enrollment decline is construction workers. I really hope that we have bottomed out and are on the way back up. Let's not think that Rossland needs to be a place for professionals, it needs to be a place for all people.

Speaker 20: I am really pleased to hear about the planning that has gone on. When we talk about development and we talk about environment, some of the environmental issues get shunted aside. Ultimately, if you don't have your environment to support your economics, it is going to bite you in the end. As we move into the future we are going to have a rude awakening. It is difficult and we really don't know what the impact of our decisions is going to be. We are flying by the seat of our pants. Things that we thought were safe are not. Things we thought we were doing... I am talking about Water and Waste, and a concern about fire. They go together they are all linked. I would like to see a protected watershed. Our environment first and foremost. We need to have some guarantees so that the boundaries cannot be changed around when it suits some.

Speaker 21: I just want to encourage us when we are giving feedback to not go with the easy ones but work through it.

Speaker 22: I just wanted to mention that Janis Anderson and some of her compatriots on Wednesday April 30th at Parish Hall there is a public meeting to provide info regarding why Rossland schools are different from others...so you can provide input to the district.

Note: The assistant superintendent is taking a survey of everyone in Rossland so it is very important for people to participate in that survey.

Speaker 23: If we don't have water we don't have anything. I am just wondering if maybe council can encourage or create some sort of mechanism where new homes will be required to use grey water or run off. Need conservation measures. That and the leaky infrastructure that we have. Rather than building a new reservoir. We should address the faults in our system.

Mike: City is pursuing: percolation, non-pervious surfaces, low flush toilets, we have not got to the point to requiring roof capture.

Gord: There is not water conservation happening in town, but it is happening out in the developments by bylaw. We are doing studies right now on inflow into our pipes.

Speaker 24: Speaking to fixing the infrastructure. We live in a rental home, a pipe burst and we are running a hose from our neighbors. I have heard that the distribution pipes in Rossland are not buried as deeply as they are in other communities with similar climates.

Mike: It is up to the private property owners.

Speaker 25: Rossland is unique in that it has these processes and all of these people who have come out the sessions and that there are discussion like this. One of the things that it seems to me is inherent in this process there are built in conflicts because in order to have affordable housing, you need an economic structure, development, environment... The serious conflicts need to be looked at, and council needs to express how it is going to deal with conflict and how you are going to deal with it when the community says no. Every community that I know that values water and sustainability has a protected watershed.

Gord: Our goal is to balance social, economic and environmental issues. It is up to your elected officials to make those decisions on your behalf. This is a very exciting time. To be a politician town and hopes to see full slate of people running for council in the fall.

Meeting closed at 9:30pm

Index Cards - Written Comments Regarding Implementation

Note: At the April 24 2008 Visions to Action public meeting, participants were encouraged to leave written comments on circulated index cards. Below is the text from those cards. A double space between paragraphs indicates a new card, in some cases participants filled out multiple cards but it was not always possible to identify cards with the same author so they are represented here as distinct. Not all cards were entirely legible.

The biggest problem associated with secondary suites is insurance. Once people realize that their property insurance is void and they could be sued for millions by a tenant, they will quickly get them properly constructed and legalized. A well written newspaper article on the subject would result in a lot of change.

I am curious as to what kind of policy is in place to combat the overwhelming influx of 'vacation home' sales. By looking at communities such as Fernie and Canmore, and the shell of a community that has been left behind by this phenomenon. I want to be sure that we are doing all that we can to attract people/families that are here to contribute to the community of Rossland and not just come here to hang out for the weekend.

Not putting environment as number #1 seems silly. Development should focus on all land development to include affordability housing. Water needs its own task force within every community. Rossland could be a forerunner in this area.

Centralized community housing, set aside land now. Zoning for commercial areas. Maximum population.

Water should be listed specifically as the highest propriety of all others. We should create/update/adopt an integrated comprehensive water management plan that uses appropriate data , factors in climate change impacts, forecasts water needs, and water supply, to determine and utilize the most affordable water for the community (first) protect water sources, identify the watershed boundaries and create incentives for conservation and prioritize the use of water in our communities. An integrated comprehensive plan!

I concur with the protection of our watershed being the highest critical priority, above all others.

The Emcon land on 2nd Avenue: How about turning it into a park, with shade trees and a pagoda or other such covered structure. The park could be used in conjunction with community events such as winter carnival or golden city days etc. I think we lack something like this in the centre of town.

The proposed Golf Course: Very bad idea and very shortsighted. My prediction is that in the next 20-50 years, tourist will pay big bucks just to enjoy natural, undesecrated areas

because wild spaces will not be very common by then. Keep in mind the 3 pillars of sustainability. There are so many interconnections – if social necessities are not met those who can make a difference to reduce our environmental impact will not have the resources. For example, if housing is not affordability then people will not have the resources to do things such as install low-flush toilets. Does it make sense socially or environmentally and even perhaps economically, to develop very expensive resort-style initiatives which will push housing prices up even more (and which may have some of the biggest impacts on the environment). These interconnections need to be kept in mind at every stage of the process.

I would support the strategic action list proposed by Citizens for Responsible Development as preferable to Council's list. To justify H2O not being one of the top priorities because there are already so many actions in this area already in progress is not logical. The in progress actions should be some of the high priority "low hanging fruit" referred to by the mayor. Having H2O on councils top 3 or extend it to 4 priorities certainly would reflect the citizens' wishes.

I can offer support (providing technical information for Strategies #1-6, 20-26, 28-31 (through KFSS), 32-36 by assisting appointed Task Groups. I would like to see a serious effort to produce baseline information as identified in #22. I can offer support funding for this type of project. The Land Conservancy: Cindy Hall Terrestrial Stewardship Advisor for Columbia Basin

I am delighted Dockside Green was mentioned this evening. When talking to developers that is the type of vision we should expect proposed and expect no less. I would like the City to put the Emcon Yard up for this consideration – challenge the proponents.

We need to protect what we have in Rossland not give it all away. We already have one Whistler and we don't want a 2nd one. (Lots of huge expensive homes with no one living there fulltime and the current residents moving out) PROTECT OUR WATERSHED!

Please make water protection a priority in the SSP.

I would like to see water issues given a priority because the public feels this is an important issue. I felt the Mayor's reason that water issues are already a priority and are being worked on excludes it from being a primary focus was not adequate. To support his view when Tourism Rossland representatives indicated that many things they are doing #19 #42 for example, it was not suggested that they be removed from the priority list.

Water and future protection of this reservoirs. It has to be as it can tie into other the properties
It will encourage the desired type of economic social growth. It appears to be the general consensus with most attendees.

If my understanding about the purpose of this was to hear public opinion regarding the priorities rating – then I can only hope that we will be heard. The overwhelming concerns seem to be water and affordability housing. Water management should definitely be at the top of the priority list as all other priorities are connected in some way. No to any development in our watershed.

Priorities:

Conserve Green Space – ribbons of green throughout the community

Water – conservation and a watershed management plan

It was interesting to hear comments about negative energy from the man who has made the atmosphere at council the most poisonous and hostile ever seen and negative comments in the press, used the press to attack the only councilor who has made any attempt to get at the facts.

How can a council steeped in willful ignorance, false assumption and cognitive dissonance be trusted to look after the interests of the people

Step back, put crucial decisions on hold, quit demonizing dissent and leave crucial decisions for the next Council.

Water – Time for Council to take leadership and protect the watershed – change the RR zoning now

Economic Development – Next to water, the most important issue, Form a Community Task Force and Charge it bringing concrete recommendations to council in 6 months – give Task Force a budget and turn them loose.

Take the golf course zoning to a referendum

I believe we need to invest in Arts and Culture for Economic Development. Whistler was developed with the concept in mind that if people ski for 6 hours (or golf instead) sleep for an average of 8 hours, they still have 10 hours left in which they want to dine, shop and be entertained. We need to offer our visitors more of these activities – cultural activities that is. We have skiing and golfing, very high calibers of both, but are lacking in Arts and Culture. Building on ?? will cater to our aging demographics as well. Let's attract the cultural tourist – a growing percentage in our population.

Water belongs at the top - #1 priority – because it is the limiting factor for everything else – economic development, land management, affordability, etc. Deal with it now, deal with it first, and deal with it in a wholistic way as in a watershed management plan. Do no – repeat – do no give away any of our watershed.

If you financially penalize secondary suites with high permit costs, and high water costs you will only discourage that level of affordable housing and encourage cheating. You must create incentives for the building of secondary suites.

The area needs to look at developing the Waneta Industrial park.
If this area is looking at a declining population, why is Rossland needing to grow bigger?
There needs to be incentives programs to put in underground sprinkling or even better, remove lawns This will greatly effect water usage.

Protect Water Shed

I agree we need a comprehensive water management plan

Land use and sustainability must address water supply, quantity, quality, timing to ensure there is no shortage of water – ever. Quantity set by watershed(s) on line. Quality, purity freedom from ??? constraints. At a reasonable/minimum cost. Gravity feed is much cheaper than pumped. Keep what we have, improve from there.

How do we attract full time residents? Affordable housing (a balance between wages and housing/living costs), open fast access to world ?? through high speed communication. Ensure access to graded housing that is starter/intermediate housing to foster ability to start small and advance through graded stages (minimize real estate risk).

I am disappointed that council approved multi-family housing in single dwelling properties. Rossland is a small spacious community and doesn't need this kind of housing. I am disappointed with the water cost charges that have been adopted. There are many discrepancies. I am concerned that city is not yet well informed enough on water management to make good decision regarding and OCP and a proposed developing in the water shed.

Economic development other than tourism if you want community to grow. Invite companies to relocate to the area to provide employment year round for residents. Cannot support the economy without a steady income.

Have the environment as an underlying principle for all action items. Consider seasonal workers in discussions on housing. Important tourisms link. Fulfill workforce needs.

Developers should pay the city for the extra costs that come with new developments. Why should the average citizen? For a city with high taxes, why do we have so many pot holes? Why can't non-BC residents pay more for their taxes than the average working BC resident? No golf course in the watershed. Bad idea. Golf courses are abundant enough around here. Golf courses use fertilizer that would pollute the water shed etc.

Assign 11 people to draw up terms of reference for each of the focus areas. It is pointless to try to say one is more important than the other. Create 11 advisory task

forces to help gain facts for use in the decision process. Ensure task forces have balanced representation (general public, specialists, environmentalists, developers etc.). Monitor success or otherwise of Task Forces and adjust accordingly. Steve Ash

Top Ten Actions

Priority One: Water and Waste Management

- 1) Watershed management Plan SA 111 and 120
- 2) Protect Watersheds SA 112
- 3) Infrastructure capacity review SA 113/114

Other priorities

- 1) Land Management SA1, 4, 8 21
- 2) Housing SA 48, 52, 53
- 3) Development SA 38

Our Vision for 2030 says we are a resilient alpine community not a resort community. Let's remove this associate from our town.

Environment inherent in every facet

Ideas: Rosslanders taking charge!

Very exciting project as s new community member I look forward to participation

- 1) Land Management – many knowledgeable people in town to work on community garden Perhaps a portion could be leased to someone for a larger scale production for market. I grew up on an orchard and see value in short-term flexible jobs for youth. Also have a component for individual plants. Trails! Daylight creeks!
- 2) Economic development ideas – Have a community economic development corporation. Professional and community members to steer. Priority: culture, and recreation.
- 3) Build a simple cultural centre building housing a new mining museum and a western Canadian ski museum (not just racing and interactive) a movie/performance hall. An open air market areas with self-employment opportunities, leased food carts and space. Hire summer culture programmers, artists to teach courses, musicians, offer woodworking co-op programs for the community and to attract visitors for a week, weekend etc, Courses! Exhibitions. Galleries. Grant for music recording studio, other communities received grant money for film making. A simple public cultural hub. Provide space for gondola and partner with red or small gauge railway.

Housing (affordable) above.

Housing land cost biggest barrier and lack of creativity

- 1) A land auction (“the gold rush”) planning department applies strict guidelines and buyers of what they want to see in each area, community attracts investors (not just those with deep pockets) and benefits from tax base and attractive vibrant housing
- 2) This would allow for risky design ie not evolve around cars, maybe an areas of small homes connected by boardwalks bridging gap to ski hill
- 3) Council can target exactly what it wants and where and attract investors who are disappearing in today's economic climate

Secondary suites problem

- 1) Allow illegal to become legal without penalty for past – people probably scared to come forward.

Comments for Council

- 1) Highest priority should be a long term sustainable infrastructure plan (including water, sewer, and transportation). This should be higher priority than new development
- 2) New development should bear full cost of required infrastructure development
- 3) I do not want resort designation for my community
- 4) Future development should be focused in the City core
- 5) Development should involve long-term income generation that does not depend on real-estate and housing construction. These are short-term activities.
- 6) Council needs to consolidate all the current water projects into a coordinated long-term plan. Future water supply needs to be secure and cannot be compromised by large-scale resort development.

List of Strategic Actions Currently Rated High Priority

(“*” adjacent to ID# indicates SA that will require entirely new action to implement)

Community Economic Development: Strategic Actions Currently Rated High Priority

ID No.	Strategic Action	Tools	End-state Goal Ref.	Lead
ID #11	Continue developing Red Mountain Resort as an alpine neighbourhood that complements (not competes with) the downtown core.	Plans, Policy & Regulation	LAND-1, LAND-2, LAND-4, ECON-2, REC-4,	City Planning
ID #19	Establish a Downtown and Streetscape Revitalization Program.	Initiatives & Programs	COMM-3, COMM-5, ECON-5, TRAN-2, LAND-5	City Planning
ID #37*	Establish a Community Economic Development Organization (CEDO) in the region.	Administration & Governance Reform	ECON-1	Council
ID #38*	Develop a Regional or Community Economic Development Strategy.	Plans, Policy & Regulation	ECON-1, to ECON-7	CEDO (new)
ID #41*	Develop an information package (web and print) that outlines the business advantages of locating in Rossland and the region.	Education & Awareness	ECON-1	CEDO (new)
ID #42	Establish a coordinated, collaborative Marketing Strategy and guidelines for marketing tourism in Rossland in an integrated way.	Initiatives & Programs	ECON-2	Tourism Rossland
ID #46	Establish a policy regarding maximum lot size for commercial buildings to discourage big-box commercial developments in Rossland.	Plans, Policy & Regulation	LAND-1, LAND-4, ECON-5, ECON-8	City Planning
ID #47*	Create a plan to provide world-class telecommunications infrastructure in Rossland that assists residents and local businesses to compete and prosper in the new economy.	Research & Studies	ECON-3	CEDO (new)
ID #55*	Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities).	Partnerships & Collaboration	ECON-1, GOV-3	Council

ID No.	Strategic Action	Tools	End-state Goal Ref.	Lead
ID #90*	Hire a part-time volunteer, event & facilities coordinator.	Administration & Governance Reform	COMM-4, COMM-2, ECON-7, CARE-1, REC-1, REC-5	Council
ID #91	Establish a system (web and networking software) to create a town network that keeps residents informed.	Education & Awareness	COMM-4, COMM-2, ECON-7, CARE-1, GOV-2, REC-1	Volunteer & Facilities Coordinator (new)
ID #92*	Establish a coordinated strategy for arts and cultural events in the community.	Research & Studies	ECON-7, REC-1, COMM-2	Chamber
ID #147*	Actively recruit fulltime residents with mobile careers.	Education & Awareness	ECON-1, ECON-3, ECON-5, ECON-6	City

Land Management: Strategic Actions Currently Rated High Priority

ID No.	Strategic Action	Tools	End-state Goal Ref.	Lead
ID #7	Develop a policy to foster a mix of housing types and tenures.	Plans, Policy & Regulation	LAND-2, LAND-5, HAFF-2, CARE-3	City Planning
ID #8	Invite proposals for the development of the Emcon lands to catalyze change in the town site.	Initiatives & Programs	LAND-2, LAND-5, HAFF-1, REC-5, COMM-4	City Planning
ID #10	Increase the use of comprehensive development zones.	Plans, Policy & Regulation	HAFF-2, LAND-2	City Planning
ID #11	Continue developing Red Mountain Resort as an alpine neighbourhood that complements (not competes with) the downtown core.	Plans, Policy & Regulation	LAND-1, LAND-2, LAND-4, ECON-2, REC-4,	City Planning
ID #12*	Establish policies that encourage secondary suites in the historic neighbourhoods, and that require secondary suites in new subdivisions.	Plans, Policy & Regulation, AND Incentives	HAFF-1, HAFF-2, LAND-2	City Planning
ID #13	Define and adopt alternative street and development standards for hillside development.	Plans, Policy & Regulation	TRAN-2, NAT-3, W&SW-3, LAND-3 LAND-6	City Planning
ID #14	Place a cap on dwelling unit size.	Plans, Policy & Regulation	LAND-3	City Planning
ID #15	Establish policies to focus new non-resort multi-family unit development in the downtown/transition area and designated multi-family areas.	Plans, Policy & Regulation	LAND-5, HAFF-2, TRAN-2	City Planning
ID #20*	Communicate good news stories and benefits of smarter greener development.	Education & Awareness	LAND-1, LAND-6	City Planning
ID #21	Collaborate with the Region, surrounding landowners and neighbouring jurisdictions in preparing a 'Fringe' OCP.	Plans, Policy & Regulation	LAND-1, LAND-6	RDKB

ID No.	Strategic Action	Tools	End-state Goal Ref.	Lead
ID #33	Become a FireSmart Community and develop a Community Wildfire Protection Plan.	Plans, Policy & Regulation	LAND-6, NAT-3	RDKB
ID #36	Identify and secure ribbons of nature extending into town, including green ribbons along the streams (such as Trail Creek), along streets, and the protection of viewscapes.	Research & Studies, AND Policy & Regulation	NAT-1, NAT-3, LAND-3	City Planning
ID #46	Establish a policy regarding maximum lot size for commercial buildings to discourage big-box commercial developments in Rossland.	Plans, Policy & Regulation	LAND-1, LAND-4, ECON-5, ECON-8	City Planning
ID #57	Create gateways to signify a sense of arrival to the Rossland core.	Demonstration & Catalyst Projects	LAND-5, TRAN-3	Tourism Rossland

Housing and Affordability: Strategic Actions Currently Rated High Priority

ID No.	Strategic Action	Tools	End-state Goal Ref.	Lead
ID #1	Define medium- and long-term growth boundaries that concentrate growth in a clearly defined area that includes the traditional town of Rossland, Red Mountain Resort, and Redstone Alpine Golf Resort.	Plans, Policy & Regulation	HAFF-3, W&SW-2, LAND-1	City Planning
ID #2	Establish policies and incentives to encourage development of existing infill sites, laneways and hillsides that are vacant or underutilized.	Plans, Policy & Regulation, Incentives	HAFF-3, W&SW-2, LAND-5, LAND-1	City Planning
ID #5	Encourage cluster development to allow the protection of natural features on the site, to minimize the on-site footprint of the development, and to minimize road lengths.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City
ID #6	Retain sufficient reserve lands within the town site to accommodate a high growth scenario over the long-term.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City
ID #7	Develop a policy to foster a mix of housing types and tenures.	Plans, Policy & Regulation	LAND-2, LAND-5, HAFF-2, CARE-3	City Planning
ID #8	Invite proposals for the development of the Emcon lands to catalyze change in the town site.	Initiatives & Programs	LAND-2, LAND-5, HAFF-1, REC-5, COMM-4	City Planning
ID #10	Increase the use of comprehensive development zones.	Plans, Policy & Regulation	HAFF-2, LAND-2	City Planning
ID #12*	Establish policies that encourage secondary suites in the historic neighbourhoods, and that require secondary suites in new subdivisions.	Plans, Policy & Regulation, and Incentives	HAFF-1, HAFF-2, LAND-2	City Planning
ID #15	Establish policies to focus new non-resort multi-family unit development in the downtown/transition area and designated multi-family areas.	Plans, Policy & Regulation	LAND-5, HAFF-2, TRAN-2	City Planning
ID #48*	Establish a housing authority for Rossland with a mandate to research housing needs, plan effective solutions and work with others to implement plans that will retain Rossland's current demographic mix.	Administration & Governance Reform	HAFF-1	Council

ID No.	Strategic Action	Tools	End-state Goal Ref.	Lead
ID #50*	Use City-owned land to encourage the development of alternative housing.	Plans, Policy & Regulation	HAFF-1	City Planning
ID #52	Research typical development typologies and adjust Development Cost Charges to reflect true costs.	Plans, Policy & Regulation, and Research & Studies	HAFF-3	City Planning
ID #82*	Allocate seniors / special needs housing in the downtown in and around the civic precinct.	Plans, Policy & Regulation	LAND-5, HAFF-1, CARE-1	City Planning

Comprehensive List of Strategic Actions by Focus Area

1. Land Management Strategic Actions

	ID No.	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #1</i>	Define medium- and long-term growth boundaries that concentrate growth in a clearly defined area that includes the traditional town of Rossland, Red Mountain Resort, and Redstone Alpine Golf Resort.	Plans, Policy & Regulation	HAFF-3, W&SW-2, LAND-1	City Planning	-	Short
	<i>ID #2</i>	Establish policies and incentives to encourage development of existing infill sites, laneways and hillsides that are vacant or underutilized.	Plans, Policy & Regulation, Incentives	HAFF-3, W&SW-2, LAND-5, LAND-1	City Planning	-	Short
	<i>ID #3</i>	Establish policies and incentives for the reuse and adaptation of buildings over time.	Plans, Policy & Regulation Incentives	LAND-1, LAND-5	City Planning	-	Short
	<i>ID #4</i>	Establish policies to expand and densify the downtown, to create a new civic precinct, and to accommodate growth through cluster developments at appropriate locations within the boundaries established for the town site.	Plans, Policy & Regulation	LAND-1, LAND-5	City Planning	-	Short
	<i>ID #5</i>	Encourage cluster development to allow the protection of natural features on the site, to minimize the on-site footprint of the development, and to minimize road lengths.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City	-	Short
	<i>ID #6</i>	Retain sufficient reserve lands within the town site to accommodate a high growth scenario over the long-term.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City	-	Short
	<i>ID #7</i>	Develop a policy to foster a mix of housing types and tenures.	Plans, Policy & Regulation	LAND-2, LAND-5, HAFF-2, CARE-3	City Planning	Rossland Housing Authority (new)	Short
	<i>ID #8</i>	Invite proposals for the development of the Emcon lands to catalyze change in the town site.	Initiatives & Programs	LAND-2, LAND-5, HAFF-1, REC-5, COMM-4	City Planning	Developer, Rossland Housing Authority (new), Various Advisory Committees	Short
	<i>ID #9</i>	Establish policy to protect employment-generating lands and consider expanding the land base for employment-generating uses.	Plans, Policy & Regulation Partnerships & Collaboration	LAND-2, ECON-1, ECON-5	City Planning	-	Short

	<i>ID #10</i>	Increase the use of comprehensive development zones.	Plans, Policy & Regulation	HAFF-2, LAND-2	City Planning	Developers	Short
	<i>ID #11</i>	Continue developing Red Mountain Resort as an alpine neighbourhood that complements (not competes with) the downtown core.	Plans, Policy & Regulation	LAND-1, LAND-2, LAND-4, ECON-2, REC-4,	City Planning	Redstone Alpine Golf Resort	Short*
	<i>ID #12</i>	Establish policies that encourage secondary suites in the historic neighbourhoods, and that require secondary suites in new subdivisions.	Plans, Policy & Regulation Incentives	HAFF-1, HAFF-2, LAND-2	City Planning	Rossland Housing Authority (new), Home owners, Builders, Developers	Short
	<i>ID #13</i>	Define and adopt alternative street and development standards for hillside development.	Plans, Policy & Regulation	TRAN-2, NAT-3, W&SW-3, LAND-3 LAND-6	City Planning	City Engineering	Medium
	<i>ID #14</i>	Place a cap on dwelling unit size.	Plans, Policy & Regulation	LAND-3	City Planning	-	Short
	<i>ID #15</i>	Establish policies to focus new non-resort multi-family unit development in the downtown/transition area and designated multi-family areas.	Plans, Policy & Regulation	LAND-5, HAFF-2, TRAN-2	City Planning	Rossland Housing Authority (new)	Short
	<i>ID #16</i>	Further develop Washington Street and nearby lanes as the location of mixed-use retail, service, restaurant and medium density residential development.	Plans, Policy & Regulation	TRAN-2, LAND-5	City Planning	Developers	Short*
	<i>ID #17</i>	Establish a presence for the Museum in the downtown and include it as part of the heritage walk.	Initiatives & Programs	COMM-5, LAND-5	Rossland Museum	City, Downtown Businesses, Chamber	Medium
	<i>ID #18</i>	Collaborate with the Province to find options for addressing traffic, parking and access along Columbia Avenue.	Partnerships & Collaboration	COMM-3, LAND-5	City Planning	Province	Short*
	<i>ID #19</i>	Establish a Downtown and Streetscape Revitalization Program.	Initiatives & Programs	COMM-3, COMM-5, ECON-5, TRAN-2, LAND-5	City Planning	Chamber, Province, Developers, Downtown Businesses, Province	Short*
	<i>ID #20</i>	Communicate good news stories and benefits of smarter greener development.	Education & Awareness	LAND-1, LAND-6	City Planning	Developers, Chamber	Short*

	<i>ID #21</i>	Collaborate with the Region, surrounding landowners and neighbouring jurisdictions in preparing a 'Fringe' OCP.	Plans, Policy & Regulation	LAND-1, LAND-6	RDKB	City Planning, Crown, USA, Land owners adjacent to Municipal Boundaries,	Short*
	<i>ID #32</i>	Adopt a tree retention bylaw.	Plans, Policy & Regulation	LAND-6, NAT-3	City	Property owners	Short
	<i>ID #33</i>	Become a FireSmart Community and develop a Community Wildfire Protection Plan.	Plans, Policy & Regulation	LAND-6, NAT-3	RDKB	Province, Federal, City	Medium
	<i>ID #35</i>	Become a BearSmart Community and develop and implement a bear management program.	Plans, Policy & Regulation Initiatives & Programs	LAND-6, NAT-3	Rossland Bear Aware Organization	City, Province, RDKB	Medium
	<i>ID #36</i>	Identify and secure ribbons of nature extending into town, including green ribbons along the streams (such as Trail Creek), along streets, and the protection of viewsapes.	Research & Studies Policy & Regulation	NAT-1, NAT-3, LAND-3	City Planning	N/A	Medium*
	<i>ID #45</i>	Support a summer and fall farmers market in the downtown area.	Initiatives & Programs	LAND-5, ECON-5	Kootenay Food Strategy Society	City, Old Firehall, Tourism Rossland, Chamber, Local Farmers	Short*
	<i>ID #46</i>	Establish a policy regarding maximum lot size for commercial buildings to discourage big-box commercial developments in Rossland.	Plans, Policy & Regulation	LAND-1, LAND-4, ECON-5, ECON-8	City Planning	-	Short
	<i>ID #57</i>	Create gateways to signify a sense of arrival to the Rossland core.	Demonstration & Catalyst Projects	LAND-5, TRAN-3	Tourism Rossland	City, Chamber, Province	Short
	<i>ID #82</i>	Allocate seniors / special needs housing in the downtown in and around the civic precinct.	Plans, Policy & Regulation	LAND-5, HAFF-1, CARE-1	City Planning	Columbia Trust, Rossland's Housing Authority (new)	Medium*
	<i>ID #94</i>	Review and update the Design Guidelines for Downtown Rossland and establish guidelines for multi-family residential and comprehensive development areas.	Plans, Policy & Regulation	LAND-3, COMM-3	City Planning		Medium
	<i>ID #106</i>	Adopt green building standards (if permitted by Province) and incorporate sustainability checklists / questionnaires into development approvals.	Plans, Policy & Regulation	LAND-6, NAT-3, ENER-4	City Planning	RDKB	Short

	<i>ID #144</i>	<i>Develop a Rossland Land Development Guide</i> for developers, which communicates the values, vision, and needs identified throughout the Vision to Actions process.	<i>Education & Awareness</i>	LAND-1, LAND-2, LAND-3, LAND-4, LAND-6	City Planning		
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2. Natural Environment & Resource Lands Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #13</i>	Define and adopt alternative street and development standards for hillside development.	Plans, Policy & Regulation	TRAN-2, NAT-3, W&SW-3, LAND-3 LAND-6	City Planning	City Engineering	Medium
	<i>ID #22</i>	Conduct a natural resource inventory and base mapping of green space, trails, and environmentally sensitive areas to provide baseline information.	Research & Studies	REC-1, REC-2, REC-3, TRAN-1, NAT-1	Recreation and Trails Advisory Committee (new)	City Planning, RDKB, KCTS, FORR, Friends of Deer Park, Province	Medium
	<i>ID #23</i>	Designate development permit areas for the protection of the natural environment and prepare guidelines.	Plans, Policy & Regulation	NAT-1	City Planning	RDKB, Kootenay Columbia Trail Society, FORR, Friends of Deer Park, Development Community	Medium
	<i>ID #24</i>	Review incentives for conservation in the municipal policies (e.g. conservation covenants).	Incentives	NAT-1	City Planning	Land Trusts	Medium
	<i>ID #25</i>	Refine parkland acquisition actions identified in the new Integrated Greenspace, Trails and Recreation Master Plan, to incorporate more riparian buffers, trails between character neighbourhoods, pocket parks, drainage improvements, and green infrastructure.	Initiatives & Programs Plans, Policy & Regulation	REC-1, REC-2, NAT-1	City Planning	Lands Trusts, FORR, Friends of Deer Park	Long*
	<i>ID #26</i>	Explore opportunities during redevelopment to daylight portions of Trail Creek and to add a lake on the west side of the town site.	Plans, Policy & Regulation	NAT-1	City Planning	City Engineering	Short*
	<i>ID #27</i>	Establish policies to protect existing stream flow volumes and to minimize disruption or displacement of streams and stream features.	Plans, Policy & Regulation	NAT-1	City Planning	City Engineering	Short

	<i>ID #28</i>	Conduct a study to confirm the agricultural potential in Rossland.	Research & Studies	NAT-2	Kootenay Food Strategy Society	City, RDKB	Medium
	<i>ID #29</i>	Set aside Happy Valley and other suitable areas as an agricultural land bank within, or adjacent to, the community.	Plans, Policy & Regulation	NAT-2	City Planning	Kootenay Food Strategy Society, RDKB	Medium
	<i>ID #30</i>	Establish community gardens.	Initiatives & Programs	NAT-2	Kootenay Food Strategy Society	City	Medium
	<i>ID #31</i>	Develop a historic plaque for the Chinese Gardens and orchard, and work to retain part of this area as a small community garden/orchard.	Initiatives & Programs	NAT-2	Kootenay Food Strategy Society	Redstone Alpine Golf Resort, City, Residents, Rossland Museum, Chinese population in Rossland	Medium
	<i>ID #32</i>	Adopt a tree retention bylaw.	Plans, Policy & Regulation	LAND-6, NAT-3	City	Property owners	Short
	<i>ID #33</i>	Become a FireSmart Community and develop a Community Wildfire Protection Plan.	Plans, Policy & Regulation	LAND-6, NAT-3	RDKB	Province, Federal, City	Medium
	<i>ID #34</i>	Avoid developing areas with natural or man-made hazards (such as unstable slopes, floodplains, etc.).	Plans, Policy & Regulation	NAT-3	City Planning	N/A	Short
	<i>ID #35</i>	Become a BearSmart Community and develop and implement a bear management program.	Plans, Policy & Regulation Initiatives & Programs	LAND-6, NAT-3	Rossland Bear Aware Organization	City, Province, RDKB	Medium
	<i>ID #36</i>	Identify and secure ribbons of nature extending into town, including green ribbons along the streams (such as Trail Creek), along streets, and the protection of viewscales.	Research & Studies Policy & Regulation	NAT-1, NAT-3, LAND-3	City Planning	N/A	Medium*

	<i>ID #71</i>	Prepare an Integrated Greenspace, Trails and Recreation Master Plan.	Research & Studies Policy & Regulation	REC-1, REC-2, REC-3, TRAN-1, NAT-1, COMM-4	Recreation and Trails Advisory Committee (new)	RDKB, KCTS, Red Mountain Resort, FORR, Columbia Basin Trust, Friends of Deer Park, Province	Medium
	<i>ID #73</i>	Establish a Recreation and Trails Advisory Committee.	Administration & Governance Reform	NAT-1, REC-2	Council	RDKB, KCTS, Red Mountain Resort, FORR, Friends of Deer Park, Recreation clubs	Short*
	<i>ID #106</i>	Adopt green building standards (if permitted by Province) and incorporate sustainability checklists / questionnaires into development approvals.	Plans, Policy & Regulation	LAND-6, NAT-3, ENER-4	City Planning	RDKB	Short
	<i>ID #135</i>	Develop a local Emergency Plan that addresses the full range of possible disasters and includes long-term solutions for reducing the vulnerability of at-risk groups.	Plans, Policy & Regulation	W&SW-2, NAT-3, GOV-2	City	Province, Federal, RDKB	Short
	<i>ID #140</i>	Establish a plan to minimize noxious weeds.	Education & Awareness, Policy and Regulation	NAT-1	City	Developers, FORR	
	<i>ID #146</i>	Collaborate with other communities to create a backcountry recreation management plan.	Plans, Policy & Regulation	NAT-1, REC-1	FORR	City, KCTS, Province	

3. Community Economic Development Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #9</i>	Establish policy to protect employment-generating lands and consider expanding the land base for employment-generating uses.	Plans, Policy & Regulation Partnerships & Collaboration	LAND-2, ECON-1, ECON-5	City Planning	-	Short
	<i>ID #11</i>	Continue developing Red Mountain Resort as an alpine neighbourhood that complements (not competes with) the downtown core.	Plans, Policy & Regulation	LAND-1, LAND-2, LAND-4, ECON-2, REC-4,	City Planning	Redstone Alpine Golf Resort	Short*
	<i>ID #19</i>	Establish a Downtown and Streetscape Revitalization Program.	Initiatives & Programs	COMM-3, COMM-5, ECON-5, TRAN-2, LAND-5	City Planning	Chamber, Province, Developers, Downtown Businesses, Province	Short*
	<i>ID #37</i>	Establish a Community Economic Development Organisation (CEDO) in the region.	Administration & Governance Reform	ECON-1	Council	City, Community Futures, Chamber, RDKB, Province, Developers, LCCDT	Short*
	<i>ID #38</i>	Develop a Regional or Community Economic Development Strategy.	Plans, Policy & Regulation	ECON-1, ECON-2, ECON-3, ECON-4, ECON-5, ECON-6, ECON-7	CEDO (new)	City, Community Futures, Chamber, Columbia Trust, RDKB, Tourism Rossland, KAST	Short
	<i>ID #39</i>	Establish a remote working facility and business services hub with multi-purpose meeting rooms.	Initiatives & Programs	ECON-1, ECON-6	CEDO (new)	City, Community Futures, Chamber, Columbia Trust, Academic Institutions	Medium

	<i>ID #40</i>	Identify an ambassador(s) to develop and nurture implementation partnerships with large economic partners.	Administration & Governance Reform	ECON-1	CEDO (new)	RDKB, City, Chamber	Short*
	<i>ID #41</i>	Develop an information package (web and print) that outlines the business advantages of locating in Rossland and the region.	Education & Awareness	ECON-1	CEDO (new)	City, Tourism Rossland, Chamber	Medium
	<i>ID #42</i>	Establish a coordinated, collaborative Marketing Strategy and guidelines for marketing tourism in Rossland in an integrated way.	Initiatives & Programs	ECON-2	Tourism Rossland	City, Chamber, Red Mountain Resort, Redstone Alpine Golf Resort, CEDO (new)	Short
	<i>ID #43</i>	Identify an ambassador(s) to develop and nurture implementation partnerships with inter-regional transportation companies.	Administration & Governance Reform	ECON-2	CEDO (new)	City, Chamber, Tourism Rossland	Short*
	<i>ID #44</i>	Encourage grocery stores and restaurants to purchase local products.	Initiatives & Programs	ECON-5	Kootenay Food Strategy Society	Restaurants	Medium*
	<i>ID #45</i>	Support a summer and fall farmers market in the downtown area.	Initiatives & Programs	LAND-5, ECON-5	Kootenay Food Strategy Society	City, Old Firehall, Tourism Rossland, Chamber, Local Farmers	Short*
	<i>ID #46</i>	Establish a policy regarding maximum lot size for commercial buildings to discourage big-box commercial developments in Rossland.	Plans, Policy & Regulation	LAND-1, LAND-4, ECON-5, ECON-8	City Planning	-	Short
	<i>ID #47</i>	Create a plan to provide world-class telecommunications infrastructure in Rossland that assists residents and local businesses to compete and prosper in the new economy.	Research & Studies	ECON-3	CEDO (new)	City, Community Futures, Chamber, KAST	Medium

	<i>ID #55</i>	Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities).	Partnerships & Collaboration	ECON-1, GOV-3	Council	Neighbouring Councils, City Staff, RDKB, Community Futures, LCCDT	Short*
	<i>ID #59</i>	Increase the presence of information about Rossland at Castlegar Airport, Trail Airport, Spokane International Airport and in Nelson.	Education & Awareness	ECON-2, TRAN-3	Tourism Rossland	Chamber	Short*
	<i>ID #84</i>	Raise awareness of education, learning and training opportunities outside the public school system.	Education & Awareness	ECON-4, ECON-6, CARE-2	Library	PAC, RCAC	Short*
	<i>ID #86</i>	Research and implement alternatives to the secondary school model.	Research & Studies	ECON-6, CARE-3	City	PAC, Visions for Small Schools, School Board, School District No. 20	Short
	<i>ID #87</i>	Identify and partner with higher education institutions to provide post-secondary education opportunities in Rossland.	Partnerships & Collaboration	ECON-6, CARE-3	City	CEDO (new), Academic Institutions	Medium
	<i>ID #88</i>	Offer training to teachers on the basic concepts of sustainability (social, environmental, and economic) and encourage them to incorporate these into their class teaching.	Education & Awareness	ECON-6, CARE-3	PAC	Library	Medium
	<i>ID #90</i>	Hire a part-time volunteer, event & facilities coordinator.	Administration & Governance Reform	COMM-4, COMM-2, ECON-7, CARE-1, REC-1, REC-5	Council	Rossland Recreation, Chamber, RCAC, KCTS	Short*
	<i>ID #91</i>	Establish a system (web and networking software) to create a town network that keeps residents informed.	Education & Awareness	COMM-4, COMM-2, ECON-7, CARE-1, GOV-2, REC-1	Volunteer & Facilities Coordinator (new)	Rossland Recreation, Chamber, RCAC, KCTS	Short

	<i>ID #92</i>	Establish a coordinated strategy for arts and cultural events in the community.	Research & Studies	ECON-7, REC-1, COMM-2	Chamber	Rossland Recreation, Relevant Event Organisers, RCAC	Short
	<i>ID #97</i>	Establish a multi-use community centre / facility(s) in the new civic precinct.	Demonstration & Catalyst Projects	ECON-7, CARE-1, CARE-5, GOV-4, REC-5, COMM-4	City Planning	Developers, RCAC	Medium
	<i>ID #126</i>	Create and support two business councils for strategic planning: one with downtown businesses and another with developers.	Administration & Governance Reform	GOV-1, ECON-1	Council	Chamber	Short*
	<i>ID #141</i>	Conduct an economic impact assessment to identify four season economic drivers.	Research & Studies		City Planning		
	<i>ID #145</i>	Identify opportunities for heritage, arts and culture to contribute to the economy.	Research & Studies	ECON-1, ECON-7	RCAC, Museum		
	<i>ID #147</i>	Actively recruit fulltime residents with mobile careers.	Education & Awareness	ECON-1, ECON-3, ECON-5, ECON-6	City	Chamber	

4. Recreation & Leisure Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #8</i>	Invite proposals for the development of the Emcon lands to catalyze change in the town site.	Initiatives & Programs	LAND-2, LAND-5, HAFF-1, REC-5, COMM-4	City Planning	Developer, Rossland Housing Authority (new), Various Advisory Committees	Short
	<i>ID #11</i>	Continue developing Red Mountain Resort as an alpine neighbourhood that complements (not competes with) the downtown core.	Plans, Policy & Regulation	LAND-1, LAND-2, LAND-4, ECON-2, REC-4,	City Planning	Redstone Alpine Golf Resort	Short*
	<i>ID #22</i>	Conduct a natural resource inventory and base mapping of green space, trails, and environmentally sensitive areas to provide baseline information.	Research & Studies	REC-1, REC-2, REC-3, TRAN-1, NAT-1	Recreation and Trails Advisory Committee (new)	City Planning, RDKB, KCTS, FORR, Friends of Deer Park, Province	Medium
	<i>ID #25</i>	Refine parkland acquisition actions identified in the new Integrated Greenspace, Trails and Recreation Master Plan, to incorporate more riparian buffers, trails between character neighbourhoods, pocket parks, drainage improvements, and green infrastructure.	Initiatives & Programs Plans, Policy & Regulation	REC-1, REC-2, NAT-1	City Planning	Lands Trusts, FORR, Friends of Deer Park	Long*
	<i>ID #56</i>	Identify and secure pedestrian corridors (walking trails and a funicular tram) between neighbourhoods in town and between town and the resorts.	Plans, Policy & Regulation Research & Studies	REC-1, REC-2, TRAN-1	City Planning	Land owners	Short*
	<i>ID #71</i>	Prepare an Integrated Greenspace, Trails and Recreation Master Plan.	Research & Studies Policy & Regulation	REC-1, REC-2, REC-3, TRAN-1, NAT-1, COMM-4	Recreation and Trails Advisory Committee (new)	RDKB, KCTS, Red Mountain Resort, FORR, Columbia Basin Trust, Friends of Deer Park, Province	Medium
	<i>ID #72</i>	Coordinate and communicate opportunities for recreation such as community hikes, clinics for mountain biking, backcountry skiing, snowshoeing, and other outdoor activities.	Education & Awareness	REC-1	Recreation and Trails Advisory Committee (new)	Recreation clubs, Rossland Recreation, RDKB, FORR	Short*

	<i>ID #73</i>	Establish a Recreation and Trails Advisory Committee.	Administration & Governance Reform	NAT-1, REC-2	Council	RDKB, KCTS, Red Mountain Resort, FORR, Friends of Deer Park, Recreation clubs	Short*
	<i>ID #75</i>	Develop policies to ensure trail connectivity is maintained when new areas are developed in Rossland or across municipal boundaries.	Plans, Policy & Regulation	REC-2	City Planning	KCTS, RDKB	Short
	<i>ID #76</i>	Establish a policy to preserve public access to the key natural amenities.	Plans, Policy & Regulation	REC-3, CARE-4	City Planning	KCTS, FORR, RDKB	Short
	<i>ID #77</i>	Develop a poop 'n scoop bylaw and enforce it.	Plans, Policy & Regulation	REC-3	City Planning	-	Medium
	<i>ID #78</i>	Develop incentives for residents of Rossland to use Red Mountain Resort and Redstone Alpine Golf Resort more affordably.	Incentives	REC-4	Red Mountain Resort, Redstone Alpine Golf Resort	City, RCAC	Short*
	<i>ID #79</i>	Conduct a demand and supply study of community recreational and leisure facilities and prepare a plan for revitalising the parks and the arena.	Research & Studies	REC-5, GOV-4, COMM-4, CARE-4	Volunteer & Facilities Coordinator (new)	City, RCAC	Medium
	<i>ID #80</i>	Strengthen the City Recreation Department organization and scope of services.	Administration & Governance Reform	COMM-2, REC-5	Council	Rossland Recreation	Short*
	<i>ID #90</i>	Hire a part-time volunteer, event & facilities coordinator.	Administration & Governance Reform	COMM-4, COMM-2, ECON-7, CARE-1, REC-1, REC-5	Council	Rossland Recreation, Chamber, RCAC, KCTS	Short*
	<i>ID #91</i>	Establish a system (web and networking software) to create a town network that keeps residents informed.	Education & Awareness	COMM-4, COMM-2, ECON-7, CARE-1, GOV-2, REC-1	Volunteer & Facilities Coordinator (new)	Rossland Recreation, Chamber, RCAC, KCTS	Short
	<i>ID #92</i>	Establish a coordinated strategy for arts and cultural events in the community.	Research & Studies	ECON-7, REC-1, COMM-2	Chamber	Rossland Recreation, Relevant Event Organisers, RCAC	Short

	<i>ID #97</i>	Establish a multi-use community centre / facility(s) in the new civic precinct.	Demonstration & Catalyst Projects	ECON-7, CARE-1, CARE-5, GOV-4, REC-5, COMM-4	City Planning	Developers, RCAC	Medium
	<i>ID #145</i>	Identify opportunities for heritage, arts and culture to contribute to the economy.	Research & Studies		RCAC, Museum	Trail RCAC	
	<i>ID #146</i>	Collaborate with other communities to create a backcountry recreation management plan.	Plans, Policy & Regulation	NAT-1, REC-1	FORR	City, KCTS, Province	

5. Housing & Affordability Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #1</i>	Define medium- and long-term growth boundaries that concentrate growth in a clearly defined area that includes the traditional town of Rossland, Red Mountain Resort, and Redstone Alpine Golf Resort.	Plans, Policy & Regulation	HAFF-3, W&SW-2, LAND-1	City Planning	-	Short
	<i>ID #2</i>	Establish policies and incentives to encourage development of existing infill sites, laneways and hillsides that are vacant or underutilized.	Plans, Policy & Regulation, Incentives	HAFF-3, W&SW-2, LAND-5, LAND-1	City Planning	-	Short
	<i>ID #5</i>	Encourage cluster development to allow the protection of natural features on the site, to minimize the on-site footprint of the development, and to minimize road lengths.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City	-	Short
	<i>ID #6</i>	Retain sufficient reserve lands within the town site to accommodate a high growth scenario over the long-term.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City	-	Short
	<i>ID #7</i>	Develop a policy to foster a mix of housing types and tenures.	Plans, Policy & Regulation	LAND-2, LAND-5, HAFF-2, CARE-3	City Planning	Rossland Housing Authority (new)	Short
	<i>ID #8</i>	Invite proposals for the development of the Emcon lands to catalyze change in the town site.	Initiatives & Programs	LAND-2, LAND-5, HAFF-1, REC-5, COMM-4	City Planning	Developer, Rossland Housing Authority (new), Various Advisory Committees	Short
	<i>ID #10</i>	Increase the use of comprehensive development zones.	Plans, Policy & Regulation	HAFF-2, LAND-2	City Planning	Developers	Short
	<i>ID #12</i>	Establish policies that encourage secondary suites in the historic neighbourhoods, and that require secondary suites in new subdivisions.	Plans, Policy & Regulation Incentives	HAFF-1, HAFF-2, LAND-2	City Planning	Rossland Housing Authority (new), Home owners, Builders, Developers	Short

	<i>ID #15</i>	Establish policies to focus new non-resort multi-family unit development in the downtown/transition area and designated multi-family areas.	Plans, Policy & Regulation	LAND-5, HAFF-2, TRAN-2	City Planning	Rossland Housing Authority (new)	Short
	<i>ID #48</i>	Establish a housing authority for Rossland with a mandate to research housing needs, plan effective solutions and work with others to implement plans that will retain Rossland's current demographic mix.	Administration & Governance Reform	HAFF-1	Council	City Staff, Senior Service Groups, Developers, RDKB	Short*
	<i>ID #49</i>	Assemble level land on main streets in core locations into a land bank dedicated for medium density, perpetually affordable housing, including a percentage of ground-floor housing for seniors and/or commercial.	Plans, Policy & Regulation Initiatives & Programs	HAFF-1	City Planning	-	Short*
	<i>ID #50</i>	Use City-owned land to encourage the development of alternative housing.	Plans, Policy & Regulation	HAFF-1	City Planning	Housing Authority (new)	Short*
	<i>ID #51</i>	Conduct a population forecast and a housing needs forecast, and adjust zoning for Rossland accordingly.	Research & Studies	HAFF-1	City Planning	-	Short
	<i>ID #52</i>	Research typical development typologies and adjust Development Cost Charges to reflect true costs.	Plans, Policy & Regulation Research & Studies	HAFF-3	City Planning	Consultants	Short
	<i>ID #53</i>	Prepare an infrastructure and taxation plan with a long-term horizon.	Plans, Policy & Regulation	HAFF-4	City Manager	-	Medium
	<i>ID #54</i>	Allocate human resources to seek funding for the Strategic Sustainability Plan implementation from sources other than taxes.	Administration & Governance Reform	HAFF-4	City	-	Short*
	<i>ID #82</i>	Allocate seniors / special needs housing in the downtown in and around the civic precinct.	Plans, Policy & Regulation	LAND-5, HAFF-1, CARE-1	City Planning	Columbia Trust, Rossland's Housing Authority (new)	Medium*

	<i>ID #83</i>	Institute a specialty housing project to create seniors housing that is prioritised for local seniors who are moving out of single-family homes.	Demonstration & Catalyst Projects	HAFF-1, CARE-1	City Planning	Rosland's Housing Authority (new), BC Housing, IHA, Credit Union, Columbia Trust	Medium
	<i>ID #100</i>	Restructure the property taxation system to provide incentives for owners of heritage buildings to fix up and restore their buildings.	Incentives	HAFF-5, COMM-5	City Finance	Developers and Property Owners	Medium

6. Transportation Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #13</i>	Define and adopt alternative street and development standards for hillside development.	Plans, Policy & Regulation	TRAN-2, NAT-3, W&SW-3, LAND-3 LAND-6	City Planning	City Engineering	Medium
	<i>ID #15</i>	Establish policies to focus new non-resort multi-family unit development in the downtown/transition area and designated multi-family areas.	Plans, Policy & Regulation	LAND-5, HAFF-2, TRAN-2	City Planning	Rossland Housing Authority (new)	Short
	<i>ID #16</i>	Further develop Washington Street and nearby lanes as the location of mixed-use retail, service, restaurant and medium density residential development.	Plans, Policy & Regulation	TRAN-2, LAND-5	City Planning	Developers	Short*
	<i>ID #19</i>	Establish a Downtown and Streetscape Revitalization Program.	Initiatives & Programs	COMM-3, COMM-5, ECON-5, TRAN-2, LAND-5	City Planning	Chamber, Province, Developers, Downtown Businesses, Province	Short*
	<i>ID #22</i>	Conduct a natural resource inventory and base mapping of green space, trails, and environmentally sensitive areas to provide baseline information.	Research & Studies	REC-1, REC-2, REC-3, TRAN-1, NAT-1	Recreation and Trails Advisory Committee (new)	City Planning, RDKB, KCTS, FORR, Friends of Deer Park, Province	Medium
	<i>ID #56</i>	Identify and secure pedestrian corridors (walking trails and a funicular tram) between neighbourhoods in town and between town and the resorts.	Plans, Policy & Regulation Research & Studies	REC-1, REC-2, TRAN-1	City Planning	Land owners	Short*
	<i>ID #57</i>	Create gateways to signify a sense of arrival to the Rossland core.	Demonstration & Catalyst Projects	LAND-5, TRAN-3	Tourism Rossland	City, Chamber, Province	Short
	<i>ID #58</i>	Create gateways to mark the entrances to Rossland.	Demonstration & Catalyst Projects	TRAN-3	Tourism Rossland	City, Chamber, Province	Medium

	<i>ID #59</i>	Increase the presence of information about Rossland at Castlegar Airport, Trail Airport, Spokane International Airport and in Nelson.	Education & Awareness	ECON-2, TRAN-3	Tourism Rossland	Chamber	Short*
	<i>ID #60</i>	Establish and maintain a shuttle bus between downtown Rossland, Red Mountain Resort and the Redstone Alpine Golf Resort.	Initiatives & Programs	TRAN-4	RDKB	City, BC Transit, Red Mountain Resort, Redstone Alpine Golf Resort	Medium*
	<i>ID #61</i>	Ensure that the proposed community centre is located along public transit (or can be easily serviced in the future by public transit).	Plans, Policy & Regulation	TRAN-4	City Planning	-	Medium
	<i>ID #62</i>	Establish policies to promote higher density development along primary transit routes and nodes.	Plans, Policy & Regulation	TRAN-4	City Planning	-	Short
	<i>ID #63</i>	Collaborate with transit providers to increase public transit service between Rossland and Trail.	Partnerships & Collaboration	TRAN-4	BC Transit	Red Mountain Resort, City, RDKB	Medium*
	<i>ID #64</i>	Maintain and expand the rideshare program from Rossland to Trail and the surrounding area.	Initiatives & Programs	TRAN-4	Rosland Transportation Co-operative	City, Chamber, Major employers	Short*
	<i>ID #65</i>	Establish a "hitching post" for ride-share travellers.	Initiatives & Programs	TRAN-4	City Planning	-	Short
	<i>ID #66</i>	Green the City's transportation fleet with hybrid electric vehicles or alternative fuel vehicles such as biodiesel.	Initiatives & Programs	ENER-2, TRAN-5	City	-	Short*
	<i>ID #67</i>	Green Red Mountain Resort's transportation fleet with hybrid electric vehicles or alternative fuel vehicles such as biodiesel.	Initiatives & Programs	ENER-2, TRAN-5	Red Mountain Resort	-	Short*
	<i>ID #68</i>	Green Redstone Alpine Golf Resort's transportation fleet with neighbourhood electric vehicles.	Initiatives & Programs	ENER-2, TRAN-5	Redstone Alpine Golf Resort	-	Short*

	<i>ID #69</i>	Green the rideshare vehicle fleet.	Initiatives & Programs	ENER-2, TRAN-5	Rossland Transportation Co-operative	-	Medium*
	<i>ID #70</i>	Green high-profile chair lifts at Red Mountain Resort with renewable and locally generated (where possible) energy power.	Initiatives & Programs	ENER-2, TRAN-5	Red Mountain Resort	Tourism Rossland, Independent Power Producer, Columbia Basin Trust	Medium*
	<i>ID #71</i>	Prepare an Integrated Greenspace, Trails and Recreation Master Plan.	Research & Studies Policy & Regulation	REC-1, REC-2, REC-3, TRAN-1, NAT-1, COMM-4	Recreation and Trails Advisory Committee (new)	RDKB, KCTS, Red Mountain Resort, FORR, Columbia Basin Trust, Friends of Deer Park, Province	Medium
	<i>ID #74</i>	Develop a gondola linking Red Mountain Resort with downtown Rossland.	Plans, Policy & Regulation Demonstration & Catalyst Projects	TRAN-4	Red Mountain Resort	City	Long
	<i>ID #99</i>	Formalise the heritage walking tour route.	Initiatives & Programs	COMM-5, TRAN-2	City Planning	Rossland Museum	Medium
	<i>ID #142</i>	Conduct a transportation study to address traffic patterns, safety and potential congestion.	Research & Studies	TRAN-4, TRAN-6	City Planning		

7. Intergenerational Care & Learning Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #7</i>	Develop a policy to foster a mix of housing types and tenures.	Plans, Policy & Regulation	LAND-2, LAND-5, HAFF-2, CARE-3	City Planning	Rossland Housing Authority (new)	Short
	<i>ID #76</i>	Establish a policy to preserve public access to the key natural amenities.	Plans, Policy & Regulation	REC-3, CARE-4	City Planning	KCTS, FORR, RDKB	Short
	<i>ID #79</i>	Conduct a demand and supply study of community recreational and leisure facilities and prepare a plan for revitalising the parks and the arena.	Research & Studies	REC-5, GOV-4, COMM-4, CARE-4	Volunteer & Facilities Coordinator (new)	City, RCAC	Medium
	<i>ID #81</i>	Establish strategies to keep and attract healthcare services and facilities in Rossland.	Research & Studies	CARE-1	City	Province, Chamber, Health Authority	Medium*
	<i>ID #82</i>	Allocate seniors / special needs housing in the downtown in and around the civic precinct.	Plans, Policy & Regulation	LAND-5, HAFF-1, CARE-1	City Planning	Columbia Trust, Rossland's Housing Authority (new)	Medium*
	<i>ID #83</i>	Institute a specialty housing project to create seniors housing that is prioritised for local seniors who are moving out of single-family homes.	Demonstration & Catalyst Projects	HAFF-1, CARE-1	City Planning	Rossland's Housing Authority (new), BC Housing, IHA, Credit Union, Columbia Trust	Medium
	<i>ID #84</i>	Raise awareness of education, learning and training opportunities outside the public school system.	Education & Awareness	ECON-4, ECON-6, CARE-2	Library	PAC, RCAC	Short*
	<i>ID #85</i>	Establish a Senior-to-Youth Mentoring Program.	Initiatives & Programs	CARE-2	PAC	Visions for Small Schools	Medium*
	<i>ID #86</i>	Research and implement alternatives to the secondary school model.	Research & Studies	ECON-6, CARE-3	City	PAC, Visions for Small Schools, School Board, School District No. 20	Short

	<i>ID #87</i>	Identify and partner with higher education institutions to provide post-secondary education opportunities in Rossland.	Partnerships & Collaboration	ECON-6, CARE-3	City	CEDO (new), Academic Institutions	Medium
	<i>ID #88</i>	Offer training to teachers on the basic concepts of sustainability (social, environmental, and economic) and encourage them to incorporate these into their class teaching.	Education & Awareness	ECON-6, CARE-3	PAC	Library	Medium
	<i>ID #90</i>	Hire a part-time volunteer, event & facilities coordinator.	Administration & Governance Reform	COMM-4, COMM-2, ECON-7, CARE-1, REC-1, REC-5	Council	Rossland Recreation, Chamber, RCAC, KCTS	Short*
	<i>ID #91</i>	Establish a system (web and networking software) to create a town network that keeps residents informed.	Education & Awareness	COMM-4, COMM-2, ECON-7, CARE-1, GOV-2, REC-1	Volunteer & Facilities Coordinator (new)	Rossland Recreation, Chamber, RCAC, KCTS	Short
	<i>ID #97</i>	Establish a multi-use community centre / facility(s) in the new civic precinct.	Demonstration & Catalyst Projects	ECON-7, CARE-1, CARE-5, GOV-4, REC-5, COMM-4	City Planning	Developers, RCAC	Medium

8. Sense of Community Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #8</i>	Invite proposals for the development of the Emcon lands to catalyze change in the townsite.	Initiatives & Programs	LAND-2, LAND-5, HAFF-1, REC-5, COMM-4	City Planning	Developer, Rossland Housing Authority (new), Various Advisory Committees	Short
	<i>ID #17</i>	Establish a presence for the Museum in the downtown and include it as part of the heritage walk.	Initiatives & Programs	COMM-5, LAND-5	Rossland Museum	City, Downtown Businesses, Chamber	Medium
	<i>ID #18</i>	Collaborate with the Province to find options for addressing traffic, parking and access along Columbia Avenue.	Partnerships & Collaboration	COMM-3, LAND-5	City Planning	Province	Short*
	<i>ID #19</i>	Establish a Downtown and Streetscape Revitalization Program.	Initiatives & Programs	COMM-3, COMM-5, ECON-5, TRAN-2, LAND-5	City Planning	Chamber, Province, Developers, Downtown Businesses, Province	Short*
	<i>ID #71</i>	Prepare an Integrated Green space, Trails and Recreation Master Plan.	Research & Studies Policy & Regulation	REC-1, REC-2, REC-3, TRAN-1, NAT-1, COMM-4	Recreation and Trails Advisory Committee (new)	RDKB, KCTS, Red Mountain Resort, FORR, Columbia Basin Trust, Friends of Deer Park, Province	Medium
	<i>ID #79</i>	Conduct a demand and supply study of community recreational and leisure facilities and prepare a plan for revitalising the parks and the arena.	Research & Studies	REC-5, GOV-4, COMM-4, CARE-4	Volunteer & Facilities Coordinator (new)	City, RCAC	Medium
	<i>ID #80</i>	Strengthen the City Recreation Department organization and scope of services.	Administration & Governance Reform	COMM-2, REC-5	Council	Rossland Recreation	Short*
	<i>ID #89</i>	Establish an effective Community Awareness and Welcoming Program specifically targeted at Rossland newcomers.	Initiatives & Programs	COMM-1	Welcome Wagon	Volunteer & Facilities Coordinator (new), Rossland Recreation	Short*
	<i>ID #90</i>	Hire a part-time volunteer, event & facilities coordinator.	Administration & Governance Reform	COMM-4, COMM-2, ECON-7, CARE-1, REC-1, REC-5	Council	Rossland Recreation, Chamber, RCAC, KCTS	Short*

	<i>ID #91</i>	Establish a system (web and networking software) to create a town network that keeps residents informed.	Education & Awareness	COMM-4, COMM-2, ECON-7, CARE-1, GOV-2, REC-1	Volunteer & Facilities Coordinator (new)	Rossland Recreation, Chamber, RCAC, KCTS	Short
	<i>ID #92</i>	Establish a coordinated strategy for arts and cultural events in the community.	Research & Studies	ECON-7, REC-1, COMM-2	Chamber	Rossland Recreation, Relevant Event Organisers, RCAC	Short
	<i>ID #93</i>	Study the extent and impact of secondary home ownership in the traditional town site.	Research & Studies	COMM-3	City Planning	Academic Institutions	Short
	<i>ID #94</i>	Review and update the Design Guidelines for Downtown Rossland and establish guidelines for multi-family residential and comprehensive development areas.	Plans, Policy & Regulation	LAND-3, COMM-3	City Planning		Medium
	<i>ID #96</i>	Foster different styles of development between neighbourhoods, so that the larger community of Rossland becomes a tapestry of neighbourhoods, each with distinctive streets and buildings.	Plans, Policy & Regulation	COMM-3	City Planning	RDKB	Short
	<i>ID #97</i>	Establish a multi-use community centre / facility(s) in the new civic precinct.	Demonstration & Catalyst Projects	ECON-7, CARE-1, CARE-5, GOV-4, REC-5, COMM-4	City Planning	Developers, RCAC	Medium
	<i>ID #98</i>	Establish a Heritage Conservation Program.	Initiatives & Programs	COMM-5	City Planning	RCAC, Rossland Historical Museum Association, Chamber, Province	Medium*
	<i>ID #99</i>	Formalise the heritage walking tour route.	Initiatives & Programs	COMM-5, TRAN-2	City Planning	Rossland Museum	Medium
	<i>ID #100</i>	Restructure the property taxation system to provide incentives for owners of heritage buildings to fix up and restore their buildings.	Incentives	HAFF-5, COMM-5	City Finance	Developers and Property Owners	Medium

9. Energy & Air Quality Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #66</i>	Green the City's transportation fleet with hybrid electric vehicles or alternative fuel vehicles such as biodiesel.	Initiatives & Programs	ENER-2, TRAN-5	City	-	Short*
	<i>ID #67</i>	Green Red Mountain Resort's transportation fleet with hybrid electric vehicles or alternative fuel vehicles such as biodiesel.	Initiatives & Programs	ENER-2, TRAN-5	Red Mountain Resort	-	Short*
	<i>ID #68</i>	Green Redstone Alpine Golf Resort's transportation fleet with neighbourhood electric vehicles.	Initiatives & Programs	ENER-2, TRAN-5	Redstone Alpine Golf Resort	-	Short*
	<i>ID #69</i>	Green the rideshare vehicle fleet.	Initiatives & Programs	ENER-2, TRAN-5	Rossland Transportation Co-operative	-	Medium*
	<i>ID #70</i>	Green high-profile chair lifts at Red Mountain Resort with renewable and locally generated (where possible) energy power.	Initiatives & Programs	ENER-2, TRAN-5	Red Mountain Resort	Tourism Rossland, Independent Power Producer, Columbia Basin Trust	Medium*
	<i>ID #101</i>	Establish a Collaborative Energy Innovations Task Force.	Administration & Governance Reform	ENER-1, ENER-2, ENER-3, ENER-4, ENER-5	Council	Canadian District Energy Association, Terasen, Red Mountain Resort, Fortis BC, RDKB	Short*
	<i>ID #102</i>	Explore the potential for establishing a small Rossland energy utility partly owned by the municipality.	Research & Studies	ENER-1	Energy Innovations Task Force (new)	City, Canadian District Energy Association, Terasen, Red Mountain Resort, LCCDT	Medium
	<i>ID #103</i>	Develop a Community Energy Plan and set energy targets.	Plans, Policy & Regulation	ENER-2, ENER-1, ENER-3	Energy Innovations Task Force (new)	FCM, BCSEA, Province, RDKB, LCCDT	Short

	<i>ID #104</i>	Pilot a small district energy system with two nodes: at the new civic precinct downtown and Red Mountain Resort.	Demonstration & Catalyst Projects	ENER-2	Energy Innovations Task Force (new)	Developer, Teck Cominco, Selkirk College	Medium
	<i>ID #105</i>	Identify and develop a set of carbon-neutral demonstration projects at different scales (building, block and city) and in different locations (existing downtown and new resort development).	Demonstration & Catalyst Projects	ENER-3	City Planning	Developers, Energy Innovations Task Force (new), Redstone Alpine Golf Resort, Red Mountain Resort	Medium*
	<i>ID #106</i>	Adopt green building standards (if permitted by Province) and incorporate sustainability checklists / questionnaires into development approvals.	Plans, Policy & Regulation	LAND-6, NAT-3, ENER-4	City Planning	RDKB	Short
	<i>ID #107</i>	Request on-going and substantive support for energy efficiency programs from partners at all levels.	Partnerships & Collaboration	ENER-4	Energy Innovations Task Force (new)	City, Columbia Basin Trust, Fortis, RDKB, FCM, Federal, Province	Short*
	<i>ID #108</i>	Encourage all existing homeowners to participate in the national ecoRetrofit program, and establish an investment strategy for their home.	Initiatives & Programs	ENER-4	City	Energy Innovations Task Force (new), Federal	Short
	<i>ID #109</i>	Adopt an air quality bylaw.	Plans, Policy & Regulation	ENER-5	RDKB	Province, NGOs, City	Long
	<i>ID #110</i>	Offer a rebate program for old inefficient wood stoves.	Initiatives & Programs Incentives	ENER-5	RDKB	Province, City, Federal Government	
	<i>ID #143</i>	Take action to reduce idling vehicles.	Plans, Policy & Regulation, Education and Awareness	ENER-5	Council		

10. Water & Solid Waste Management Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #1</i>	Define medium- and long-term growth boundaries that concentrate growth in a clearly defined area that includes the traditional town of Rossland, Red Mountain Resort, and Redstone Alpine Golf Resort.	Plans, Policy & Regulation	HAFF-3, W&SW-2, LAND-1	City Planning	-	Short
	<i>ID #2</i>	Establish policies and incentives to encourage development of existing infill sites, laneways and hillsides that are vacant or underutilized.	Plans, Policy & Regulation, Incentives	HAFF-3, W&SW-2, LAND-5, LAND-1	City Planning	-	Short
	<i>ID #5</i>	Encourage cluster development to allow the protection of natural features on the site, to minimize the on-site footprint of the development, and to minimize road lengths.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City	-	Short
	<i>ID #6</i>	Retain sufficient reserve lands within the town site to accommodate a high growth scenario over the long-term.	Plans, Policy & Regulation	W&SW-3, HAFF-3, LAND-1	City	-	Short
	<i>ID #13</i>	Define and adopt alternative street and development standards for hillside development.	Plans, Policy & Regulation	TRAN-2, NAT-3, W&SW-3, LAND-3 LAND-6	City Planning	City Engineering	Medium
	<i>ID #111</i>	Update the Watershed Management Plan.	Plans, Policy & Regulation	W&SW-1	City	Academic Institutions, Columbia Basin Trust, FORR	Medium
	<i>ID #112</i>	Establish the watershed boundaries and protect the watersheds.	Research & Studies Policy & Regulation	W&SW-1	City	Academic Institutions	Short
	<i>ID #113</i>	Monitor infrastructure capacity and update projections in light of new development.	Research & Studies	W&SW-2,	City Engineering	RDKB	Short*
	<i>ID #114</i>	Study the infrastructure's condition and establish an Infrastructure Improvement Plan.	Plans, Policy & Regulation	W&SW-2	City Engineering	RDKB	Short

	<i>ID #115</i>	Establish a policy requiring on-site storm water management for new development and redevelopment, particularly downtown and in higher- density areas.	Plans, Policy & Regulation	W&SW-3	City Planning	Developers	Short
	<i>ID #116</i>	Capture and retain storm water runoff during major storm events and keep it out of the sewer system.	Plans, Policy & Regulation	W&SW-3	City Engineering	-	Short
	<i>ID #117</i>	Showcase alternative storm water management practices at Red Mountain Resort and Redstone Alpine Golf Resort.	Demonstration & Catalyst Projects	W&SW-3	City Engineering	Developers, City Planning, Columbia Basin Trust, Province, Federal Government	Short*
	<i>ID #118</i>	Encourage stream-responsible forestry & mining practices within the City boundaries and watersheds.	Partnerships & Collaboration Plans, Policy & Regulation	W&SW-3	City	Jones Pole & Tie, Beaumont, Province, VanGold, RDKB	Medium*
	<i>ID #119</i>	Install water meters for all water users and implement a consumption-based water tariff with variable rates.	Initiatives & Programs	W&SW-4	City	Columbia Basin Trust	Short*
	<i>ID #120</i>	Develop an integrated long-term water plan that assumes no additional plans (over what is already envisioned) for centralised water supply or treatment.	Plans, Policy & Regulation	W&SW-4	City Engineering	Developers	Medium
	<i>ID #121</i>	Educate residents about responsible water use, stewardship, and conservation technologies.	Education & Awareness	W&SW-4	City Engineering	Columbia Basin Trust, RDKB	Short*
	<i>ID #122</i>	Track waste disposal for Rossland.	Initiatives & Programs	W&SW-5	RDKB	City	Medium*
	<i>ID #123</i>	Create an improved 3Rs program and community reuse centre that makes zero-waste possible for Rossland.	Initiatives & Programs	W&SW-5	RDKB	City	Medium
	<i>ID #124</i>	Establish a community composting program, with cooperation from the Region.	Initiatives & Programs	W&SW-5	City	RDKB	Medium*
	<i>ID #135</i>	Develop a local Emergency Plan that addresses the full range of possible disasters and includes long-term solutions for reducing the vulnerability of at-risk groups.	Plans, Policy & Regulation	W&SW-2, NAT-3, GOV-2	City	Province, Federal, RDKB	Short

11. Governance Strategic Actions

	<i>ID No.</i>	Strategy	Tools	End-state Goal Ref.	Lead	Other Agencies	Timeframe
	<i>ID #55</i>	Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities).	Partnerships & Collaboration	ECON-1, GOV-3	Council	Neighbouring Councils, City Staff, RDKB, Community Futures, LCCDT	Short*
	<i>ID #79</i>	Conduct a demand and supply study of community recreational and leisure facilities and prepare a plan for revitalising the parks and the arena.	Research & Studies	REC-5, GOV-4, COMM-4, CARE-4	Volunteer & Facilities Coordinator (new)	City, RCAC	Medium
	<i>ID #91</i>	Establish a system (web and networking software) to create a town network that keeps residents informed.	Education & Awareness	COMM-4, COMM-2, ECON-7, CARE-1, GOV-2, REC-1	Volunteer & Facilities Coordinator (new)	Rossland Recreation, Chamber, RCAC, KCTS	Short
	<i>ID #95</i>	Establish a policy that ensures no sell-off of public land without full consultation with the community, and a review of alternative options.	Plans, Policy & Regulation	GOV-1	City Planning	-	Short
	<i>ID #97</i>	Establish a multi-use community centre / facility(s) in the new civic precinct.	Demonstration & Catalyst Projects	ECON-7, CARE-1, CARE-5, GOV-4, REC-5, COMM-4	City Planning	Developers, RCAC	Medium
	<i>ID #125</i>	Maintain and expand citizen advisory groups / task groups.	Administration & Governance Reform	GOV-1, GOV-2	Council	-	Short*
	<i>ID #126</i>	Create and support two business councils for strategic planning: one with downtown businesses and another with developers.	Administration & Governance Reform	GOV-1, ECON-1	Council	Chamber	Short*
	<i>ID #127</i>	Collect and disseminate information on key issues to foster an educated discussion within the community prior to policy-making.	Education & Awareness	GOV-1	Council	City Staff	Short*

	<i>ID #128</i>	Establish a mechanism to ensure timely and respectful follow-up with people and groups that present to council.	Administration & Governance Reform	GOV-1	Council	City Staff	Short*
	<i>ID #129</i>	Investigate the impacts of reducing the size of the Rossland City Council.	Research & Studies	GOV-1	Council	City Staff	Short
	<i>ID #130</i>	Create a governance calendar that incorporates governance issues (points for input and decision-making) that is easy to access and kept up-to-date.	Initiatives & Programs	GOV-1	Council	City Staff	Short*
	<i>ID #131</i>	Develop an Engagement and Consultation Guide for Rossland.	Initiatives & Programs	GOV-1	City	Co-op Student	Medium
	<i>ID #132</i>	Review the development process and identify opportunities to streamline unnecessarily onerous steps, procedures and costs.	Research & Studies	GOV-1	Council	City, Developers	Short
	<i>ID #133</i>	Institute an annual programmed budgeting process of Strategic Sustainability Plan actions.	Administration & Governance Reform	GOV-2	Council	City Staff	Short*
	<i>ID #134</i>	Organise annual seminars or tours for councillors and managers on the state of the art in local sustainability planning and eco-resort development.	Education & Awareness	GOV-2	Council	City Staff, FCM, UBCM	Short*
	<i>ID #135</i>	Develop a local Emergency Plan that addresses the full range of possible disasters and includes long-term solutions for reducing the vulnerability of at-risk groups.	Plans, Policy & Regulation	W&SW-2, NAT-3, GOV-2	City	Province, Federal, RDKB	Short
	<i>ID #136</i>	Re-establish an institutional memory in City Hall and build capacity in the organization.	Administration & Governance Reform	GOV-2	Council	-	Short*
	<i>ID #137</i>	Prepare a 'white paper' for discussion that explores future governance options and impacts.	Research & Studies	GOV-3	Council	Academic Institutions, Co-op Student, RDKB, Community Futures	Short

	<i>ID #138</i>	Propose and advocate a process that will inform all neighbouring communities and agencies about Rossland's Visions to Actions Strategic Sustainability Plan and which could further inform a Regional Growth Strategy.	Education & Awareness	GOV-3	Council	UBCM, Province, RDKB, LCCDT	Medium
	<i>ID #139</i>	Establish a tradition for refreshments and informal dialogue after council meetings and other governance events, with special attention to providing an enjoyable space for conversations.	Administration & Governance Reform	GOV-1	Council	Business Councils, Advisory Groups	Short*